

Shaping Forces of Transformation

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DevOps Enterprise Summit
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Where are we in our DevOps journey?

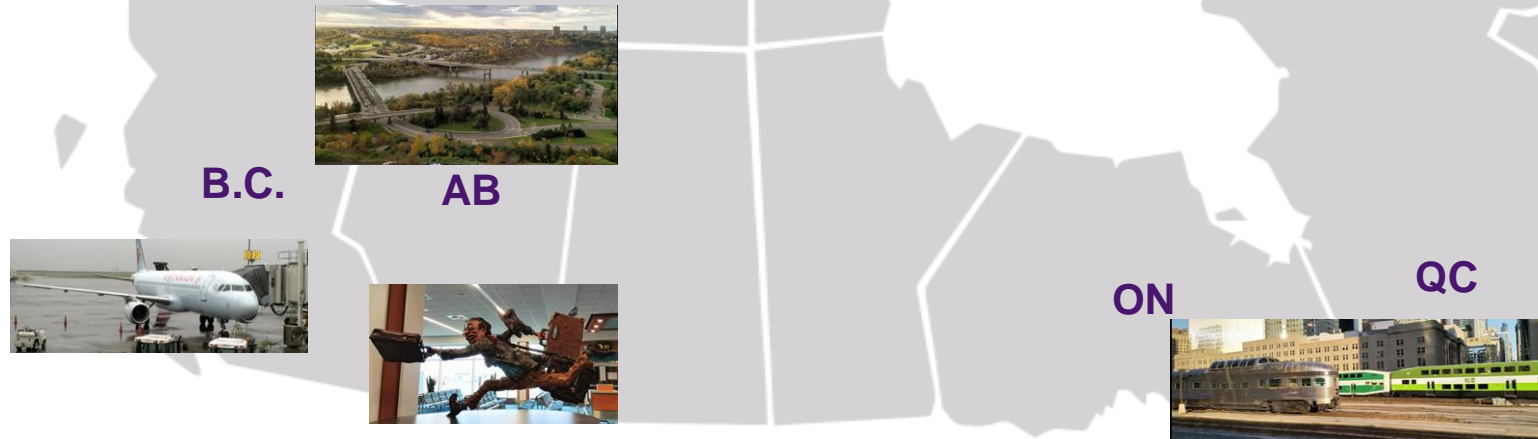


The puzzles to solve, the connections to find

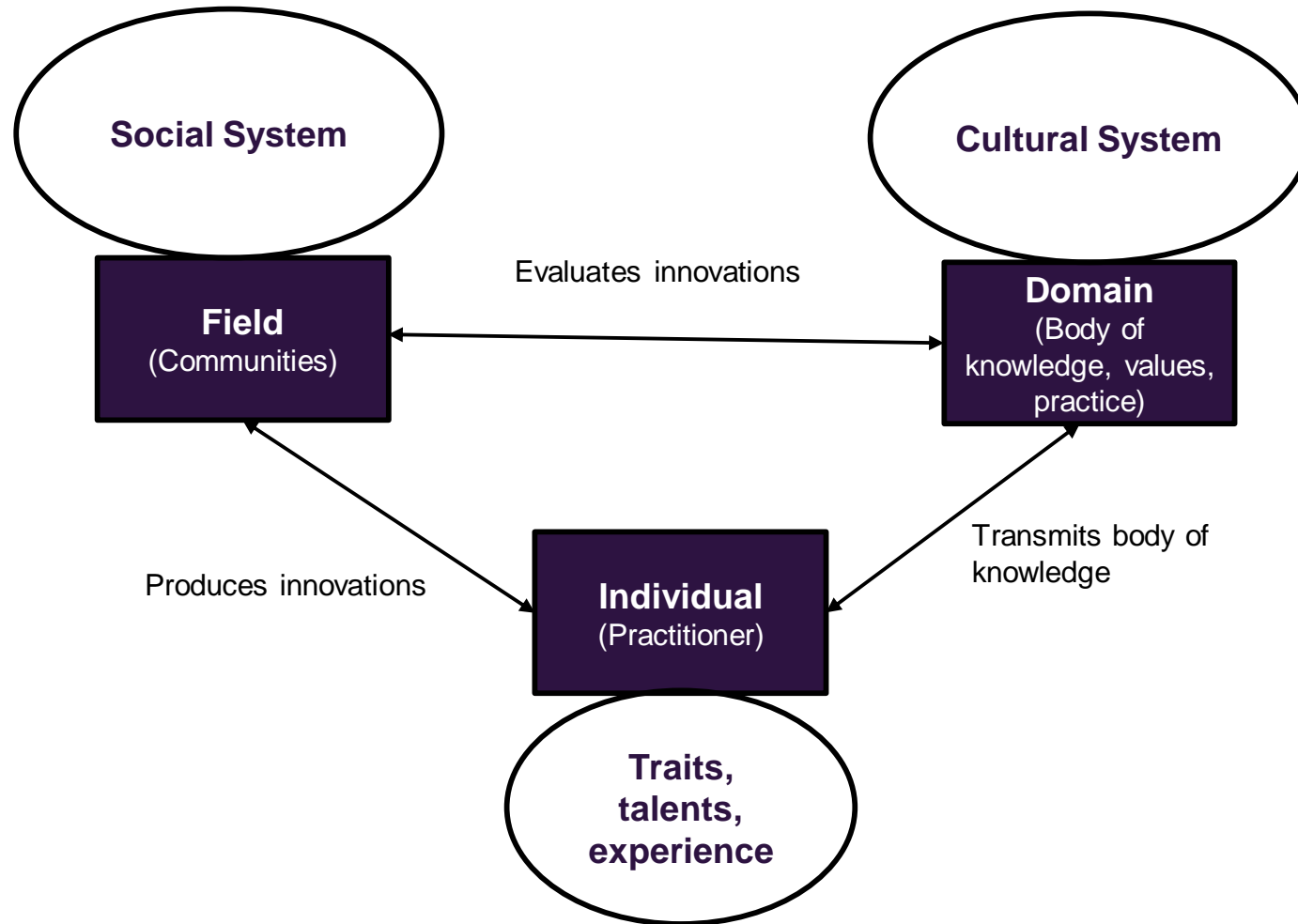


Planes, trains, and automobiles (and planning and training)

And a pandemic that made me rethink agile and the meaning of life



Applying a Systems View of Creativity



*“Creativity is the product of three main shaping forces: social institutions, or **field**, a cultural **domain** that will preserve and transmit ideas, and finally the **individual**, who brings about some **change** in the domain, in the field.” – Mihaly Csikszentmihalyi*

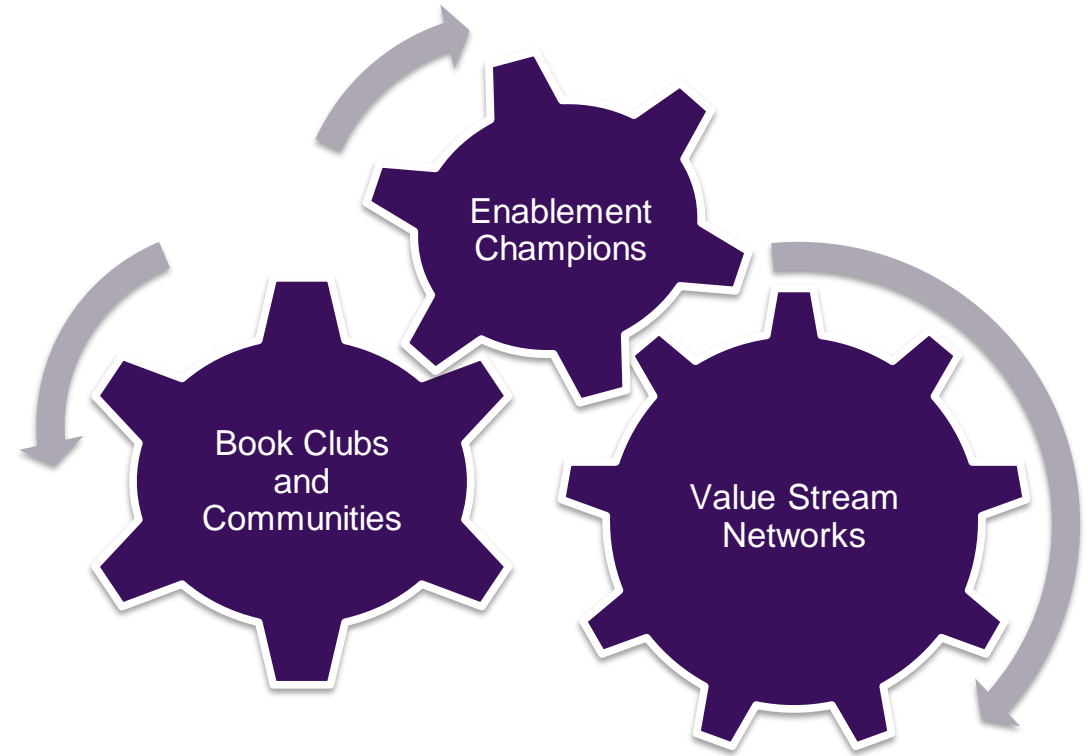
Forces of Transformation

1 **The Individuals:** Enablement Champions



2 **The Field:** Book Clubs and Communities

3 **The Domain:** Body of Knowledge; practices;
value stream networks



Enablement Champions

*“..A paradoxical mix of personal humility
and professional will.” – Jim Collins*



The perennial questions



- Excellence or enablement?
- Centralized or decentralized?
- Networks or communities?
- Coaches or consultants?
- Training or coaching?
- Internal change agents or external consultants?
- Structure or culture?

What our teams wanted

- **Value Stream Mapping**
- **Transitioning** towards newer ways of working; adopting/merging existing linear processes and training
- **What** opportunities exist? **How do we get started?**
- Better **business partner / stakeholder alignment**
- **Guidance** on **practices, value delivery, tools** and better **streamlining** our services towards becoming more **agile**
- How do we **measure success?**
- **Culture** shift towards **DevOps**
- **Communities of Practice**

Existential crisis turns into an opportunity..

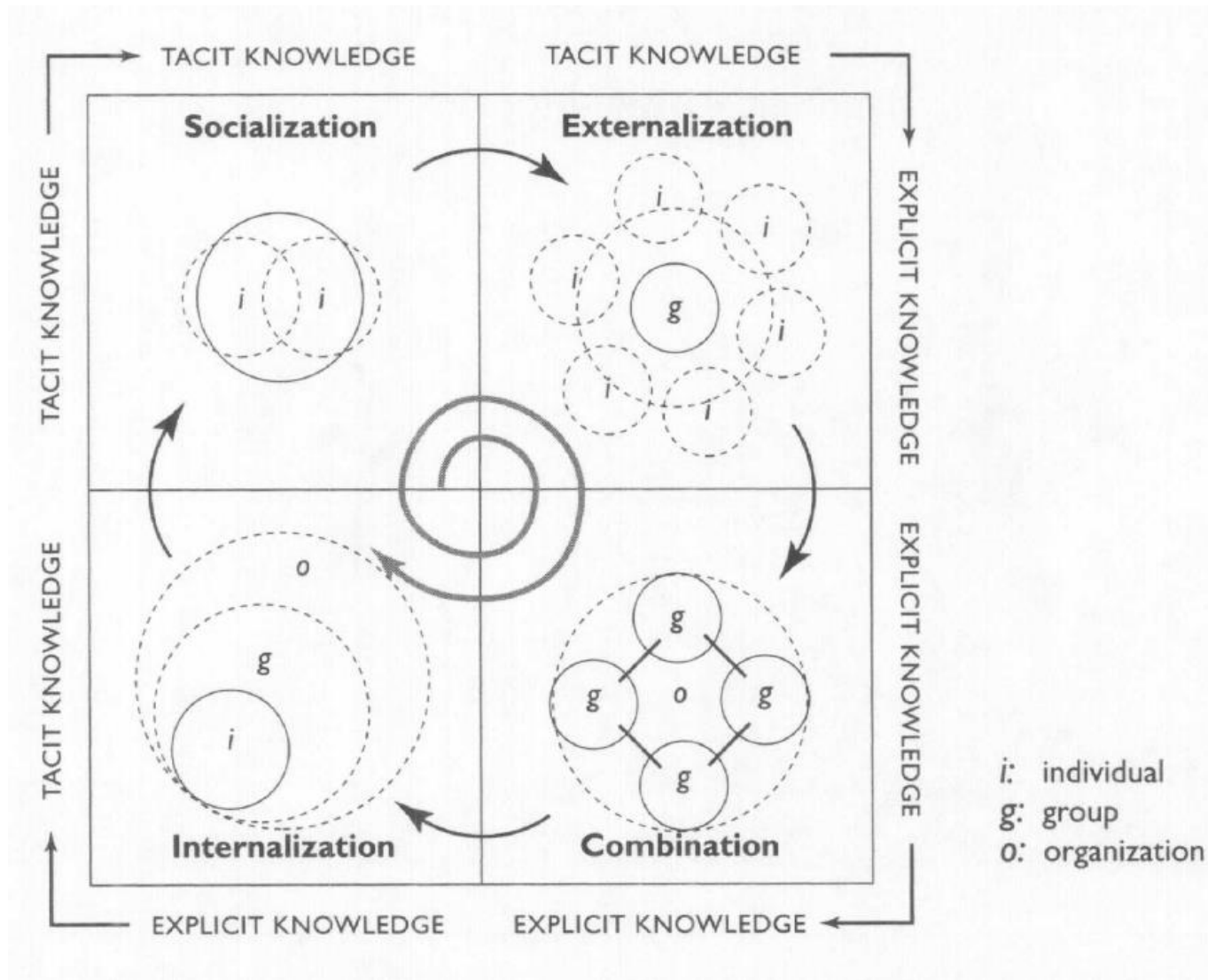


Learning Communities and Book Clubs

“Ba: A space for shared experiences and a foundation for knowledge creation.” - Nonaka, Konno



Spiral evolution of knowledge creation



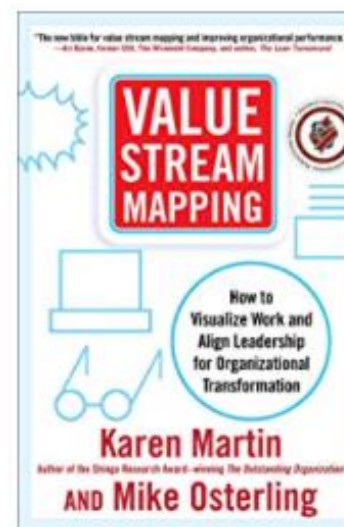
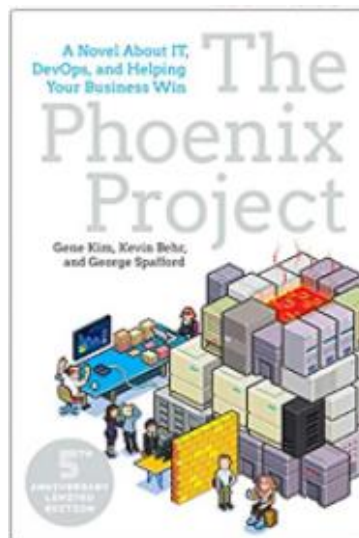
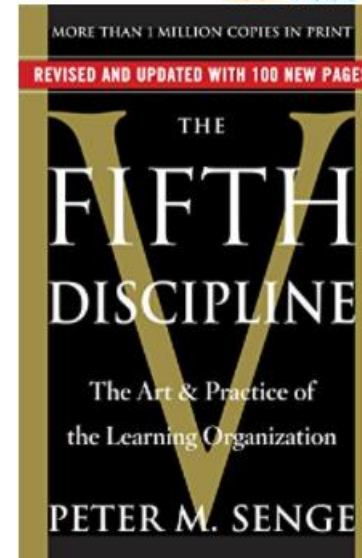
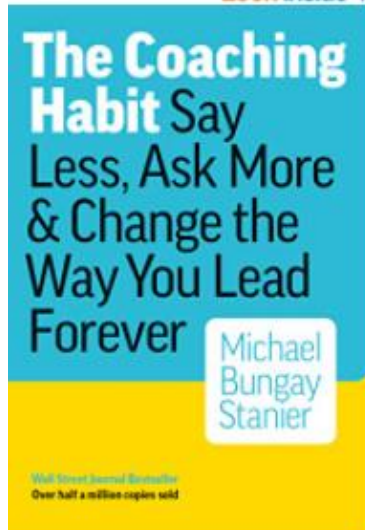
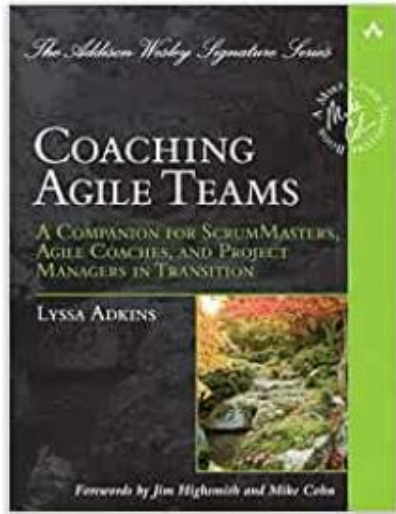
Source: The Concept of "Ba": Building a Foundation for Knowledge Creation. Nonaka, Konno, California Management Review, 1998

For the love of reading



i am reading

Book clubs that shaped the communities



Conversations: Online communities and lean coffee chats

Discussing Value Stream Metrics

** Update: We will have the next two lean coffee chats on April 30th and May 7th at 10 AM PT for anyone who can join. Watch out for a calendar invite! **

We will have our next Lean Coffee Session on Friday April 30th, at 10 AM PT (go/leancoffeechat). We will explore Part II of the book: **Value Stream Metrics**. Meanwhile, I hope some of you who have been reading can join the conversation online until then. :)



Amy Cheng: Happiness metric was a fun topic to discuss with the group!

...

The Four Flow Items:

- Features
- Defects
- Risks
- Debts

The Five Flow Metrics:

- Flow Distribution
- Flow Velocity
- Flow Time
- Flow Load
- Flow Efficiency

What would you like to discuss?

How easy would be to include "tech Debt" into the scope of each stream when building on functionalities

How do we know we're in the Transformation Zone or not

Project to Product Discussion (Chapters 4 & 5) Mav 7, 2021

1. **End to end visibility:** Are we making our work with software product delivery end to end visible as they are in a production line? If not, why can't we? What do we need to do to make it happen?
2. **Four Flow items:** (1) Features (2) Defects (3) Risks (4) Debts. Are we measuring and allocating appropriate capacity for them in our respective value streams and teams? Depending on the nature of the team and where they are in their delivery, the distribution might vary. Agile teams and scrum masters out there: Are you paying attention to the distribution of these flow items in your team's and value stream's backlogs?
3. **Flow metrics:** How can we apply them for tracking product delivery and tying them to business value in our value stream? (The ~~book~~ are the value stream metrics we've been applying in our VSM workshops where we look at lead time, process time and activity ratio, and %complete & accurate measurements. The Flow framework appears to take this further.)
4. **Tech Debt:** Continuing the story of Nokia's downfall in Chapter 1, Mik cites the accumulation of tech debt as one reason that eventually brought down Nokia, as the tech debt began to pile up so much that they lost the ability to deliver their Symbian touch screen phone before Apple did in 2007. Are we giving tech debt the respect it deserves in our work?

To discuss

Discussing

Done

How to practically build a flow distribution dashboard that captures features, defects, risks and debts as in page 93?

Defining Value Stream Happiness

Lets have a clear definition/scope for E-2-E visibility

Epiphanies/ Takeaways

We have a lot of Good Work ahead of us! Value Stream Mapping!

Great view of Features, Risks, Debt and Defects in one place - Really critical to have team members have all their work on BVIR

Tracking '% defects' that arise would help identify fundamental architectural problems or process problems. If project has too many defects % there is an action to look at fundamentals

Unhappines does not mean disengagement.

Value Stream Happiness could be proportional to Sense of Accomplishment of the work team members perform

Wow Happiness being reflected in the Bottlenecks in the Value Stream that was cool!

Pay attention to VSM engaged/happy states in our VSM flow!

May need to develop additional metrics to measure "Happiness"

useful tool for trend analysis over time and detect warning signs. good idea to test run with an application.

And actions that paved the way
for..

Value Streams

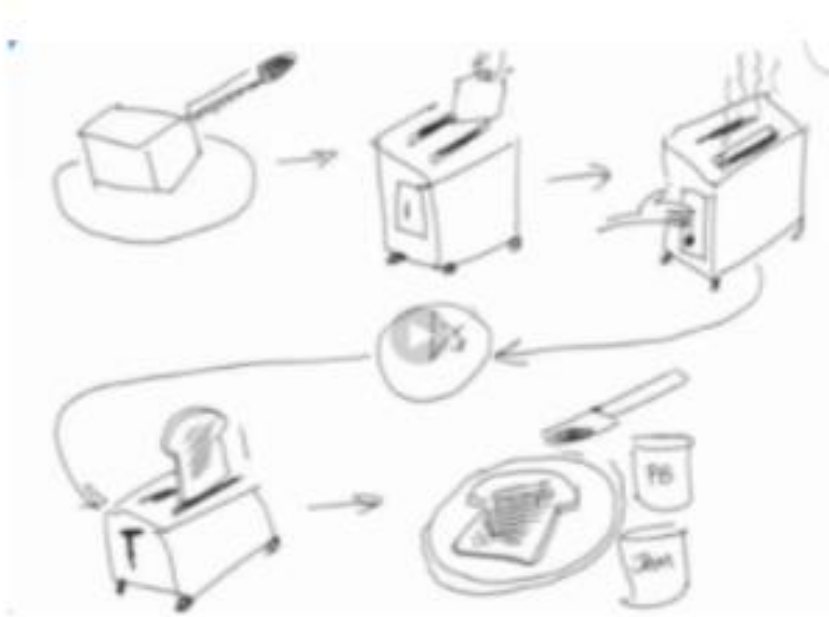
“Build Map it, and they will come.” – Ray Kinsella, Field of Dreams



Coming together as a value stream



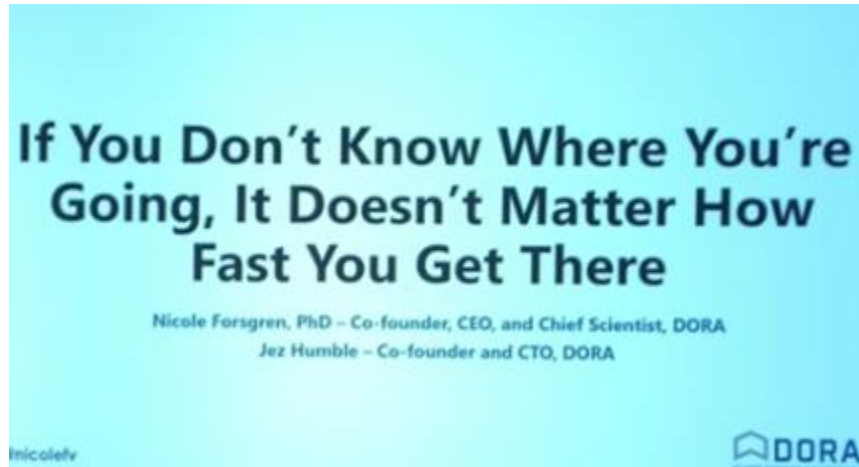
The Experience



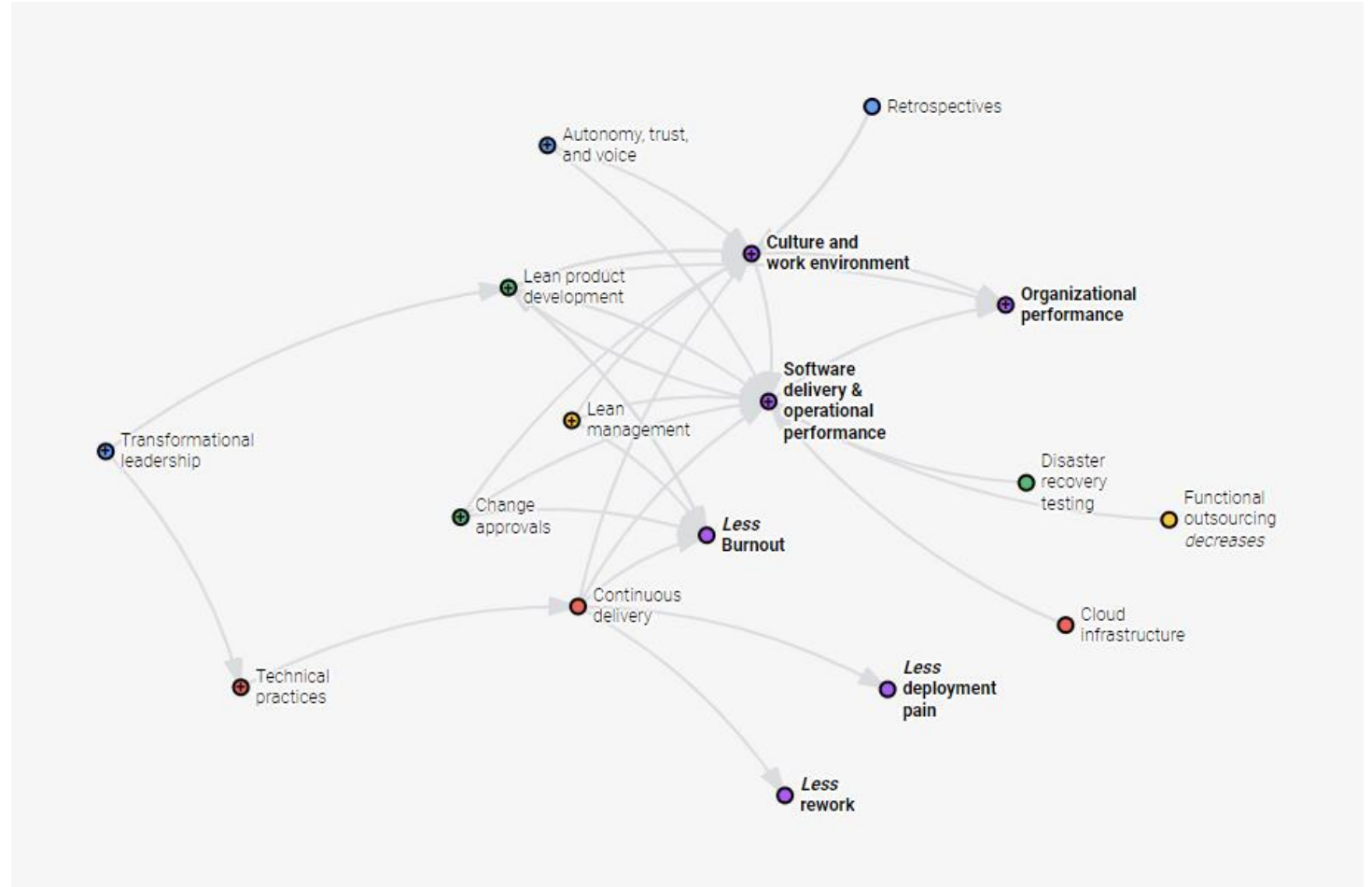
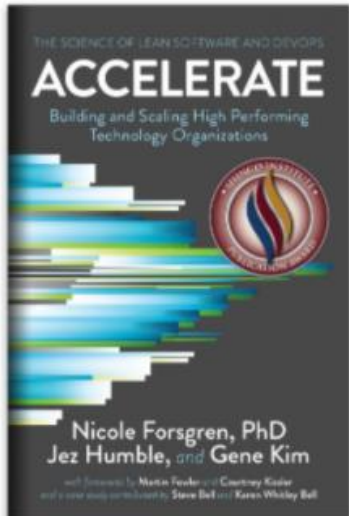
Source: How do you make Toast, TED talk by Tom Wujec

“If you cannot describe what you’re doing as a value stream, you don’t know what you’re doing.” -- Karen Martin, Value Stream Mapping

Exploring DevOps opportunities

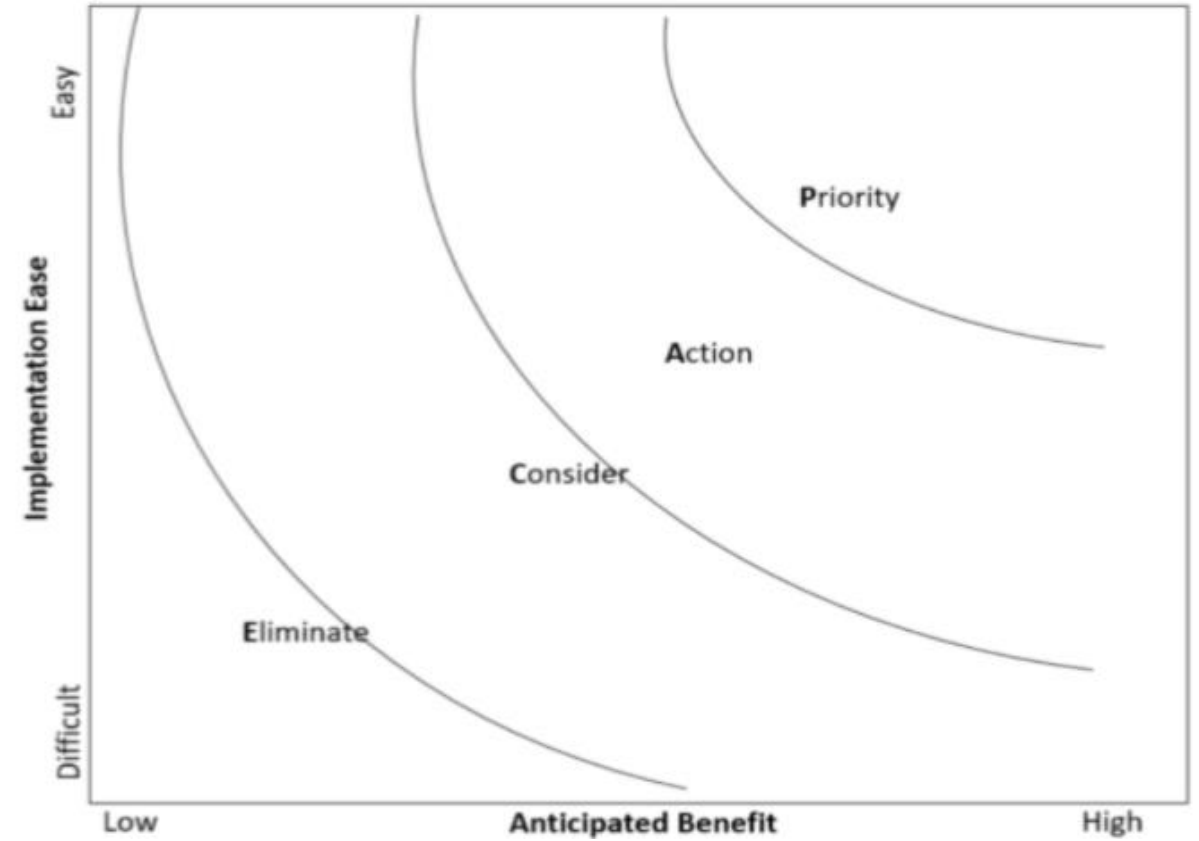


The Data behind DORA: Nicole Forsgren



"There is nothing so useless as doing efficiently that should not be done at all. " -- Peter Drucker

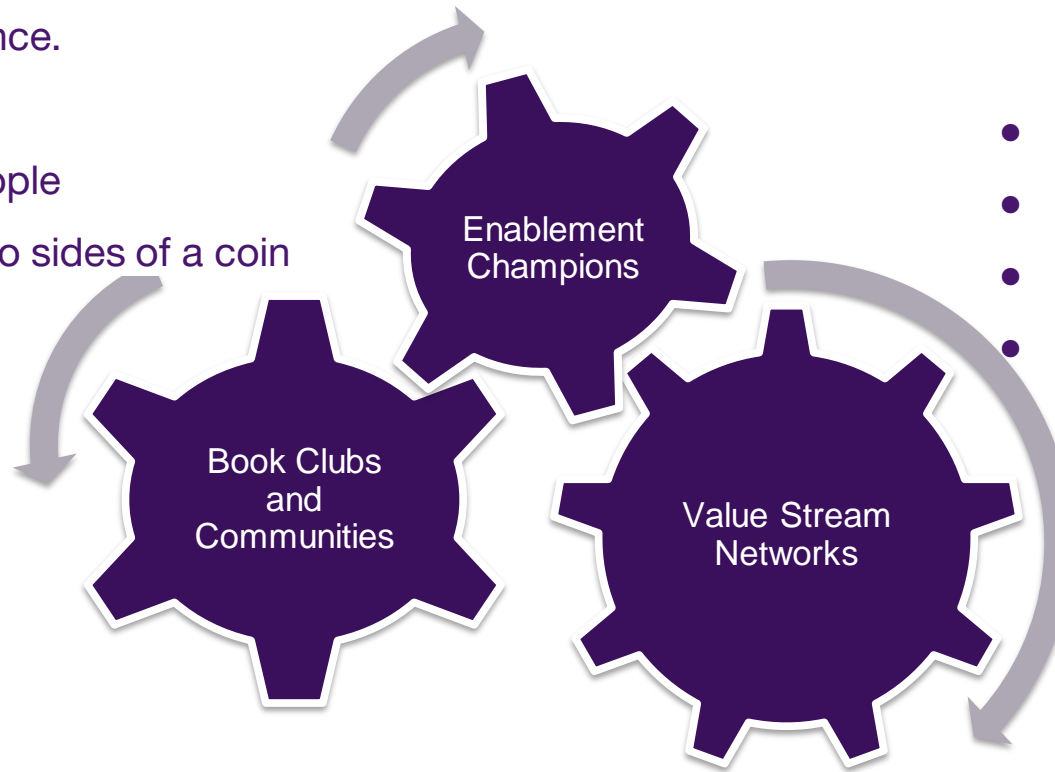
The journey..



Source: Value Stream Mapping, Karen Martin

Lessons from our experiments

- CoE or decentralized?
- Enablement over Excellence.
- Invest in in-house talent
- Start with a few good people
- Structure and culture: Two sides of a coin



- Start from where you are
- Interactions over tools
- Think beyond process times and lead times
- Revisit regularly; hold each other accountable

- Books matter
- Don't let up; be creative
- Voluntary, but hold each other accountable

Guided by our everyday leadership values

At TELUS:

- We embrace change and initiate opportunity
- We have a passion for growth
- We believe in spirited teamwork
- We have the courage to innovate

We're doing this by:

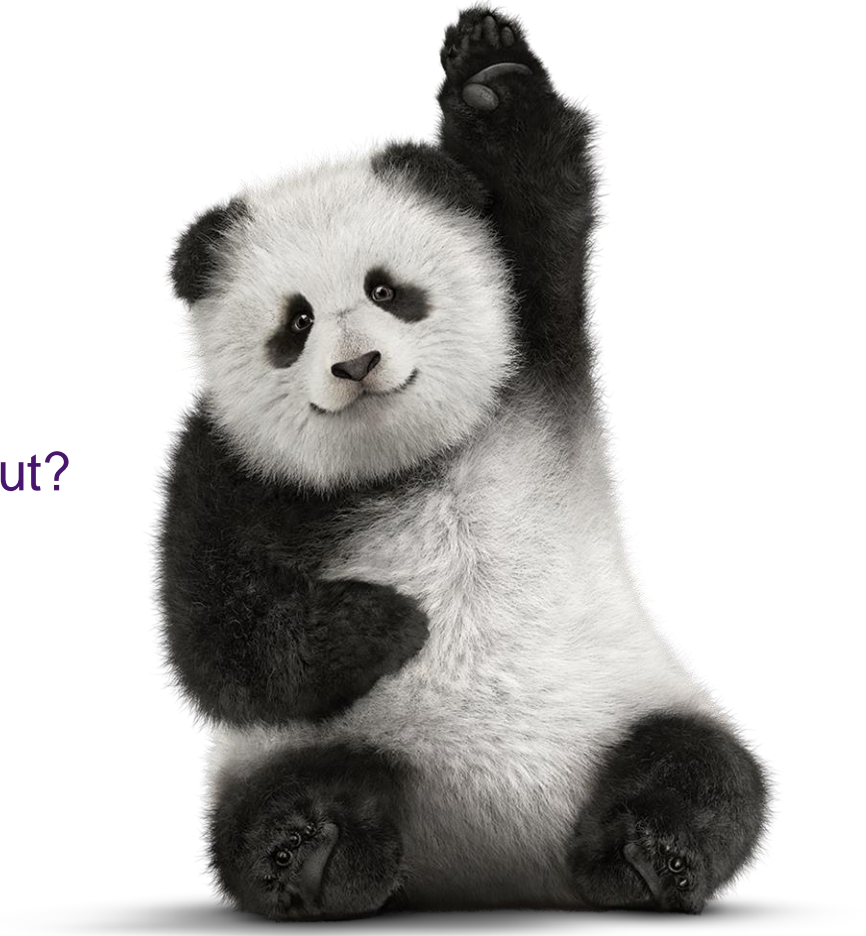
- Identifying and growing change champions and building skills in-house
- Building thriving learning communities
- Fostering a culture of sharing
- Mapping the flow of our value streams, identifying and reducing toil
- Benchmarking ourselves against industry standards
- Continuing to adapt our ways of working
- .. and so on



What we're looking for

The opportunity to validate or challenge our hypotheses

- What resonated with you? What didn't?
- What has worked for you? What didn't?
- What else have you tried? What are you interested in trying out?
- What else?
- What questions do you have?



let's make the future friendly™

Thank you!