@MIK_KERSTEN
#DOES23

All art generated by DALL-E & Stability.ai in style of Dutch masters

Generative Value Streams:
When Code is not a Constraint

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Dr. Mik Kersten

CTO, Planview

Author, Project to Product

End of coding as a profession in 5-10 years — Rod Johnson

- LLMs will remove the biggest constraints of software delivery

- 10x bigger impact than open source, Agile or DevOps

- Organizations that leverage the frenzy will thrive

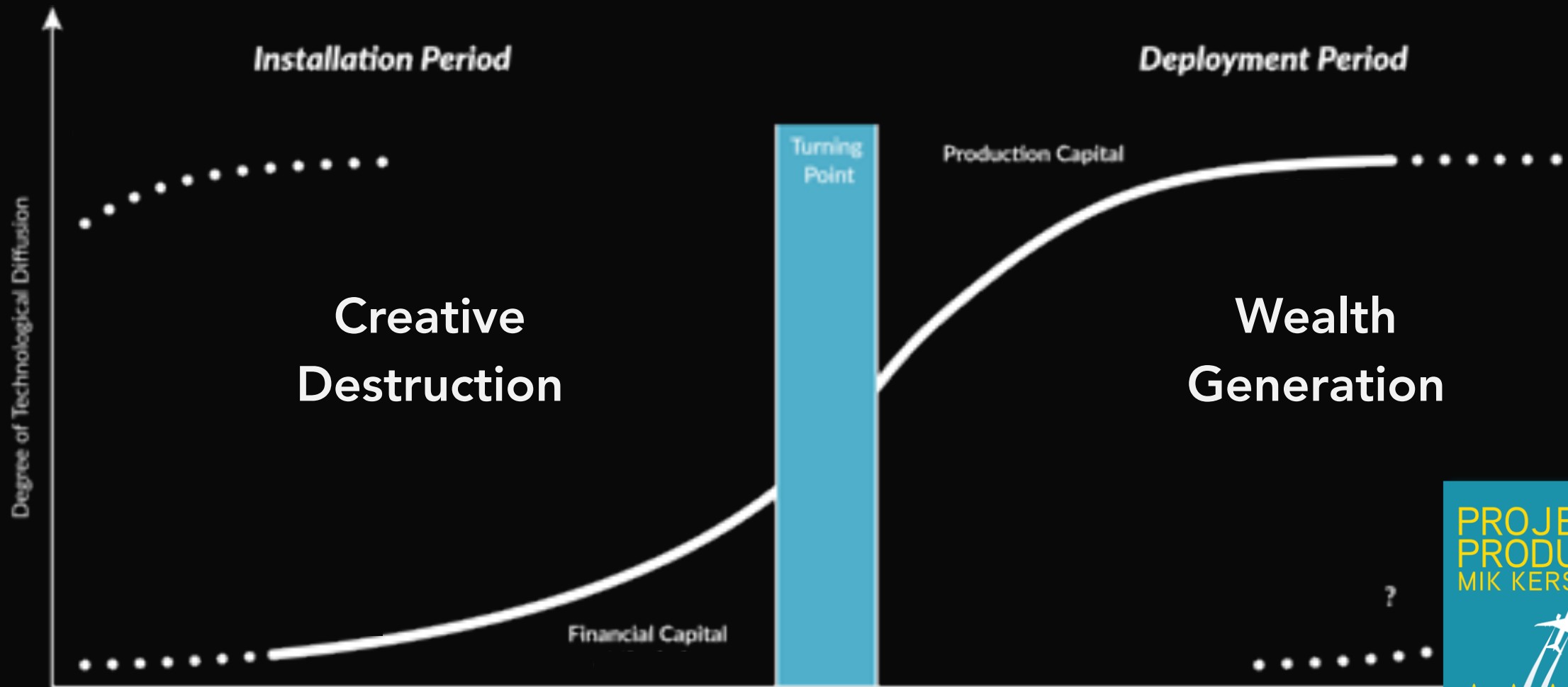planview®

Technological Revolutions

Figure: Adapted from Carlota Perez

Productivity Multipliers

- Code agents
- Value Stream agents
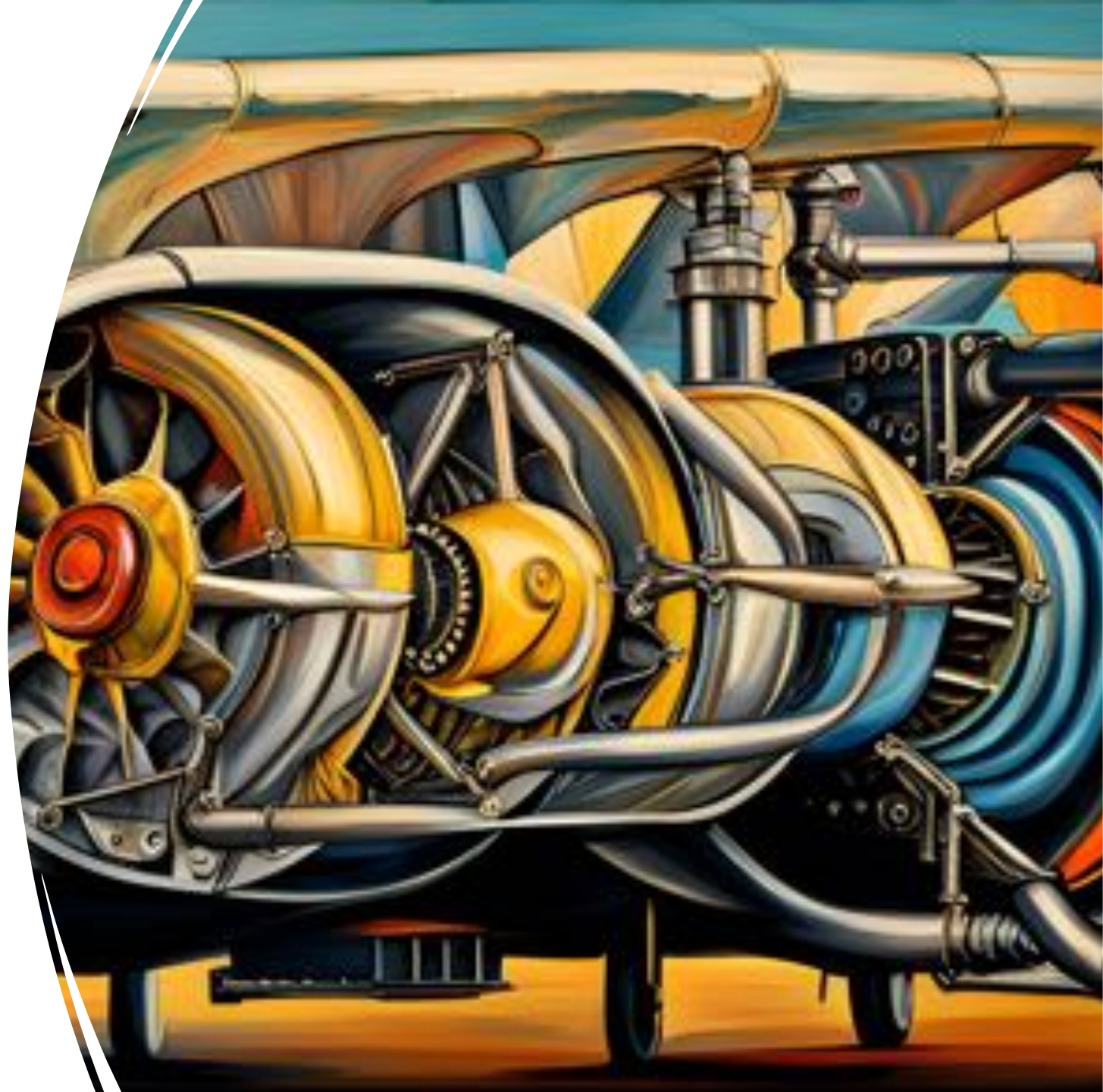- Strategic agents

People x machines, not people v machines

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Level 1: Code agents

- Code generation & brushes

- Prompts become the code

- Auto-GPT for apps and services

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Level 2: Value Stream agents

- Flow optimizations

- Roadmap management
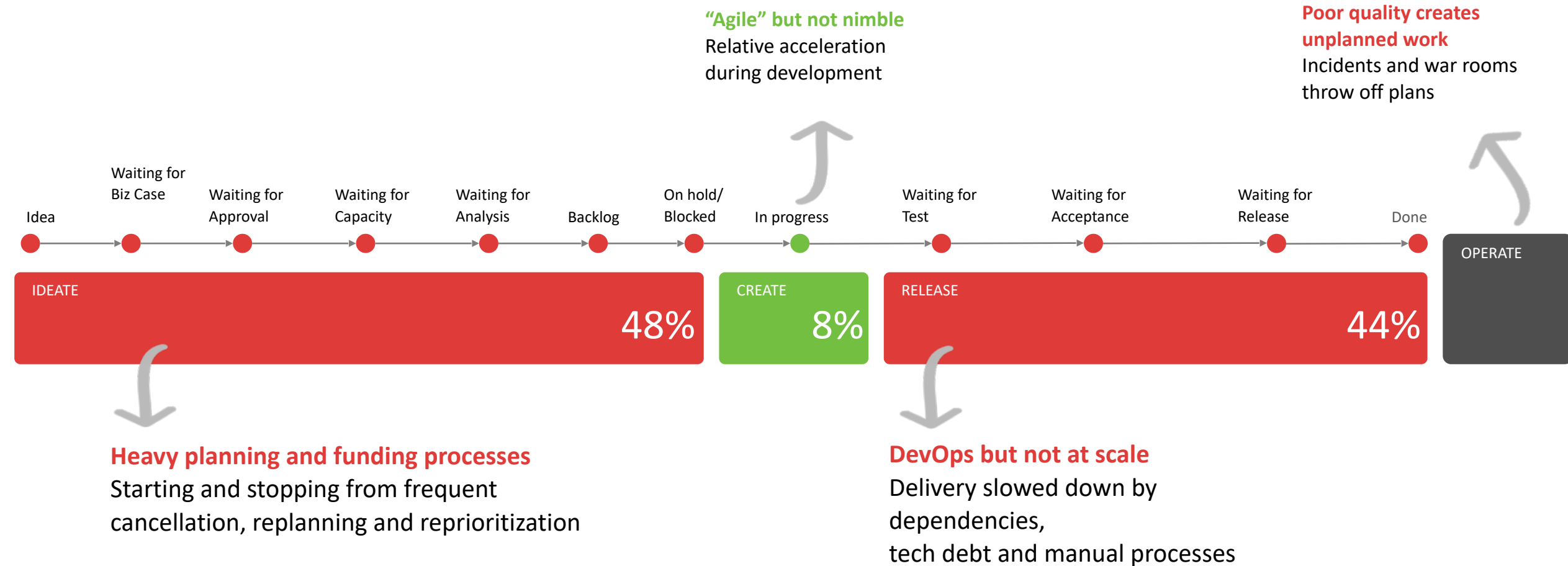
- Auto delivery to OKRs

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Level 3: Strategic agents

- Org optimization
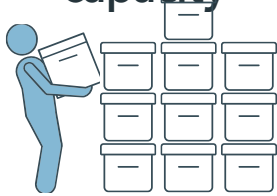- Technology optimization
- Investment allocation

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Most organizations are not ready to scale delivery

"Agile" but not nimble
Relative acceleration
during development

**Poor quality creates
unplanned work**
Incidents and war rooms
throw off plans

Idea	Waiting for Biz Case	Waiting for Approval	Waiting for Capacity	Waiting for Analysis	Backlog	On hold/ Blocked	In progress	Waiting for Test	Waiting for Acceptance	Waiting for Release	Done

IDEATE	CREATE	RELEASE	OPERATE
48%	8%	44%	

Heavy planning and funding processes
Starting and stopping from frequent
cancellation, replanning and reprioritization

DevOps but not at scale
Delivery slowed down by
dependencies,
tech debt and manual processes

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Survey + system data from 3,600 value streams

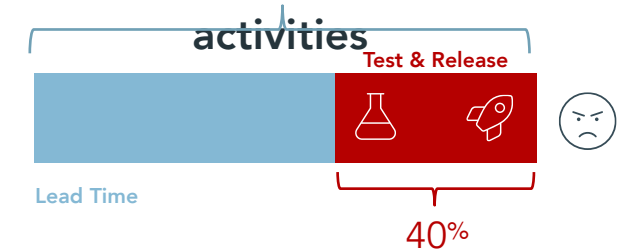Business leaders believe IT teams can deliver **10X** more than their actual capacity

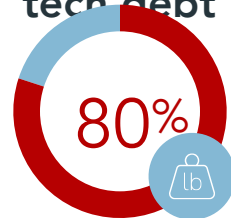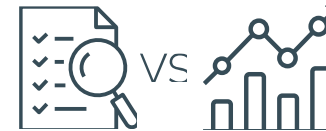**40%** of team efforts are wasted due to overload and bottlenecks

30-40% of end-to-end delivery time is spent on software testing and release activities

Lead Time

Test & Release

40%

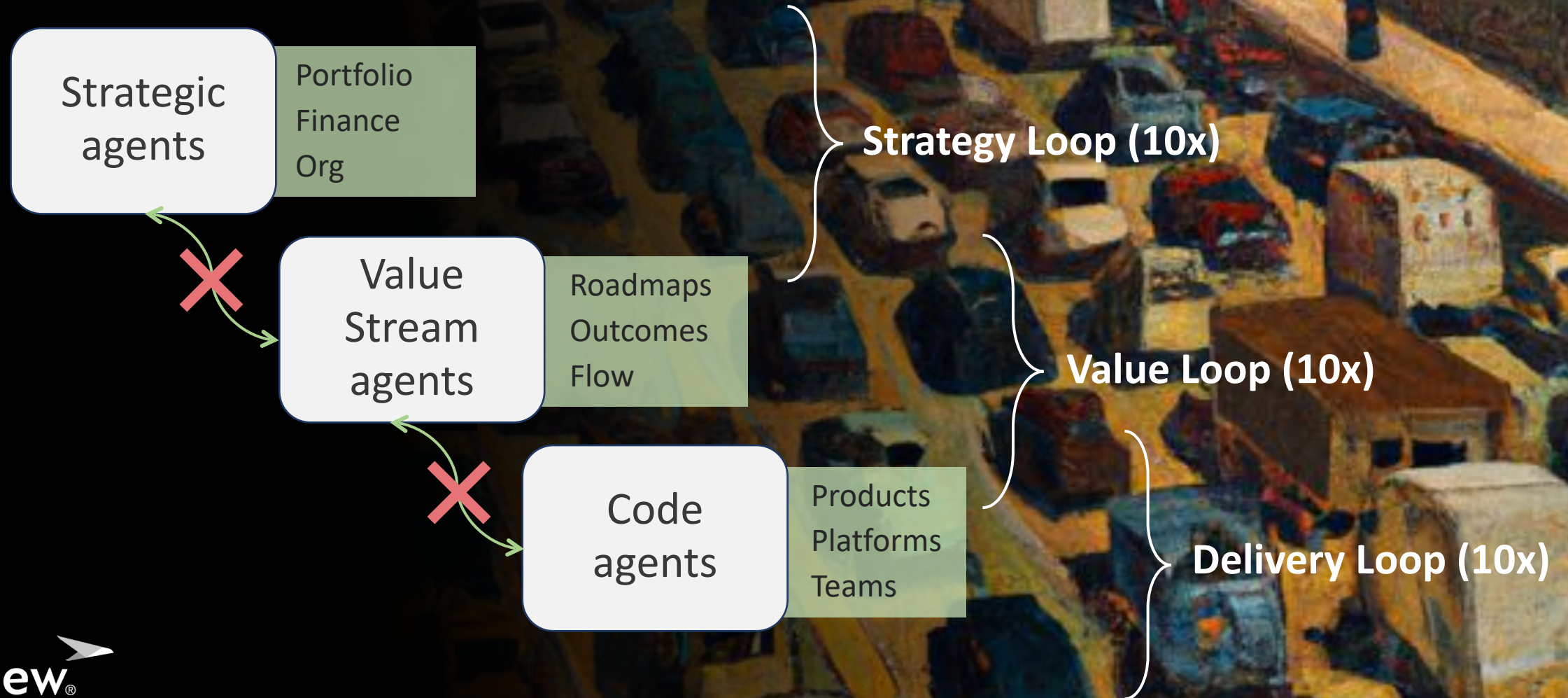**80%** of value streams do not proactively invest in tech debt

80%

90% of value streams measure outputs instead of impact

VS

Source: Planview's 2023 Project to Product State of the Industry Report. Anonymized systems data was aggregated from over 3,600 value streams from 34 organizations using the Planview Tasktop Viz™ product.

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Scaling Productivity

Strategic agents

Portfolio
Finance
Org

Strategy Loop (10x)

Value Stream agents

Roadmaps
Outcomes
Flow

Value Loop (10x)

Code agents

Products
Platforms
Teams

Delivery Loop (10x)

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Guidance

- People x machines, not people v machines

- Connect all work, from strategy to delivery

- Complete shift from project to product

- Adopt code agents immediately

- Measure flow to make the economic case

- https://flowframework.org

- https://blog.planview.com

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