Sooner Safer Happier

Value Stream Primer
Organise for Fast End to End Flow

Value Stream: Long-lived value consumers, producers, and products. The value stream includes all the elements end to end, from concept to cash, from need identified to need met. This includes people, process, data and technology.

Shared Service Value Stream: Long lived multi-disciplinary teams who produce one or more long-lived internal products that are of value to internal customers.

Product: The thing of value produced by the Value Stream. A product has value to one or more customers, either external or internal.

Capabilities: There to advance the state of the craft; to share innovation, learning, and understanding; determine principles and standards; and to clear impediments and provide assistance in a servant leadership capacity. Role based.

Enablement Team: A team that provides long term coordination, support and leadership around improving Ways of Working across the organisation.
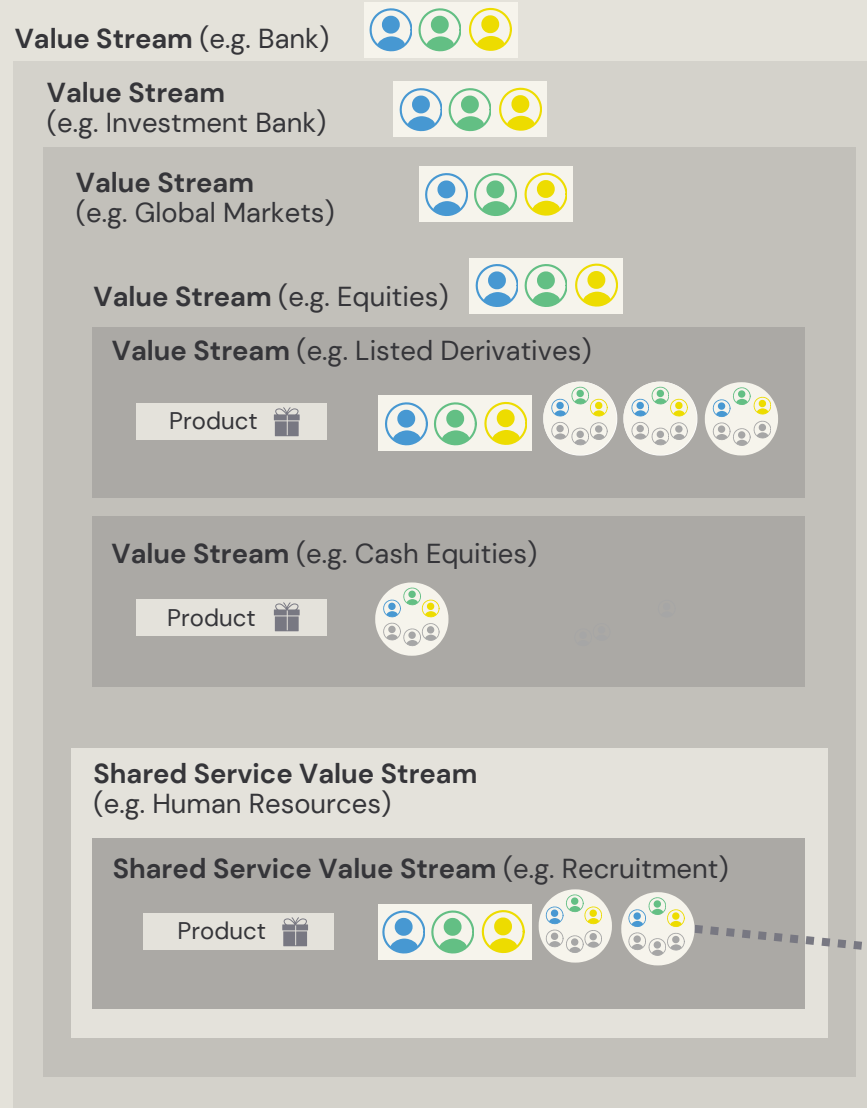
Communities of Practice (CoPs): A community brought together around a set of problems, or an interest in a topic. The community aims to building energy and commitment to change at all levels of the organisation through impactful communications and events relating to the the interest or topic.

Value Realisation Office (VRO): A modernised version of the PMO maintain a focus on value through coaching, training and measurement. Including the data model for outcomes, and connecting strategy to execution, golden thread metric, and quarterly business review cycles. The overall goal of enabling organisation to realise value.

Governance: The framework for enterprise decision-making balancing commercial ambitions and safety/compliance constraints. Provided by connected leadership of VOL / TOL / AOL at every level, supported by the VRO and relevant Enabler Teams (e.g. security)

Flow: The flow of value, end-to-end, from concept to cash, from need identified to need met. Optimizing for the shortest time with the least effort, in order to maximize desired outcomes.

Value Stream Organisational Pattern (not an HR hierarchy)

Value Stream (e.g. Bank)

Value Stream (e.g. Investment Bank)

Value Stream (e.g. Global Markets)

Value Stream (e.g. Equities)

Value Stream (e.g. Listed Derivatives)

Product

Value Stream (e.g. Cash Equities)

Product

Shared Service Value Stream (e.g. Human Resources)

Shared Service Value Stream (e.g. Recruitment)

Product

Capabilities

e.g. Product, Engineering, Quality, Pricing, Design, Pastoral care, Development, Shared learning, Principles

Enablement Teams

Specialist secondary teams e.g. Safety Team, Data Team, Ways of Working

CoPs

Voluntary meetups open to all e.g. technical excellence, artificial intelligence, customer experience

Teams are cross functional and include all the skills across IT, Product and Business to get the job done, ensuring the fast flow of value.

Accountable Leadership Roles (not HR positions):

Value Outcome Lead (VOL)
Accountable for delivering business and customer value/OKRs at multiple levels of detail.

Team Outcome Lead (TOL)
Accountable for leading the delivery teams and optimising for resilience, flow, safety, engagement.

Architecture Outcome Lead (AOL)
Accountable for technical excellence as it is being imagined and implemented.