Value Streams for the Cloud Age

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Some Questions You May Have

Who Am I?

What Do I Do?

I build speed and adaptability as strategic advantages, so that we thrive in today's fast-paced markets.

- Agile / Digital Transformation
- Program Portfolio Management
- NCR Banking SW Scaled Agile Transformation Leader

What Are We Talking About Today?

Volatile **U**ncertain **C**omplex **A**mbiguous

Business Reinvention in a VUCA World

- Complexity
- Change
- Speed
- Digital First
- Innovation

Business Agility

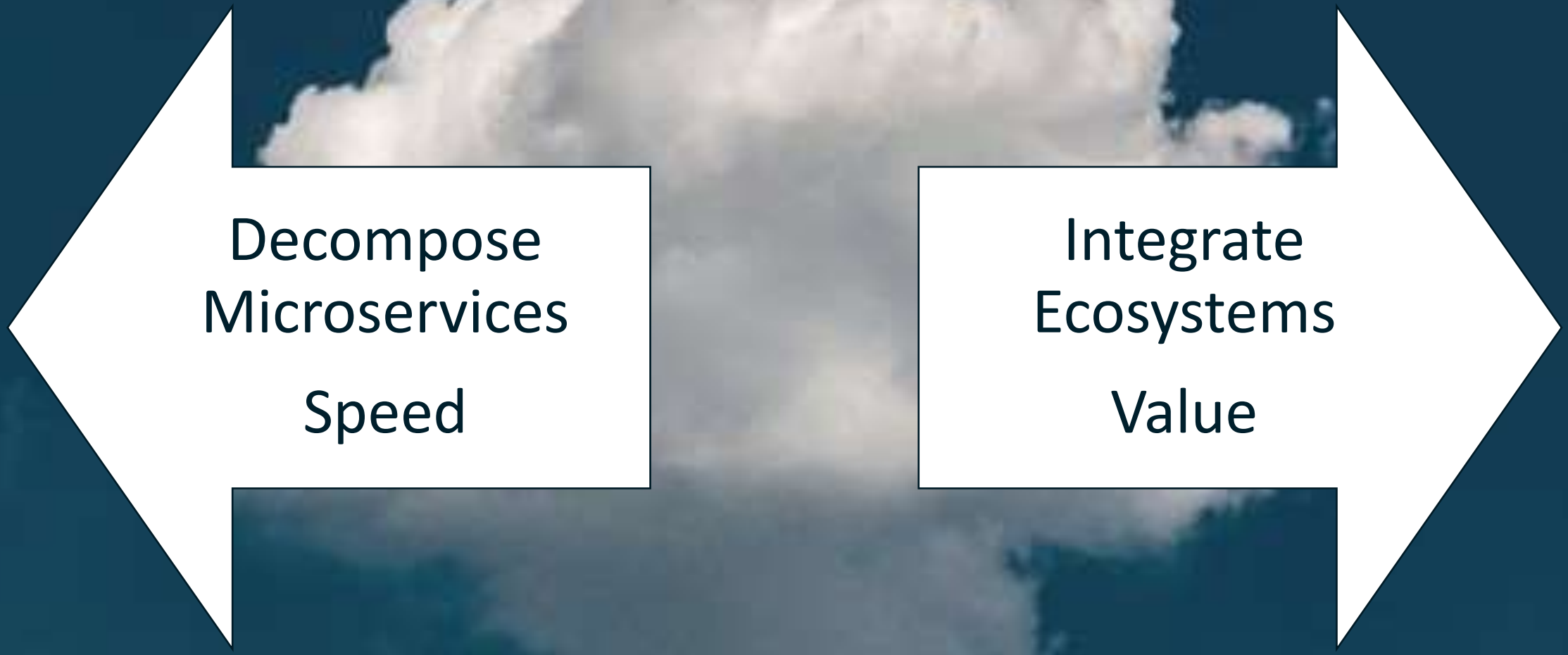
More of	Less of
• Customer-Focus	• Org-Focus
• Goal-driven	• Plan-driven
• We Learn	• We Know
• Collaboration	• Relay Races

- Lean
- Agile
- Design Thinking
- DevOps

Adaptive Mgnt Toolkit

How Fast Can We
Deliver Value?

Can We Benefit From Both?



Vale Stream Networks

Fleet Foxes’ Shore Cover Art

"Outlet, Bering Glacier, Alaska 1973" by Hiroshi Hamaya

What Was Our Challenge?

How do we evolve in 3 to 5 years without halting the current business?

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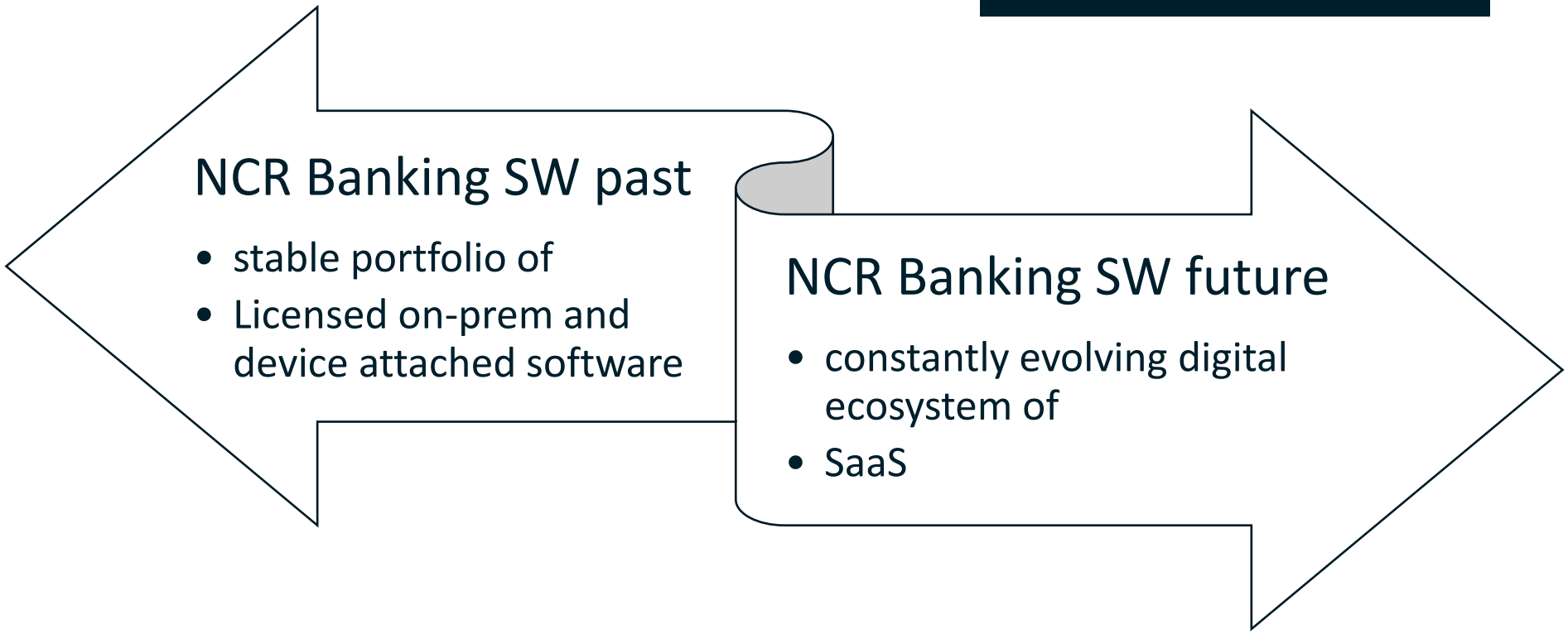
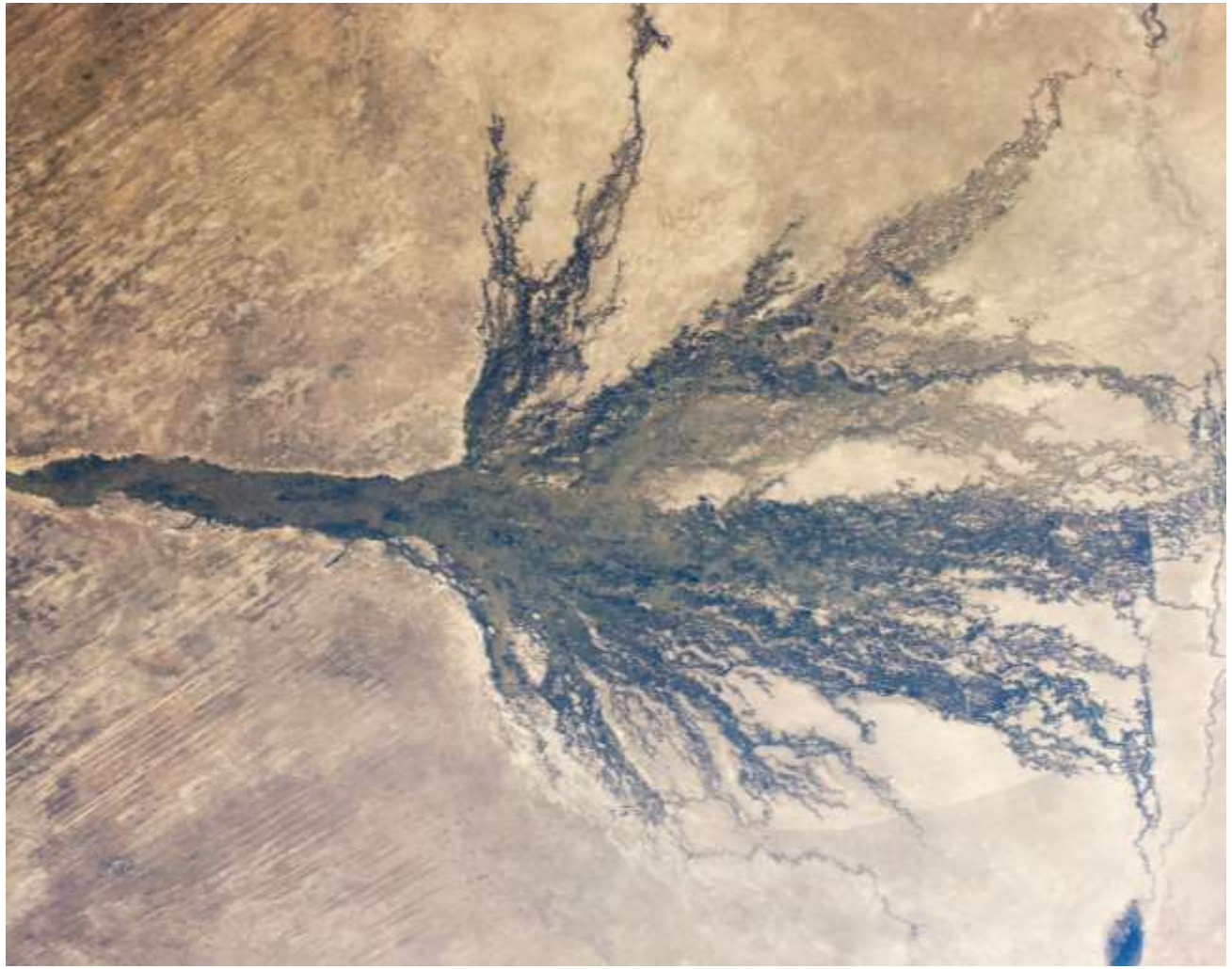


We Had To Transition…

From	To
Large customer integration	Turn-key cloud Solutions
Large Products	Smaller Services, and larger Solutions
Large go-to-market releases	Continuous delivery to production

What Did We Think We Needed?

Risk: Create Many Streams and Deliver Little Value



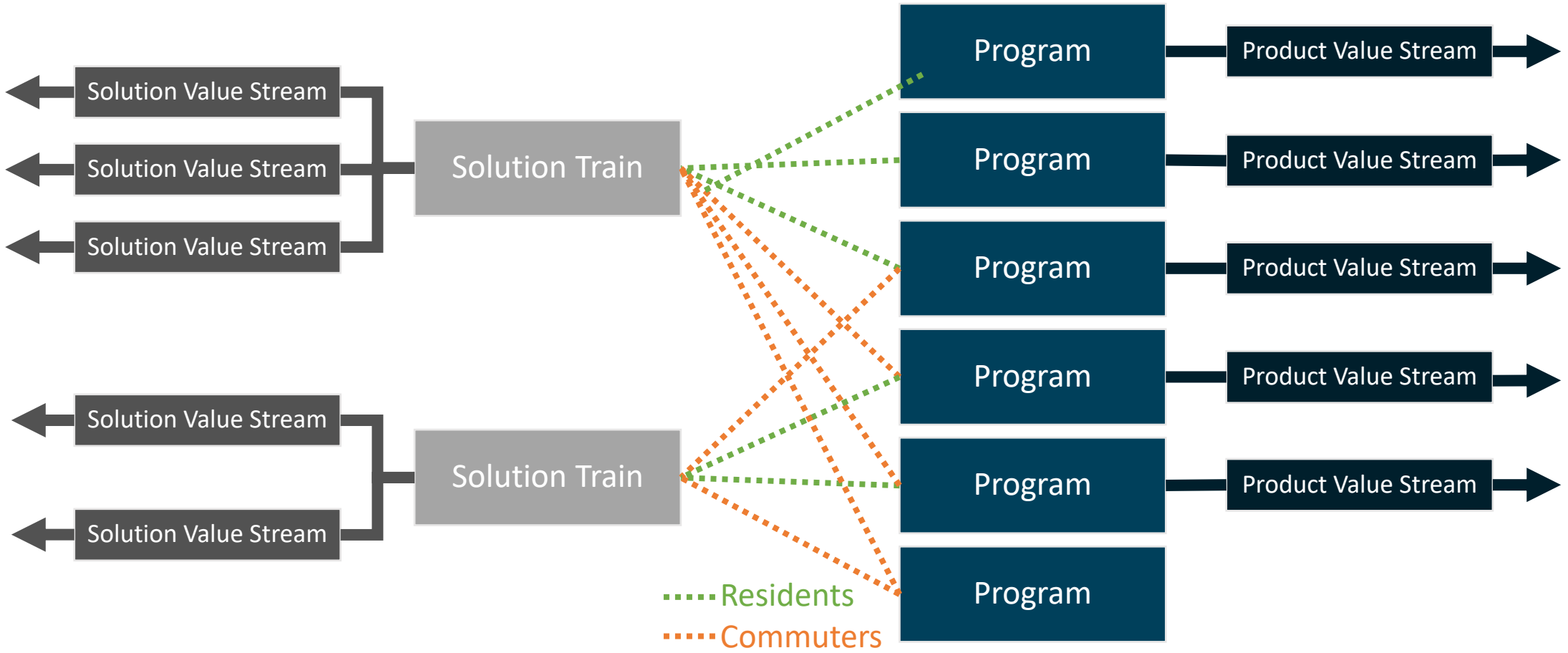
Okabango Swamp in Botswana

A river delta in the dessert!

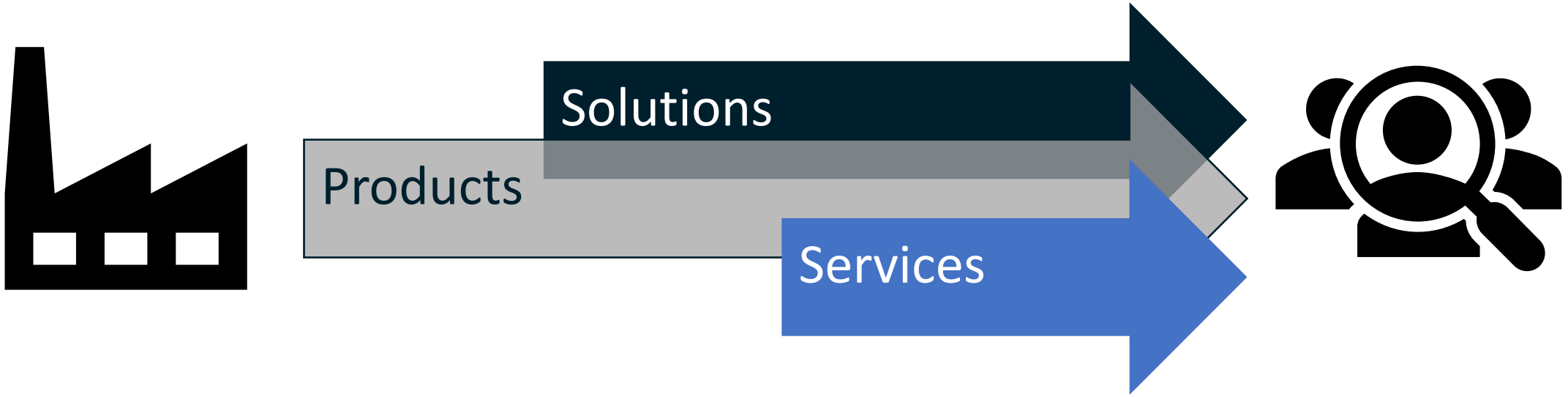
Astronaut photograph ISS028-E-6830, provided by the ISS Crew Earth Observations experiment and Image Science & Analysis Laboratory, Johnson Space Center. Taken by the Expedition 28 crew.

What Did We Actually Do with Products?

What Did We Actually Do with Solutions?

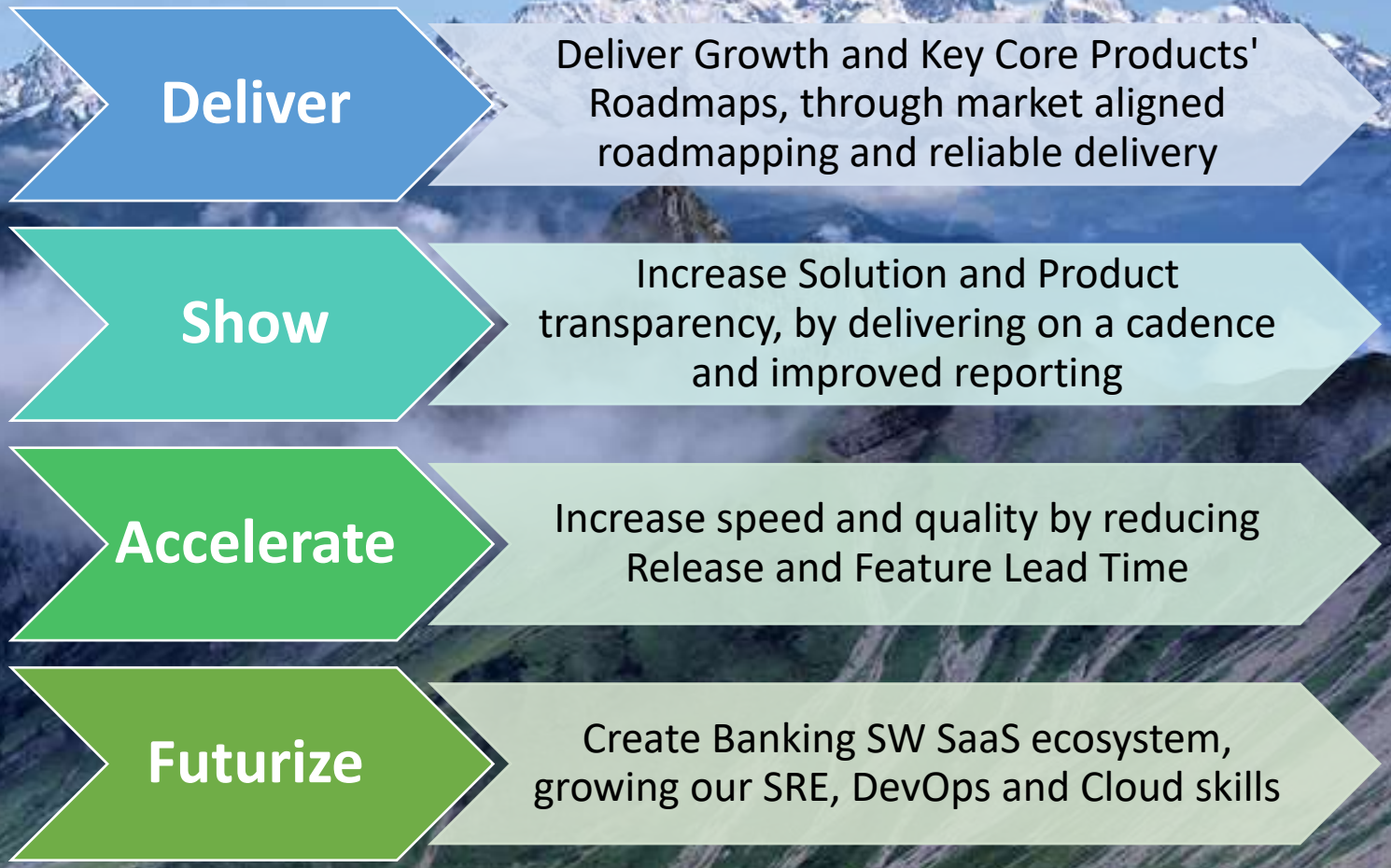


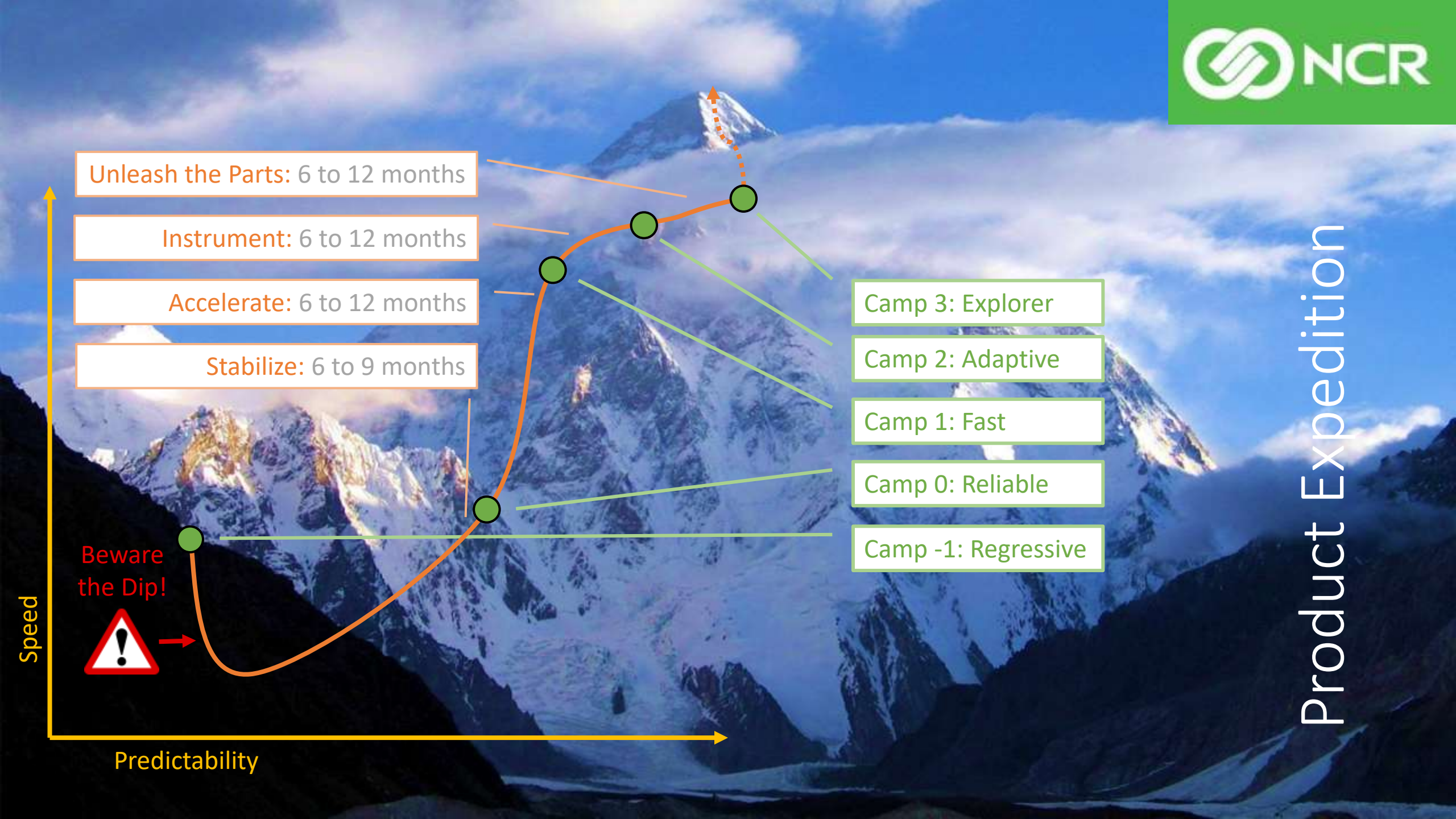
Parallel Value Streams



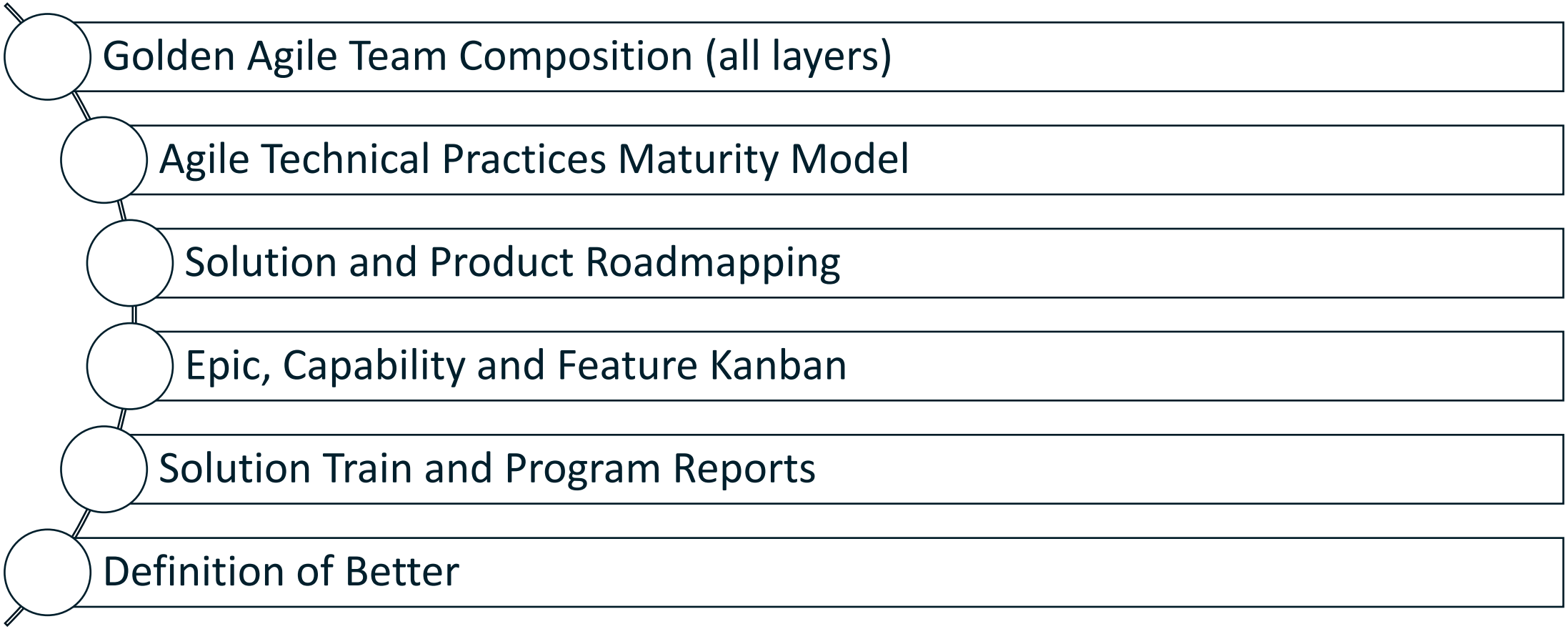
Challenge: How do we change?

DSAF - 2019 Banking SWT Goals




Unleash the Parts: 6 to 12 months
Instrument: 6 to 12 months
Accelerate: 6 to 12 months
Stabilize: 6 to 9 months
Beware the Dip!
Speed
Predictability
Camp 3: Explorer
Camp 2: Adaptive
Camp 1: Fast
Camp 0: Reliable
Camp -1: Regressive
Product Expedition

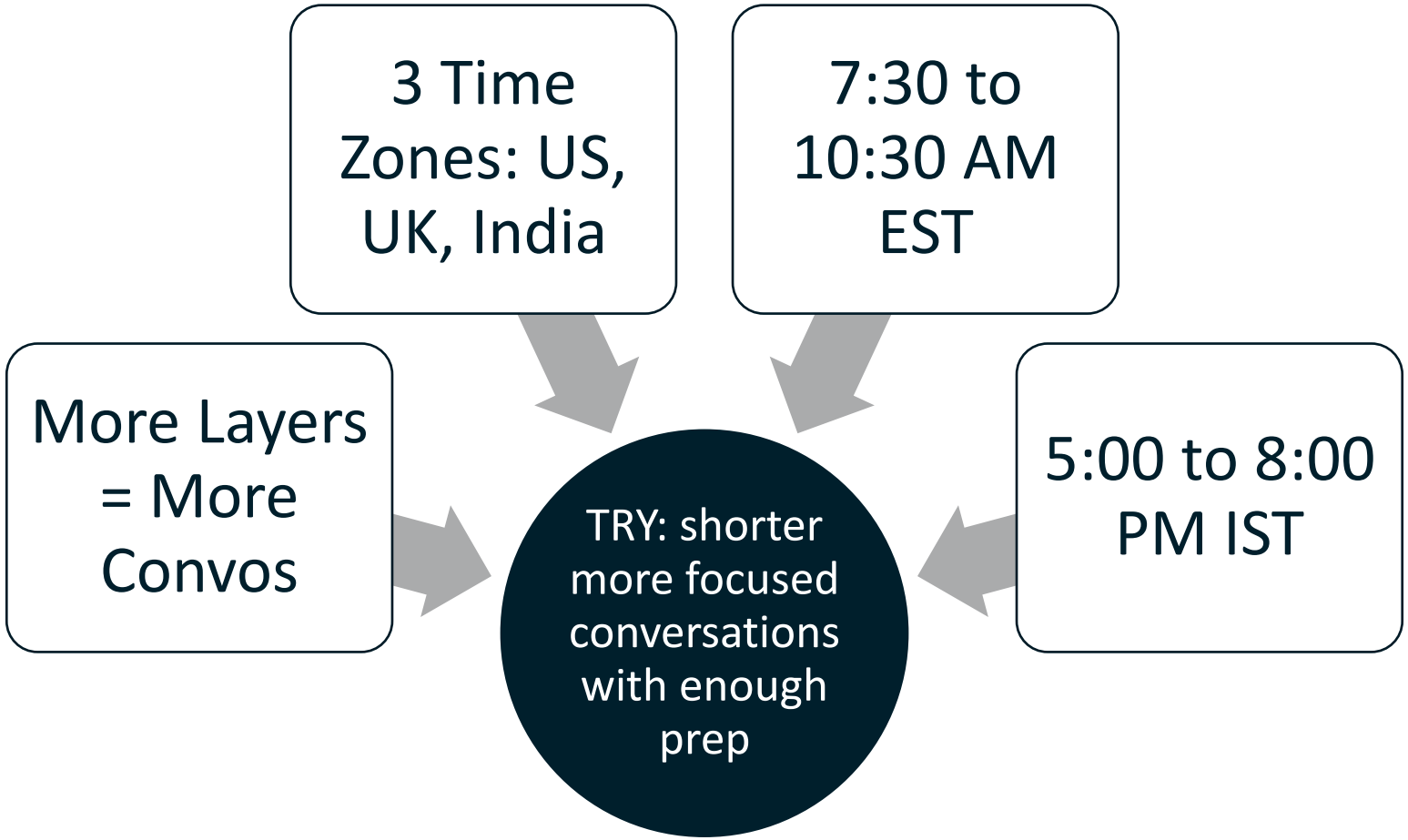
Some of Our Standards



And Then, What Happened?

Basic Portfolio Coordination	3 Large Solution Trains	22 Programs	70+ Agile Teams
• Budgeting • Roadmapping • Program Support	• 9 Market Solutions • 3 to 9 Large Customer Solutions	• 19 Products – Cloud and On Prem, SaaS and License-Based • 3 Shared Infrastructure Programs: SRE, Solution Integration System Team and PCI Certifications	• Feature • Infrastructure • Support • Leadership

Challenge: It takes time to talk!



What Have We Learned?

Value Stream Networks work!

Multi-level Delivery is possible

- Solutions
- Products
- Services

What Have We Learned?

First, reliability

- Team Structure
- Work Intake
- Deliver Working SW
- Challenge to Improve

Then, speed

- Creating Flow
- Reducing Batch Size
- Build Quality In
- Continuous Delivery

What Have I Learned as a Change Agent?

Larger scale = softer touch
= do less, choose better

Leverage is important, focus on smaller things with higher influence

Go to where the action is happening, watch and listen A LOT

Start by changing yourself

What Have We Learned as an Organization?

- It’s about people working together
- What does better look like now?
- No substitute for thinking and doing hard work
- It’s hard, but the payback is great!
- As you grow, you need tolerance for chaos
- Avoiding risk neither takes you back to safety nor forward to success

What’s Next for Us?

Faster, Higher, Stronger

Ensure we get every program / product and Solution Train to be reliable and fast

What’s Next for Us?

Adaptive

- Better sensing
- More integrated decision
- Faster execution cycles
- Immediate reaction to feedback

Explorer

- Generate many options
- Experiment with fewer
- Commit to the ones that stick
- Refine with actual market feedback

Some Parting Thoughts

Most SW Businesses Compete on the Basis of Speed

Measure Time To Customer Value Delivered

Architect Your Business for Fast Value Streams

Deliver Small Microservices and Large Solutions

Transformation is a journey, Start Where You Are

It’s About Your Business Objectives, Lean and Agile Are Tools

Help people redefine success and make the changes

Let’s Connect

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