

FLOW
ENGINEERING

&
 **DORA**



The Problem with Scale

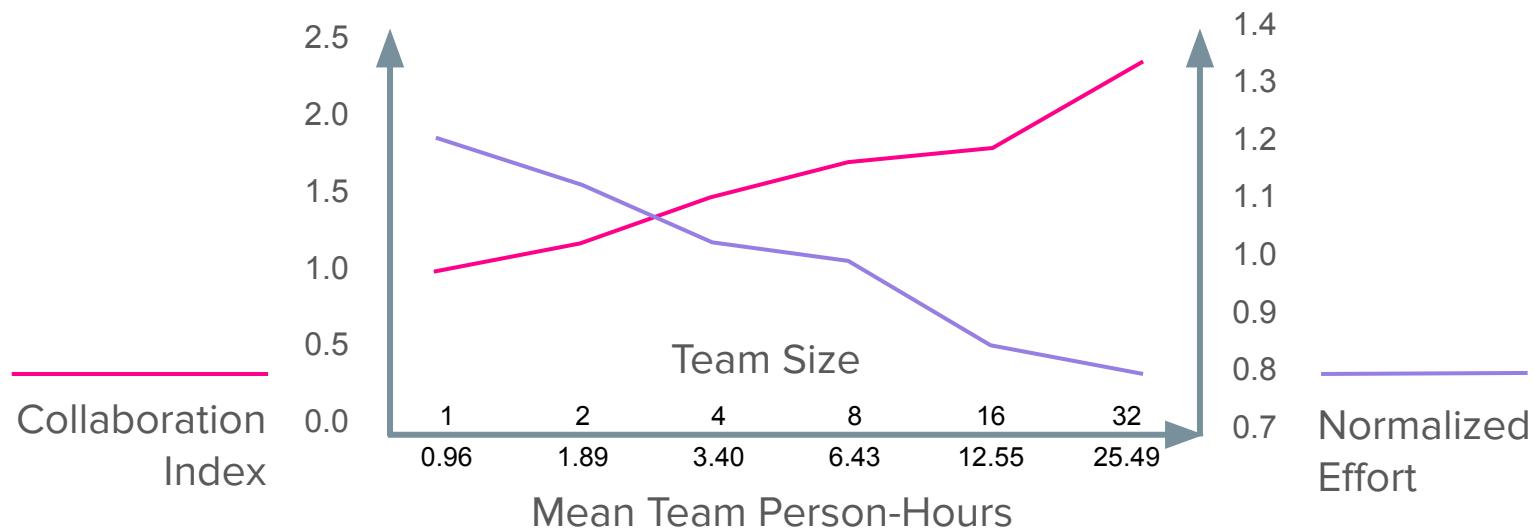




The Ringelmann Effect



Scale & Collaboration Up = Waste & Delay Up



2016 Research by Microsoft and Facebook



Teamwork is best but
it's rarely our best work



STATE OF THE INDUSTRY REPORT 2023

PROJECT TO PRODUCT

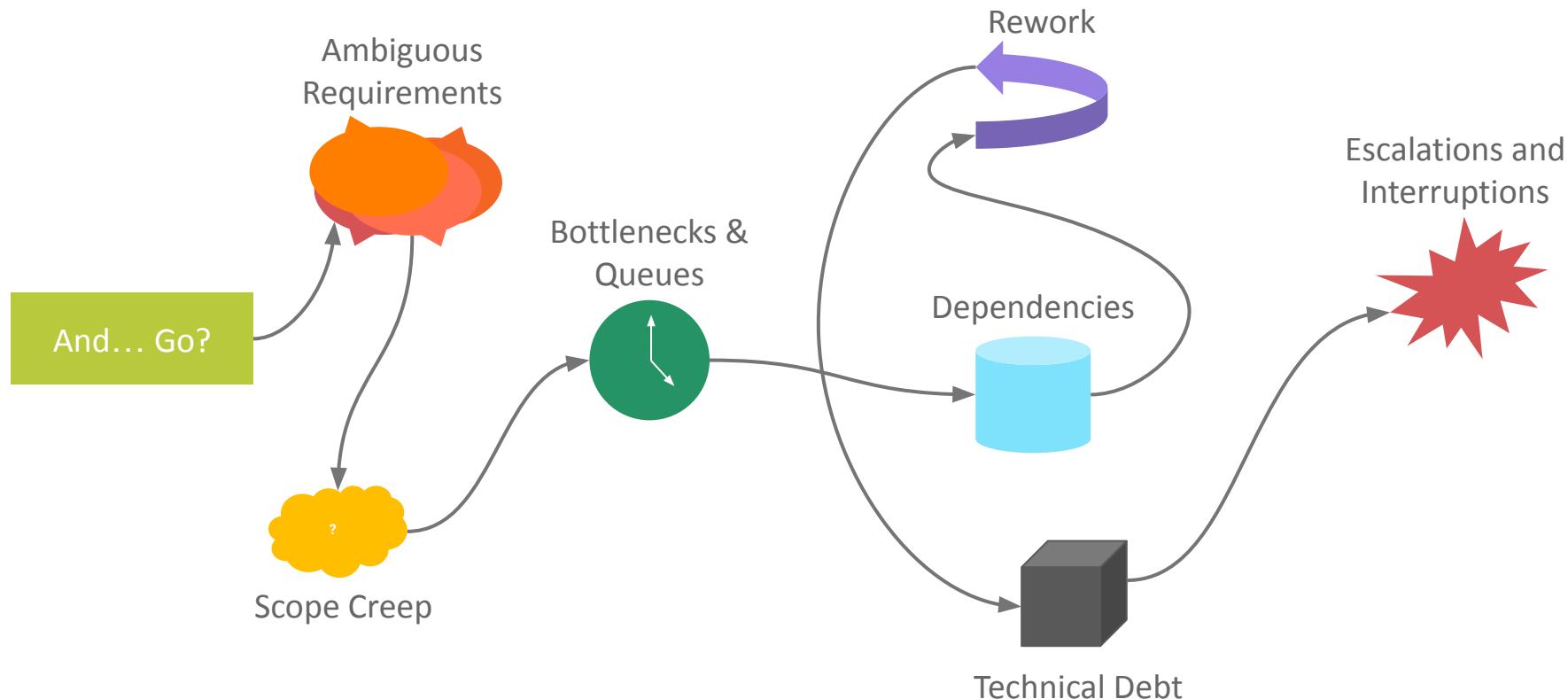
BENCHMARKING THE OPERATING MODEL
SHIFT FOR DIGITAL INNOVATION



*Engineers spend
**only 8% of their
time** producing
deliverable work*

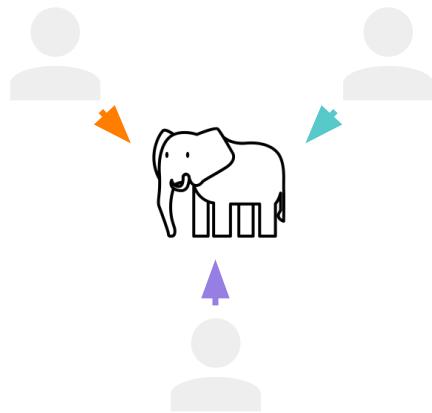
*data from ~350 survey respondents and over 3,600 value streams

What Gets In The Way: The Visible

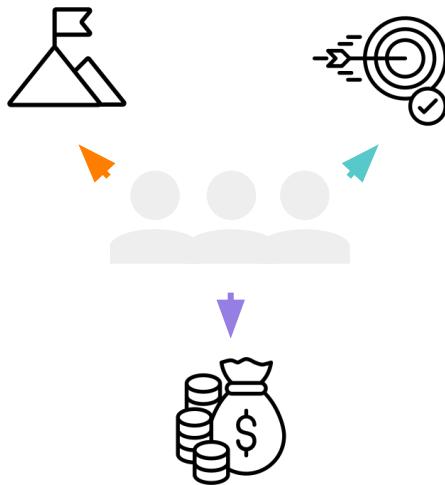


What Gets In The Way: The Invisible

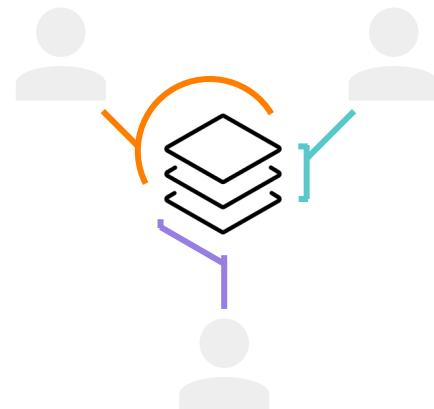
Different Perspectives



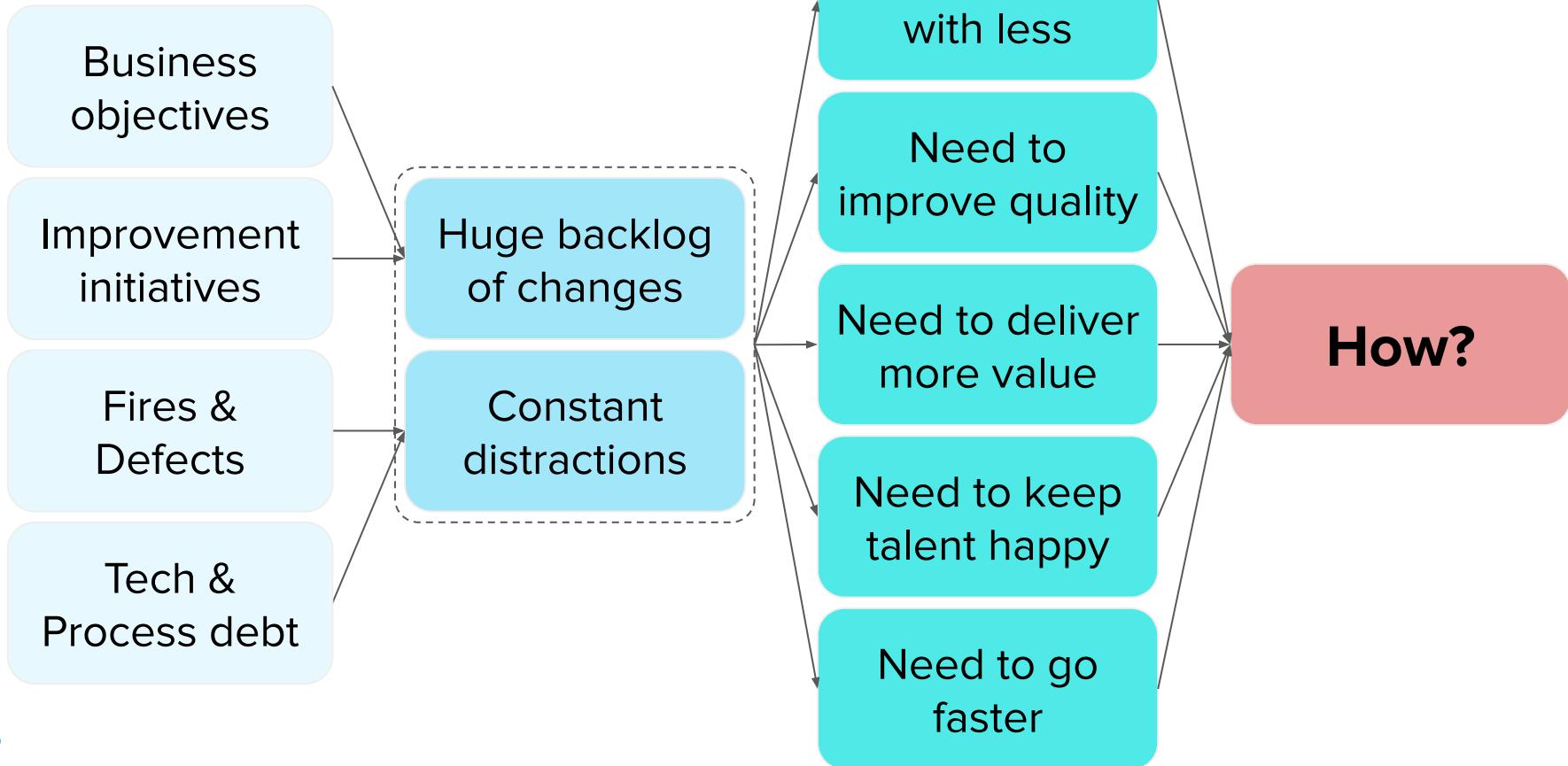
Different Goals



Different Scopes



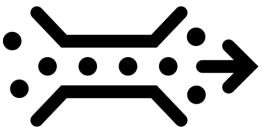
The Challenges



The Path from Challenges to Wins



Focus on
value



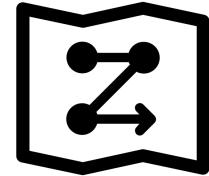
Understand
current flow



Identify
obstacles



Define
opportunities



Plan next
steps





Value Stream Mapping

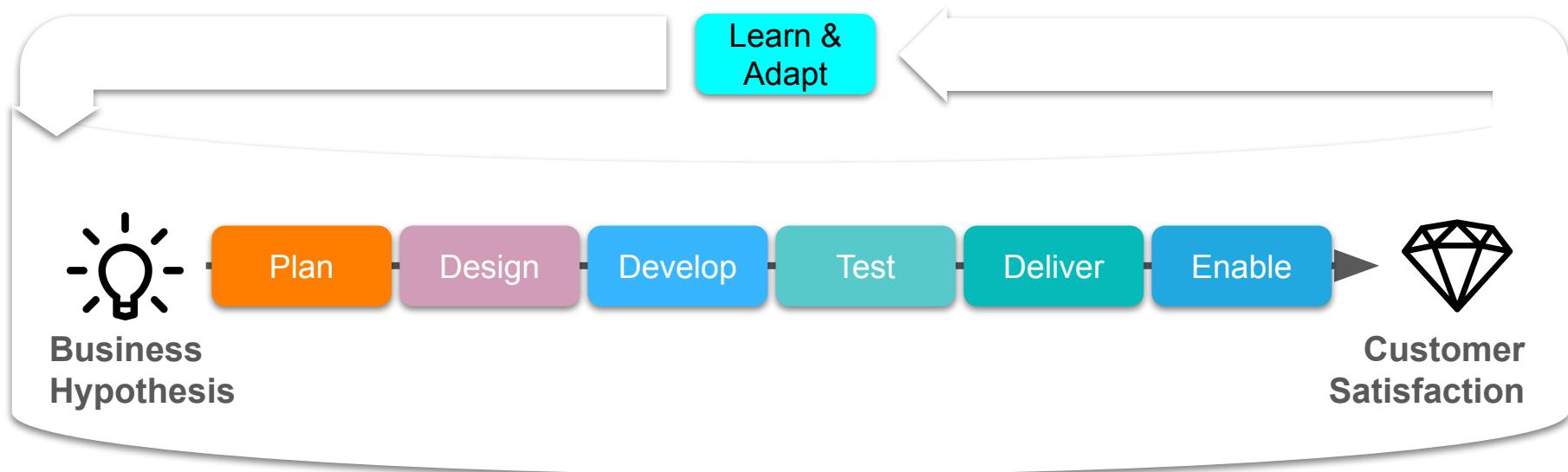
Why is it useful?



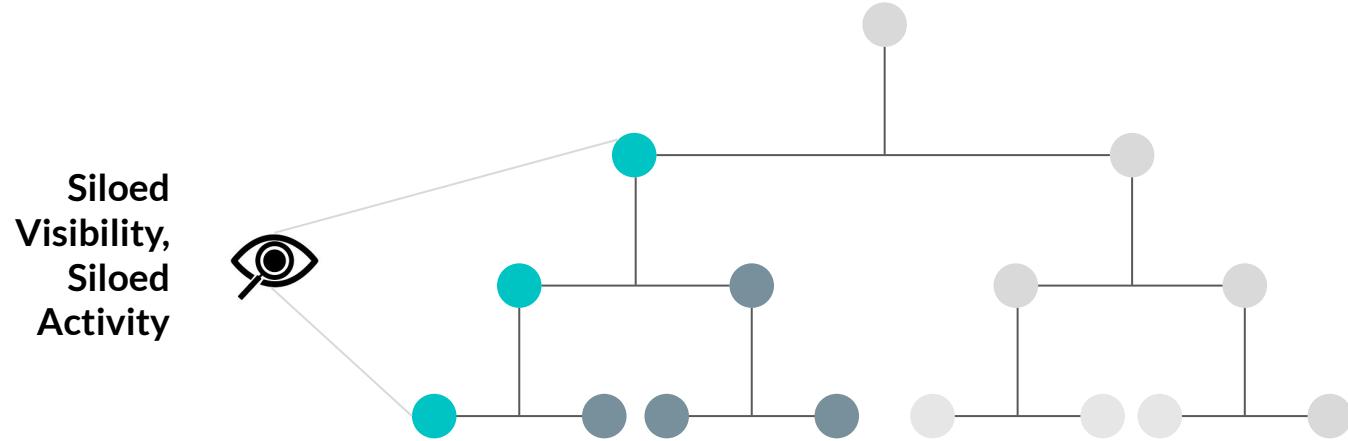


System Thinking

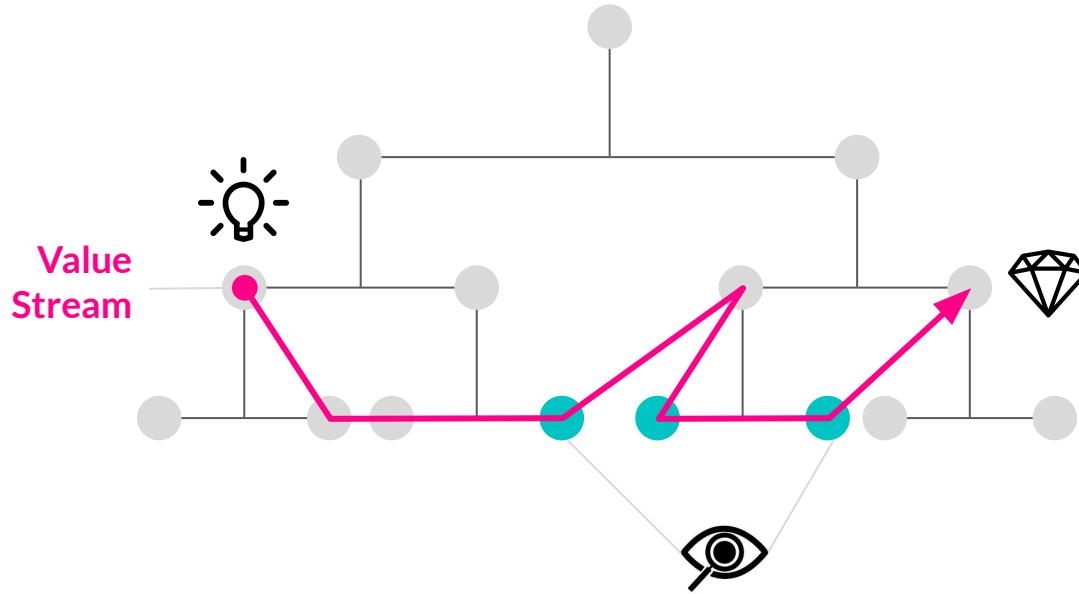
What is a Value Stream?



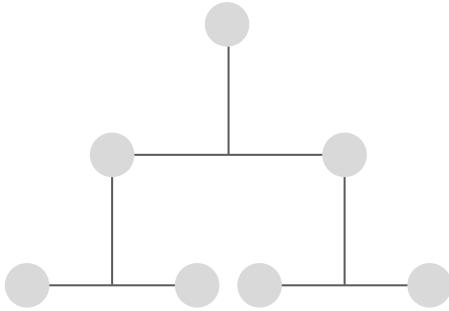
The Org is not Built for Flow



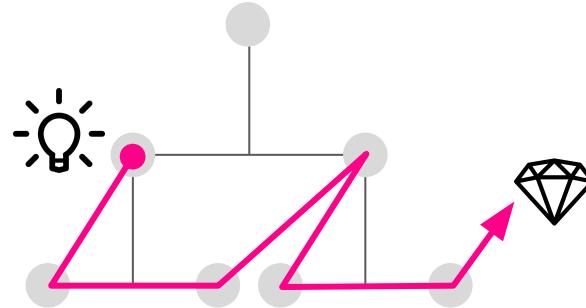
The Path to Value



The view of the org that determines outcomes



From just teams & reporting lines

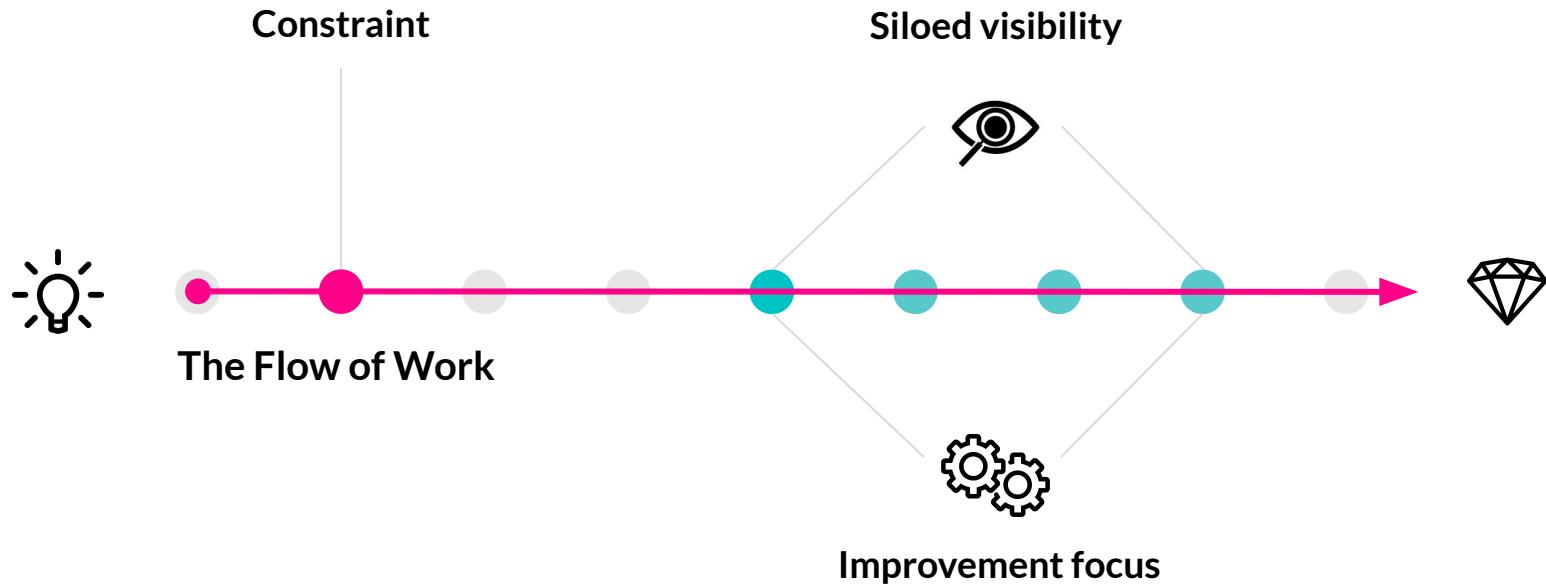


To flows of work & dependencies

Where are these Streams?



How can we avoid the streetlight effect?





System Thinking

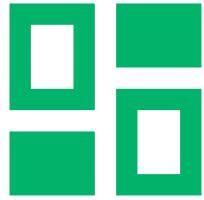


Humans thrive
with
visualization

“More than 50 percent of the cortex, the surface of the brain, is devoted to processing visual information”

- David Williams
Professor of Medical Optics
Rochester University





System Thinking

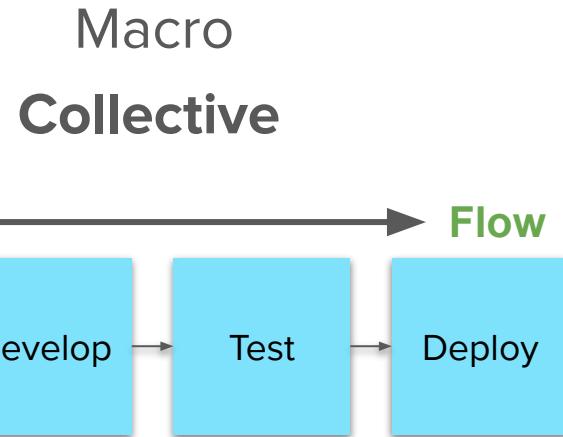
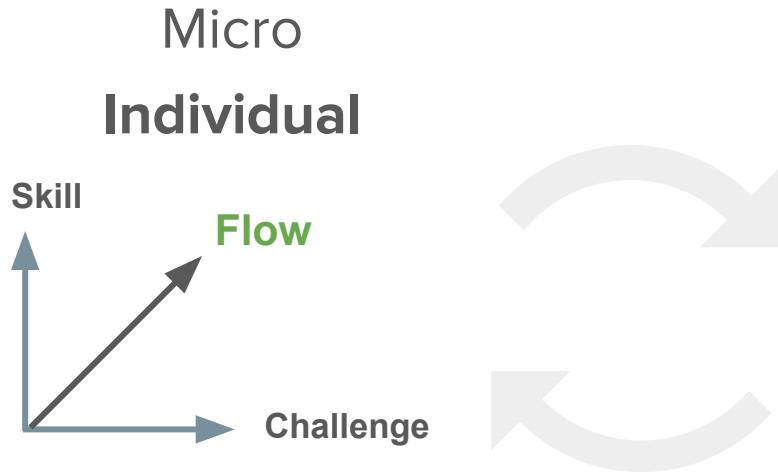


Humans thrive
with
visualization



Continuous
learning &
improvement

Levels of Flow



- Maximize engagement
- Maximize performance

- Minimize delays
- Minimize friction

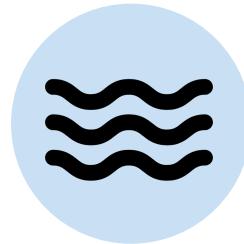
The Elements of Action



**Identify
Value**

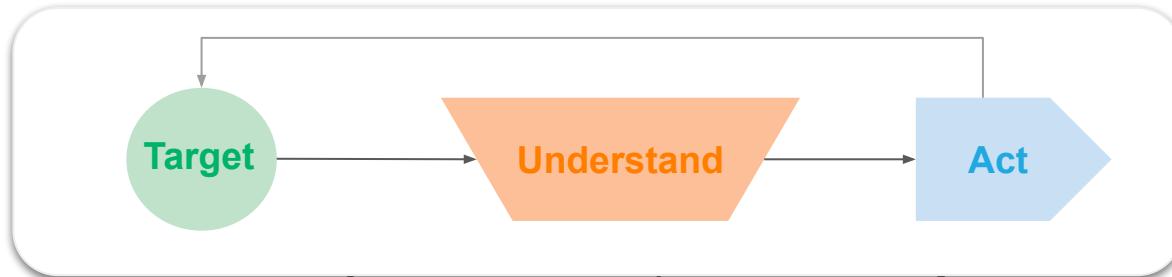


**Build
Clarity**



**Enable
Flow**

Value, Clarity, Flow at Every Scale



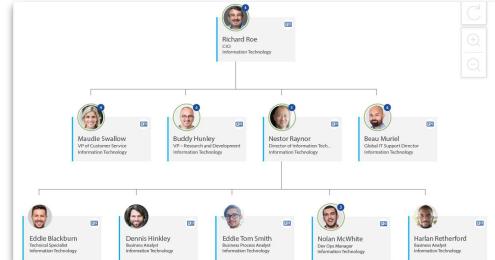
Individuals



Teams



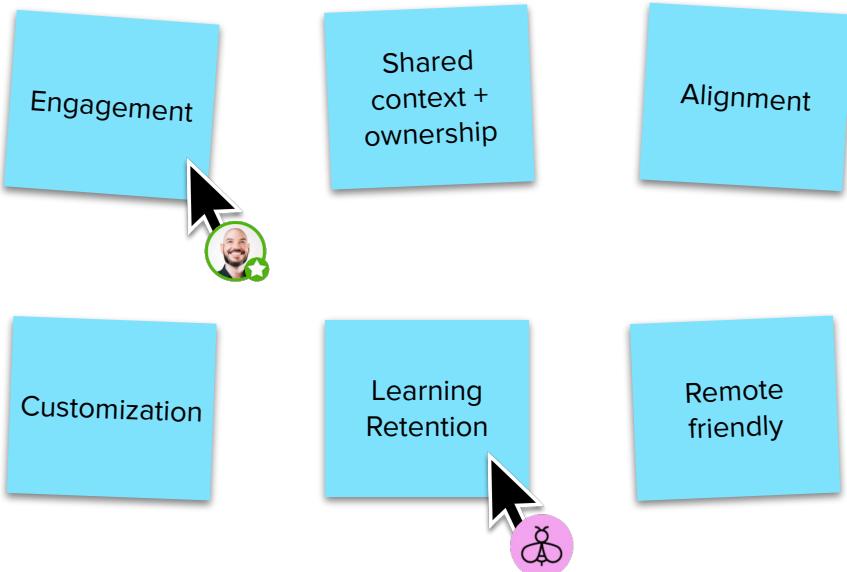
Organizations



Mapping is a missing superpower for teams

Building maps together means you

learn flow by doing

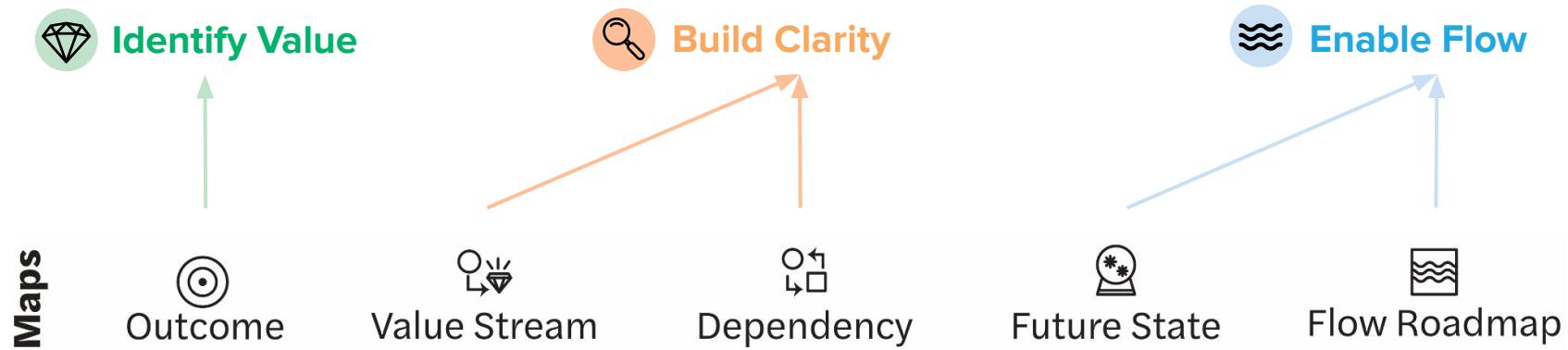




How to do Value Stream Mapping



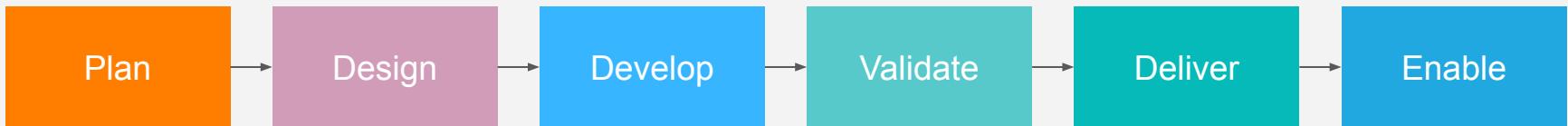
The Five Maps of Flow Engineering



Who's Involved?



Mobile App





Map 1: Outcome Mapping to identify value



First: Survey the Landscape

Pains

Goals

Questions

Ideas

Context

Platform Availability

Release 2x more often

Tech audit

Constant interruptions

Maintain Quality

How can we get faster feedback?

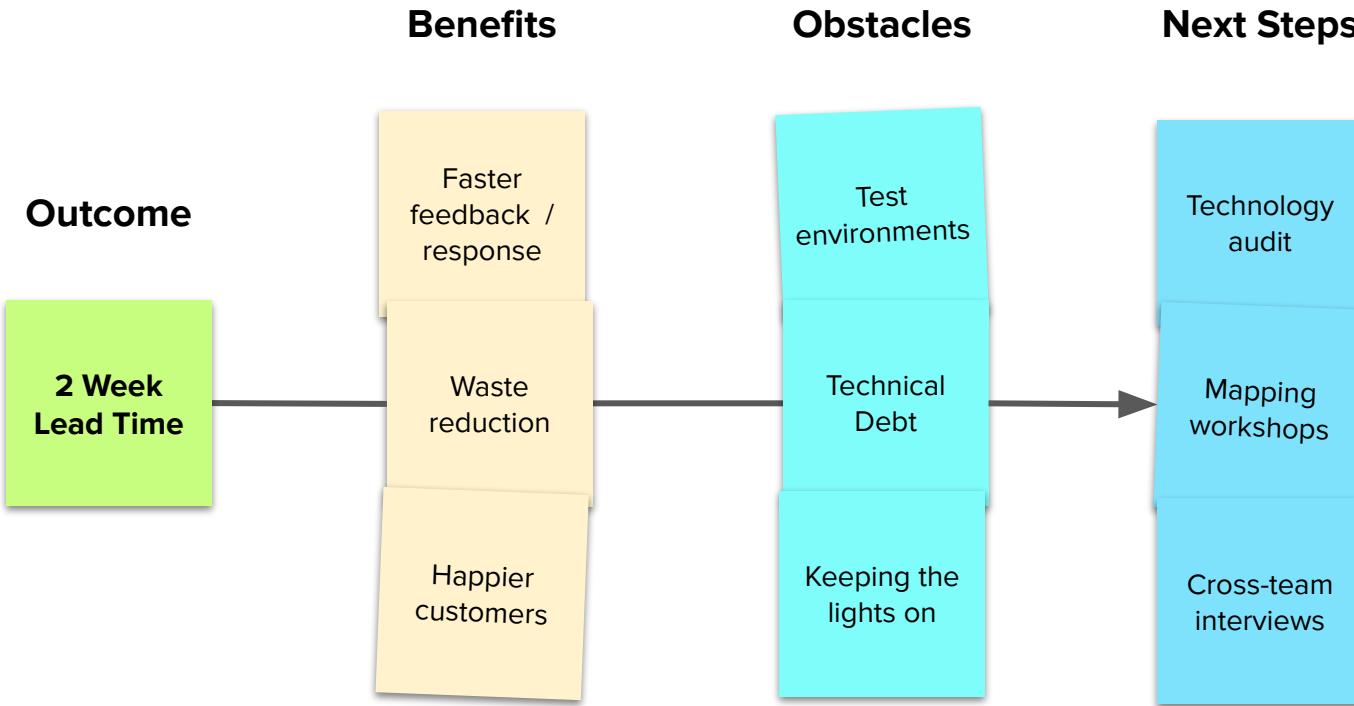
Firefighting

Happier customers

Cross-team interviews



Outcome Mapping: Break down your target outcome





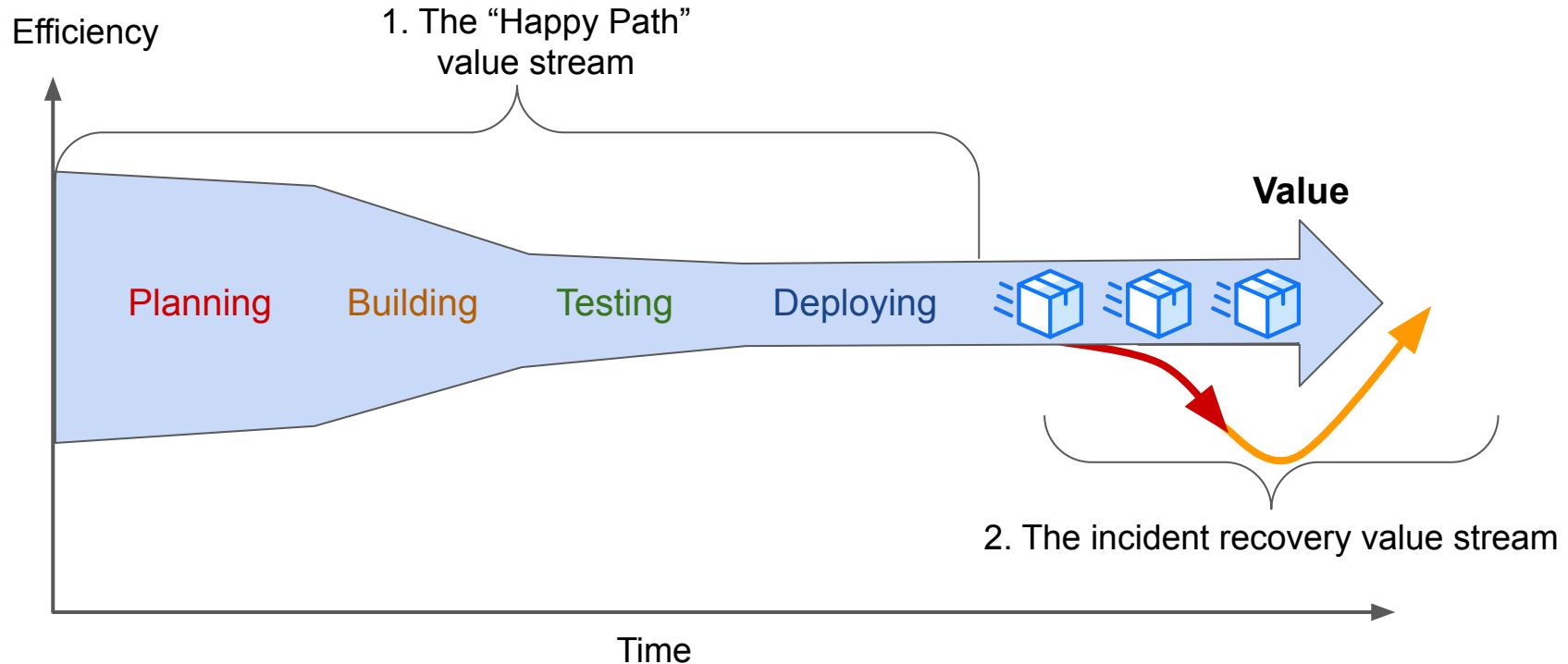
Map 2:

Value Stream Mapping

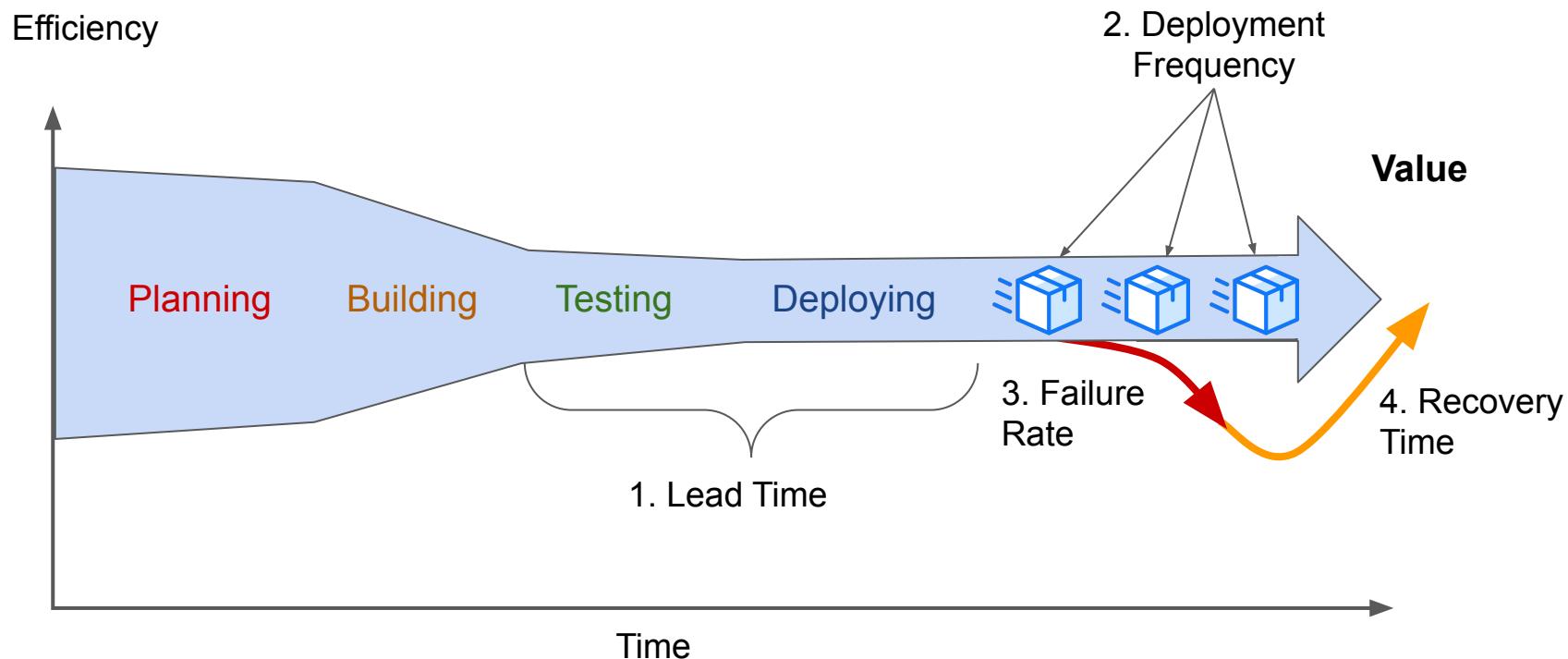
to find constraints



Four Keys and Two Streams

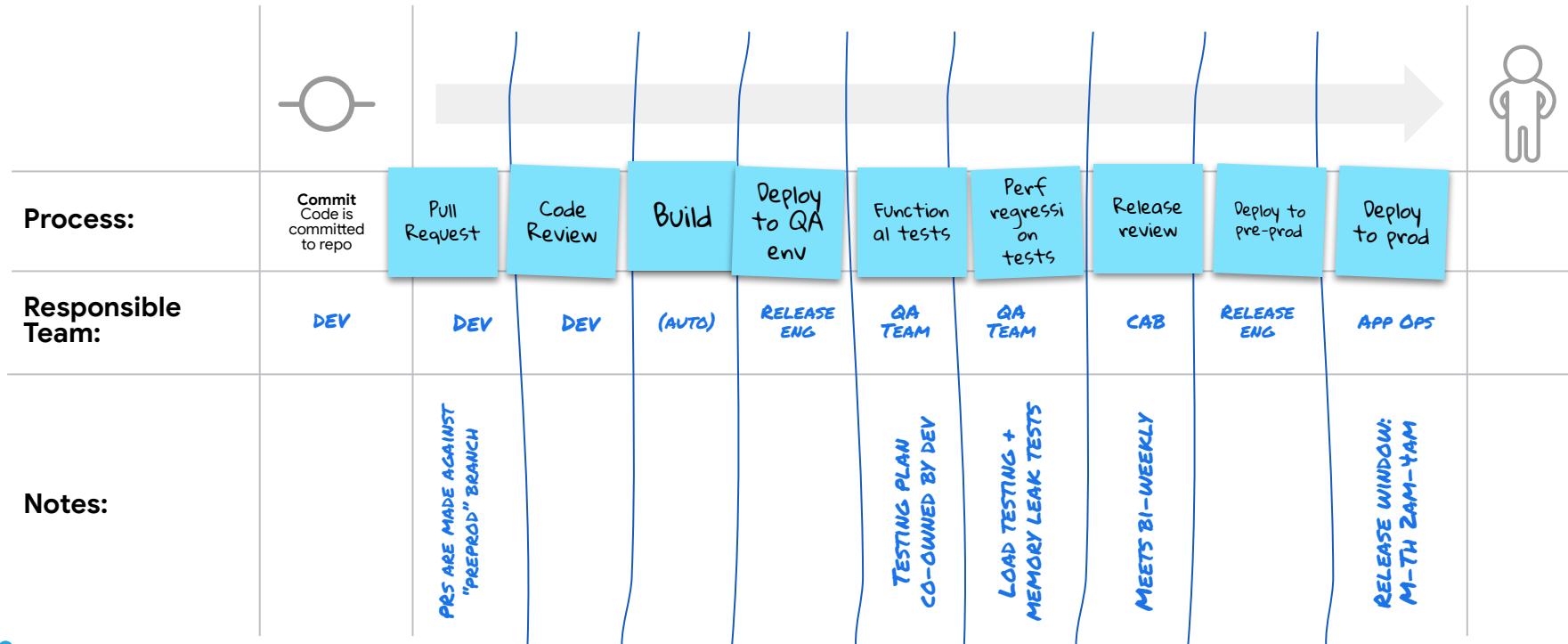


Four Keys and Two Streams



Value Stream Mapping:

Applied DORA for software delivery flow

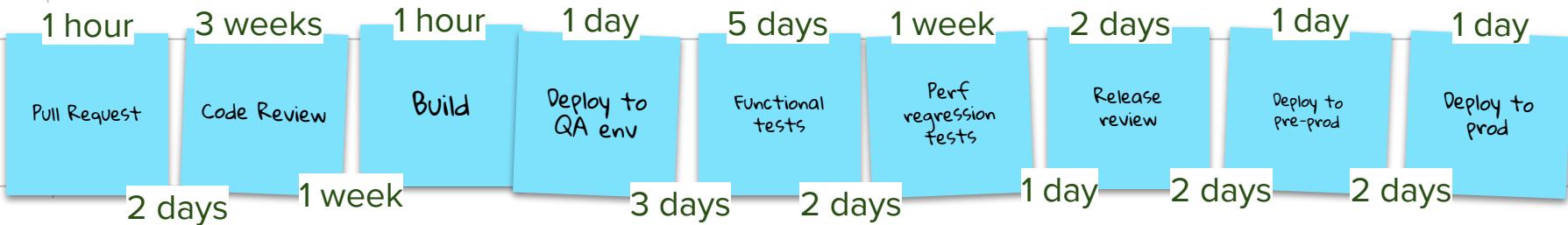


Value Stream Mapping:



Measure current software delivery workflow

Step Timing

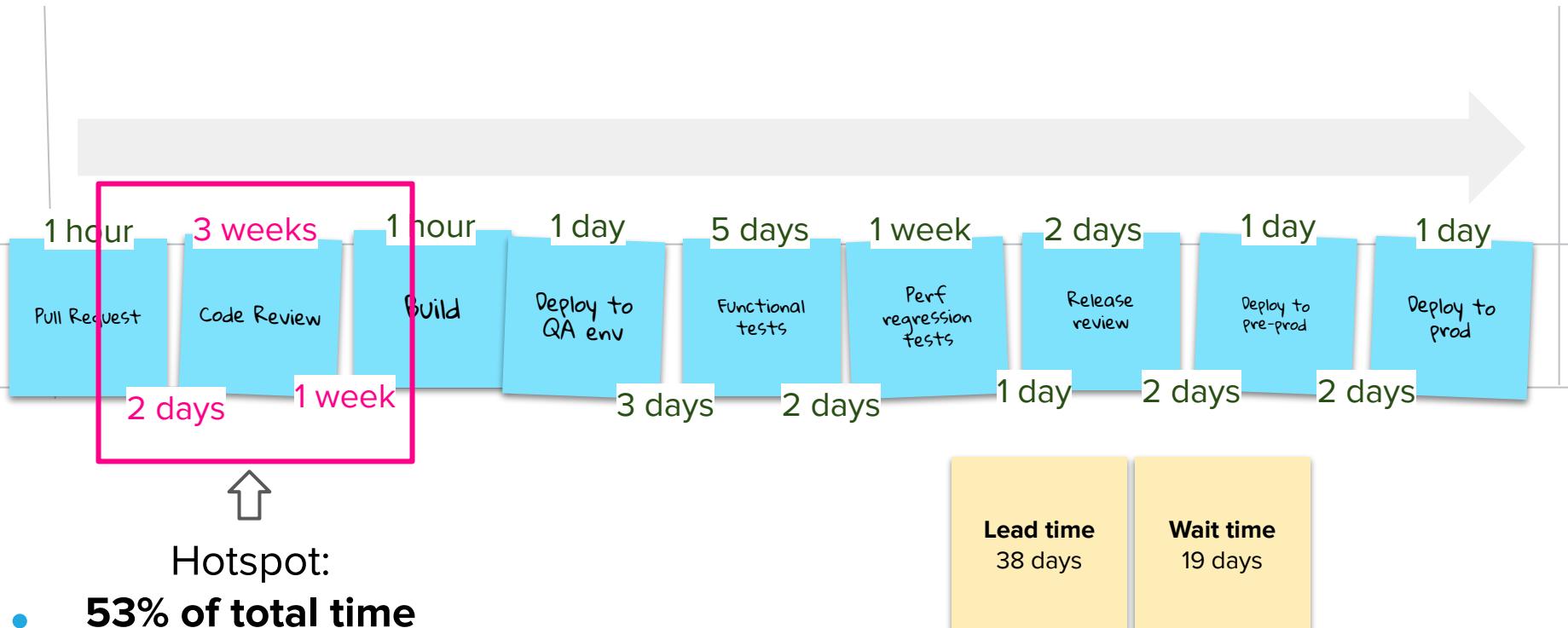


Delay Timing

Value Stream Mapping:



Measure current software delivery workflow



- **53% of total time**

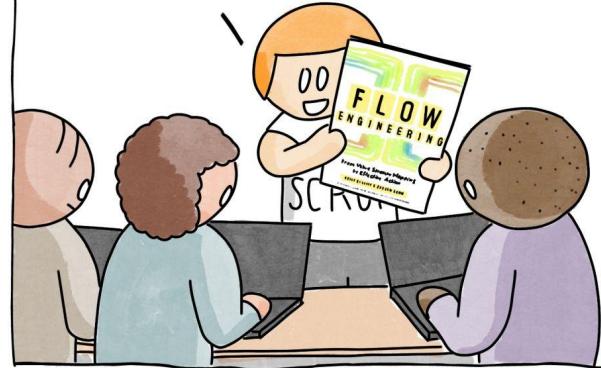


Pitfalls / Gotchas

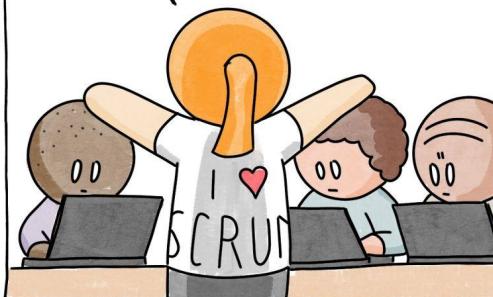


Comic Agilé

I just read this book, Flow Engineering,
so let's enable flow.



It's all about removing the constraints
that keep us from accelerating our value
delivery process.



Great! So, are you going to fix some of
our systemic impediments and break our
dependencies so we don't have to wait
for other teams to deliver their parts?



No, but we'll shorten our sprints from
two weeks to one, so our work will be
done in half the time.





Next Steps





New DORA Guide

LIVE

 [DORA](#)

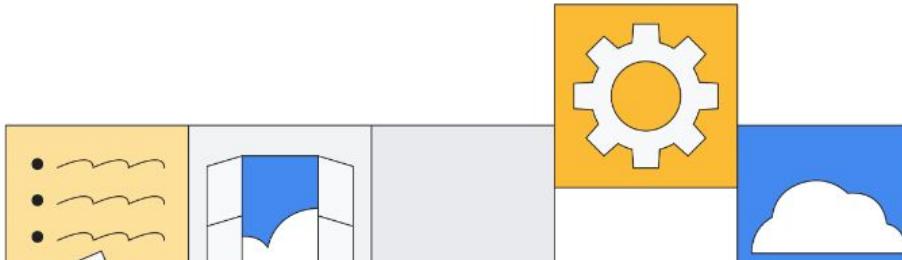
Publications Research Capabilities [Guides](#) Quick Check  Community 

[DORA Guides](#)

How to use value stream mapping to improve software delivery

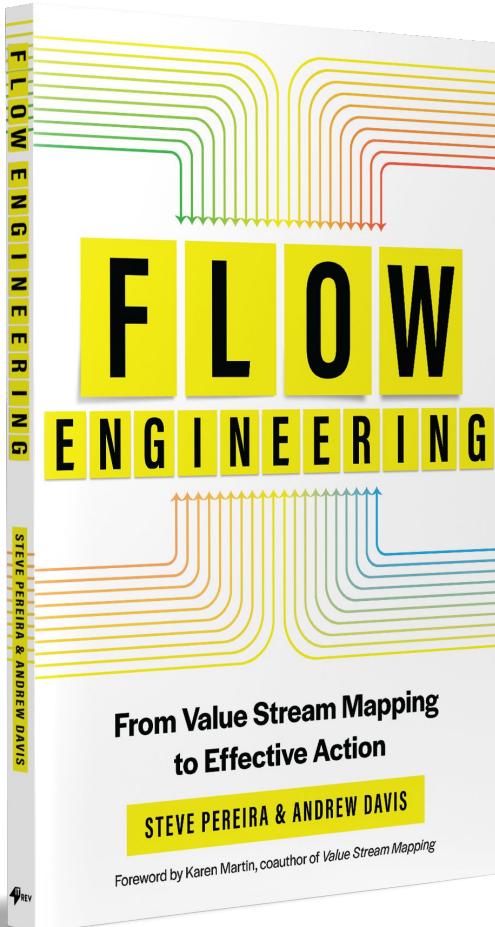
A guide to value stream mapping.

by [Andrew Davis](#) [Rob Edwards](#)



 →





FLOW ENGINEERING

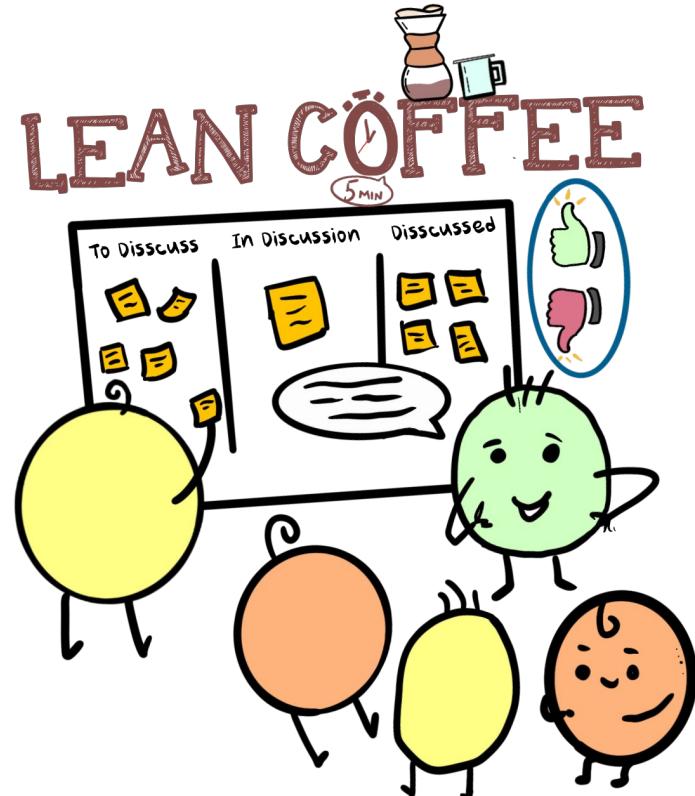
**From Value Stream Mapping
to Effective Action**

**Available
TODAY!**

flowengineering.org



dora.community lean coffee discussion





Pick a cross functional
team and try for yourself!





Questions

