

Optimising for a Fast Flow of Value w/ Architecture for Flow

Susanne Kaiser

Independent Tech Consultant

@suksr

Challenges of Building Systems

Building the **right** thing

How aligned is our solution to business / user needs?

Have we understood the problem?

Do we share the same common understanding?

Effectiveness

Building the **thing** right

How efficient are our engineering practices?

How fast can we deliver changes?

How easy and fast can we change and adapt?

Efficiency

Challenges of Building Systems

Building the **right** thing

How aligned is our solution to business / user needs?

Have we understood the problem?

Do we share the same common understanding?

Effectiveness

“Doing the wrong thing right is not nearly as good as doing the right thing wrong”

Dr. Russell Ackoff

Building the thing **right**

How efficient are our engineering practices?

How fast can we deliver changes?

How easy and fast can we change and adapt?

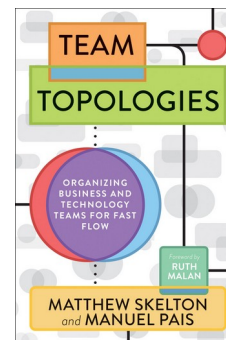
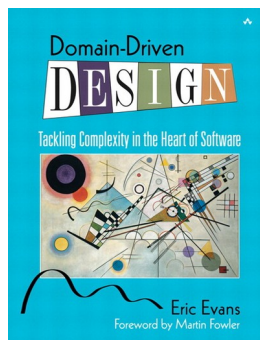
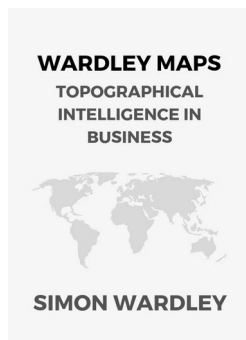
Efficiency

“Crap delivered quickly (and sustainably) is still crap, (unless we learn something, and act on that learning..)”

John Cutler

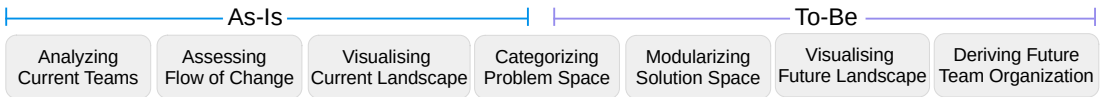
Building the right thing right

Building adaptive,
socio-technical systems
optimized for a fast
flow of value & feedback



Architecture for Flow

Architecture for Flow Canvas



START
AS-IS

1 Current Teams & Ways of Working
 What are the current teams (structure)?
 What parts/modules of the system do they own?
 What are their team sizes?
 What are the current team dependencies?
 What are the current team interaction modes (PR, inner source, weekly/monthly cross-team meetings, etc)?
 What are their current practices? (e.g. kanban, scrum, planning techniques, etc.)

2 Current Flow
 What works well in the flow?
 What blocks the current flow?

Think about what prevents/supports the flow (e.g. dependencies, etc. - see example)

3 Current Business Landscape
 Visualising the business landscape with Wardley Maps

Doing to create a Wardley Map

Use your flow models and ask questions like...

- How does this value chain work?
- How does this value chain change over time?
- How does this value chain change over time?
- How does this value chain change over time?
- How does this value chain change over time?

4 Categorizing the Problem Space
 Discover Subdomains Types

Discovering Subdomain Types

- Core Subdomain
- Supporting Subdomain
- Generic Subdomain

TO-BE

5 Modularity in the Solution Space
 Decomposing solution space into bounded contexts (design decisions)

E.g. with Event-Driven

6 Future Business Landscape & Bounded Contexts
 Visualising the future business landscape with Wardley Maps

Mapping Bounded Contexts

Understand your Strategic Investment

7 Future Team Ownership Boundaries
 Identifying future team ownership boundaries

Bounded Contexts as candidates for stream-aligned teams

What is necessary in order to make the stream-aligned teams? Focus on their full flow of change

8 Future Team Constellation & Interaction Modes

Team Type

Interaction Modes

Current Teams & Ways of Working

Analyzing
Current Teams

AS-IS
Assessing
Flow of Change

Visualising
Current Landscape

Categorizing
Problem Space

Modularizing
Solution Space

To-Be
Visualising
Future Landscape

Deriving Future
Team Organization

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Flow of Changes / Value

3 Current Business Landscape
 Visualising the business landscape with Wardley Maps

Discover or create a Wardley Map

Use your own insights and add positions for...

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Discovering Subdomain Types

TO-BE

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Bounded Contexts as candidates for stream-adjacent teams

What is necessary in order to make the stream-adjacent teams? Based on their list flow of change

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Interaction Modes

Interaction Models

Current Teams & Ways of Working

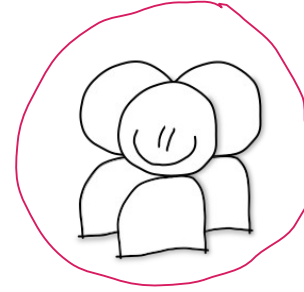
How are teams currently organized (structure)?



Frontend Team



Backend Team



Ops Team

Analyzing
Current Teams

Assessing
Flow of Change

Visualising
Current Landscape

Categorizing
Problem Space

Modularizing
Solution Space

Visualising
Future Landscape

Deriving Future
Team Organization

As-Is

To-Be

Current Teams & Ways of Working

How are teams currently organized (structure)?

What are the team dependencies and their way of interaction?



Frontend Team

Handover



Backend Team

Handover



Ops Team

Analyzing Current Teams

Assessing Flow of Change

Visualising Current Landscape

Categorizing Problem Space

Modularizing Solution Space

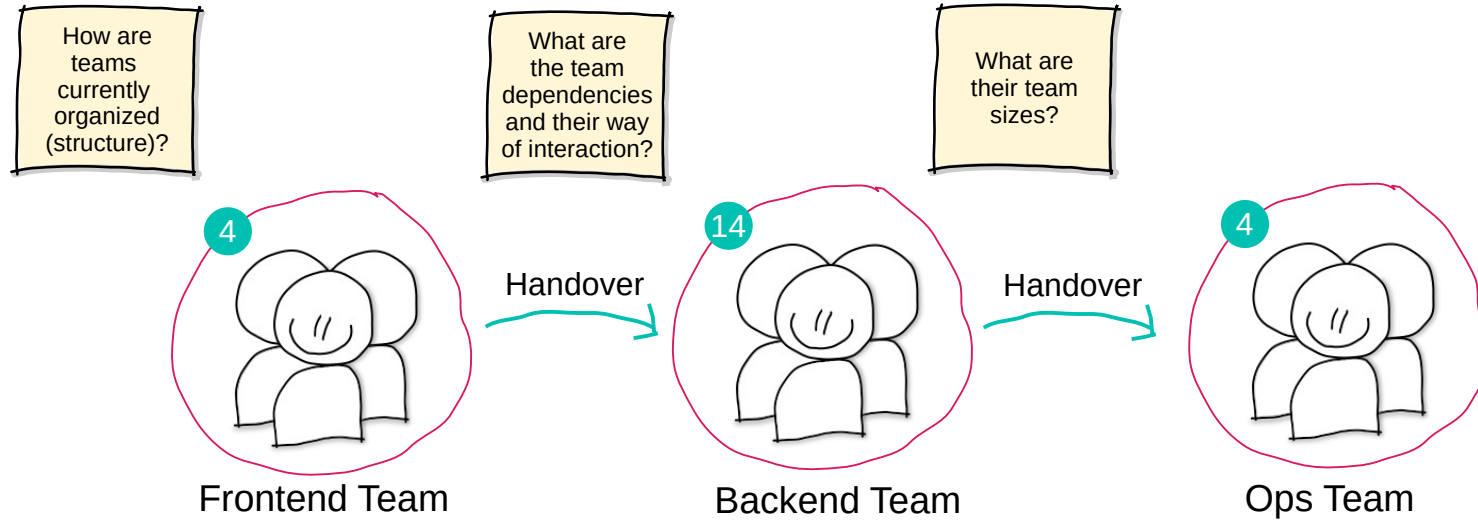
Visualising Future Landscape

Deriving Future Team Organization

As-Is

To-Be

Current Teams & Ways of Working

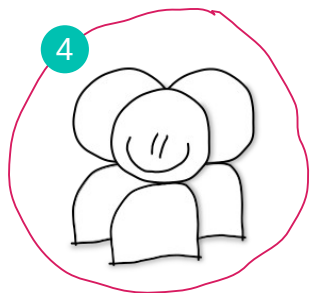


Current Teams & Ways of Working

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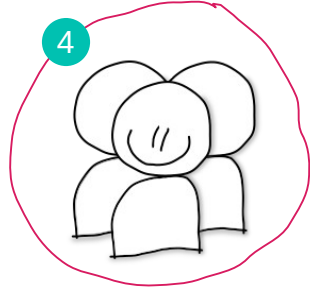
What are their team sizes?



Frontend Team



Backend Team

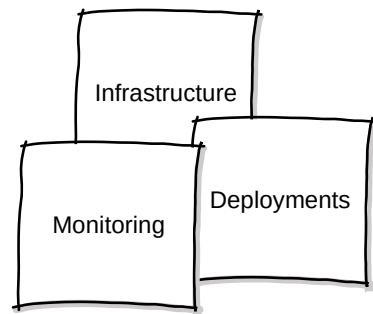
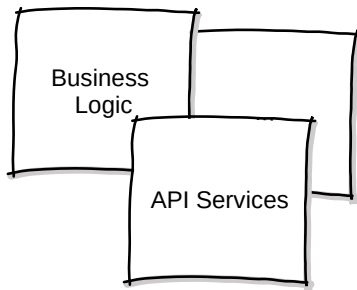
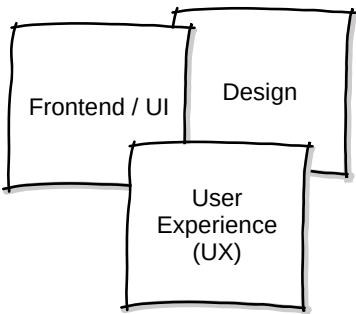


Ops Team

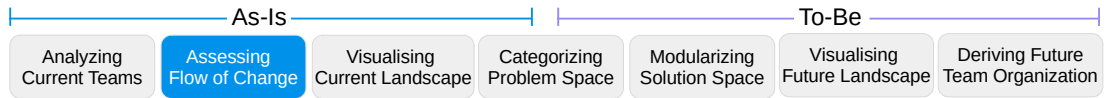
Handover

Handover

What parts of the system do they own?



Assessing Current Flow of Change



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AS-IS

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3 Current Business Landscape

Visualising the business landscape with Wardley Maps

Creating a Wardley Map

4 Categorizing the Problem Space

Discover Subdomains Types

Discovering Subdomain Types

- Core Subdomain
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- Shared Subdomain

TO-BE

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Decomposing solution space into bounded contexts (design decisions)

E.g. with CostDriver

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Visualising the future business landscape with Wardley Maps

Merging Bounded Contexts *Understand your Strategic Environment*

7 Future Team Ownership Boundaries

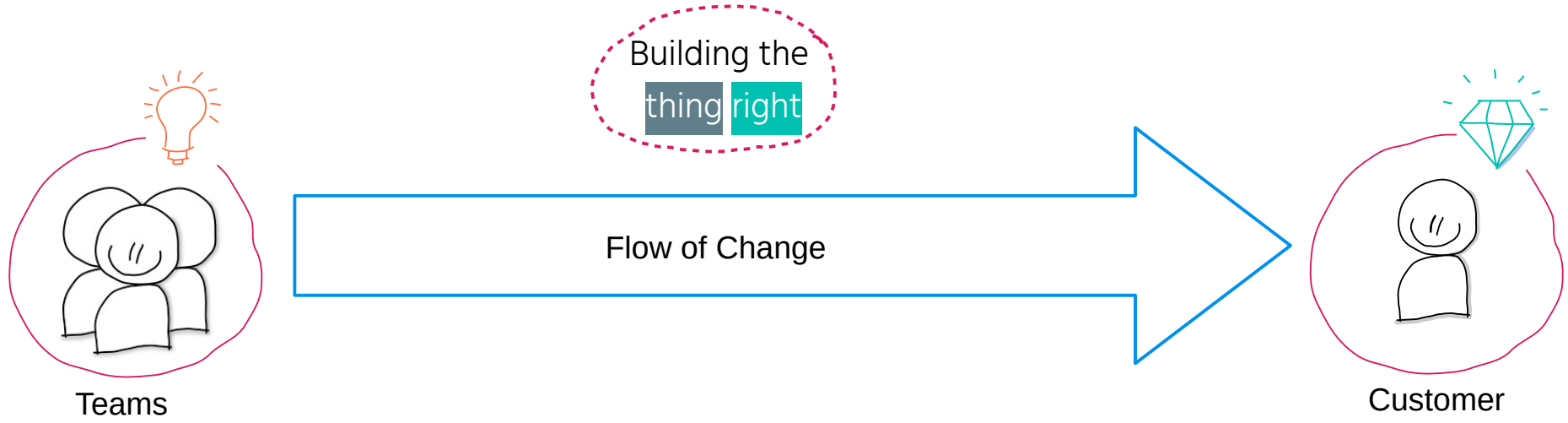
Identifying future team ownership boundaries

Bounded Contexts as candidates for stream-aligned teams *What is necessary in order to enable the stream-aligned teams? Based on their list flow of change*

8 Future Team Constellation & Interaction Modes

Team Type *Interaction Modes*

Assessing Current Flow of Change

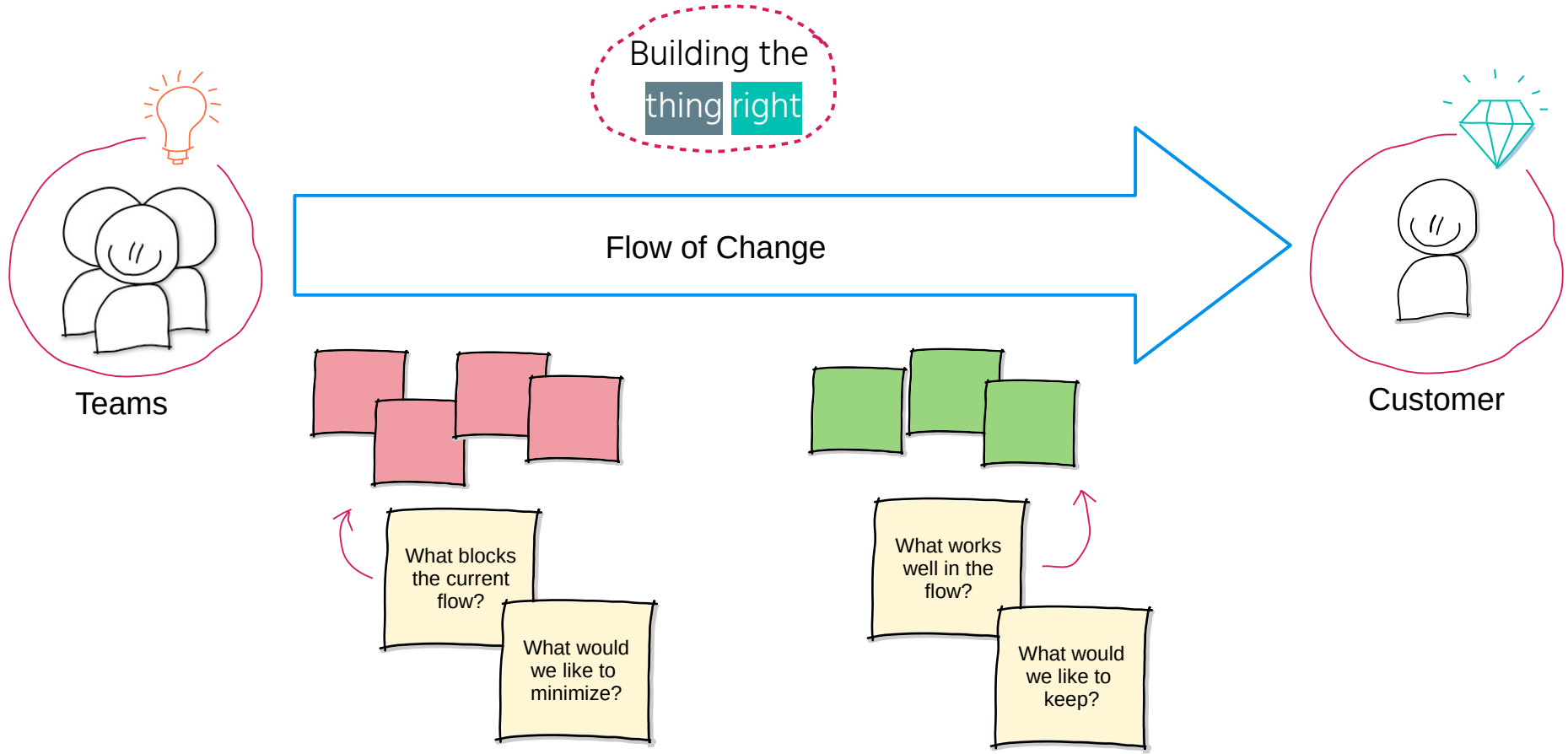


- Analyzing Current Teams
- Assessing Flow of Change
- Visualising Current Landscape
- Categorizing Problem Space
- Modularizing Solution Space
- Visualising Future Landscape
- Deriving Future Team Organization

As-Is

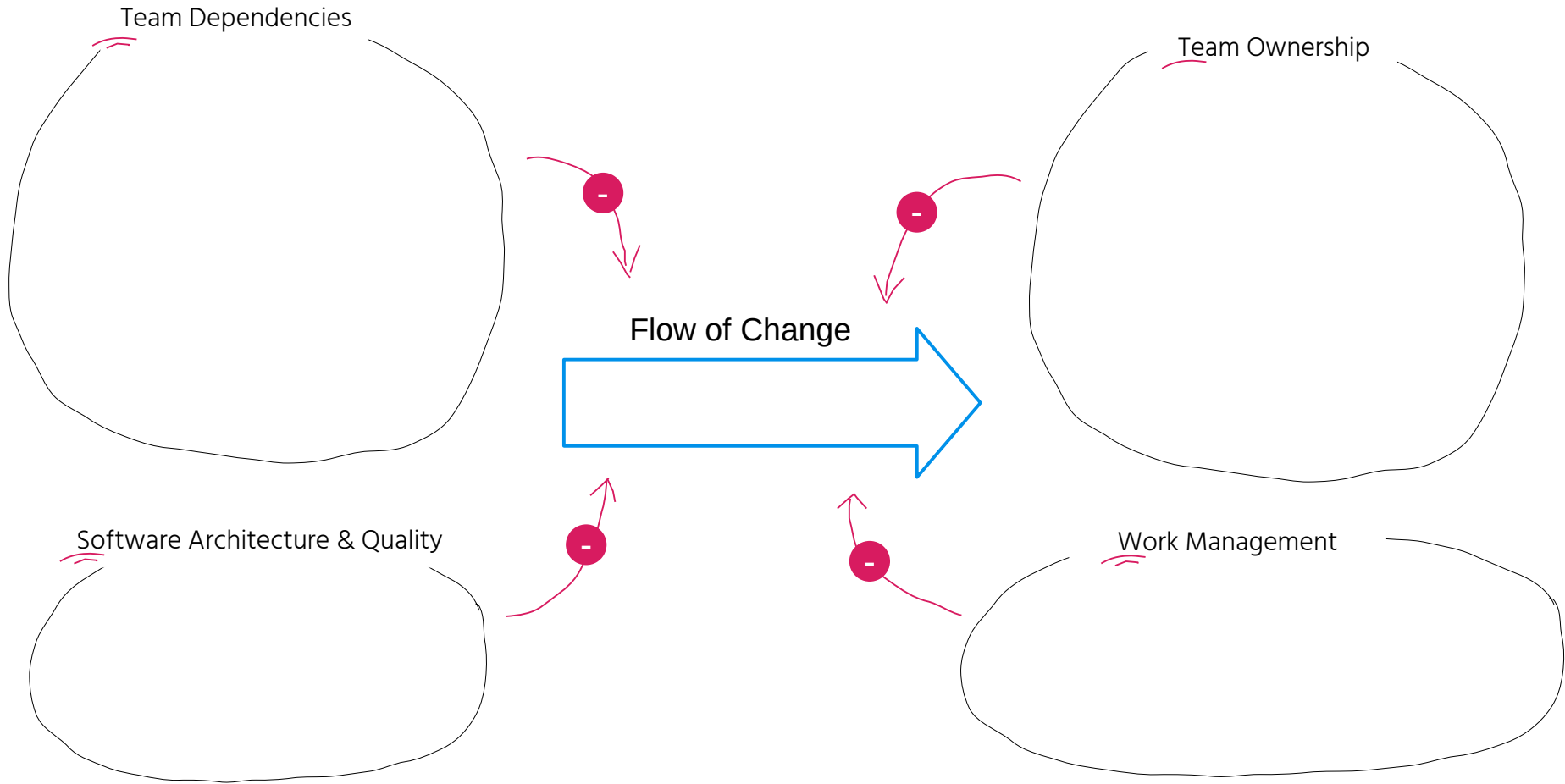
To-Be

Assessing Current Flow of Change

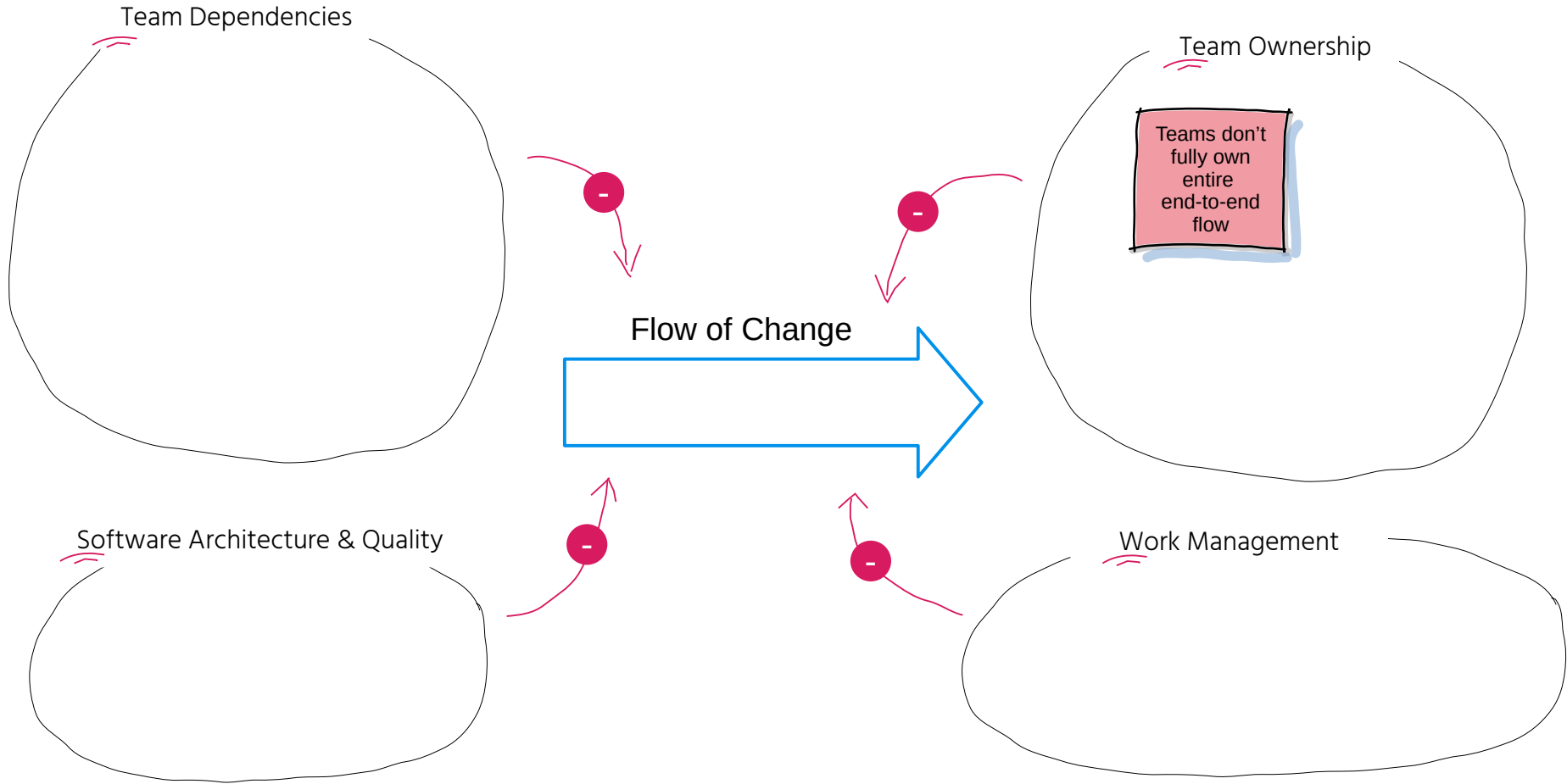


Analyzing Current Teams	AS-IS
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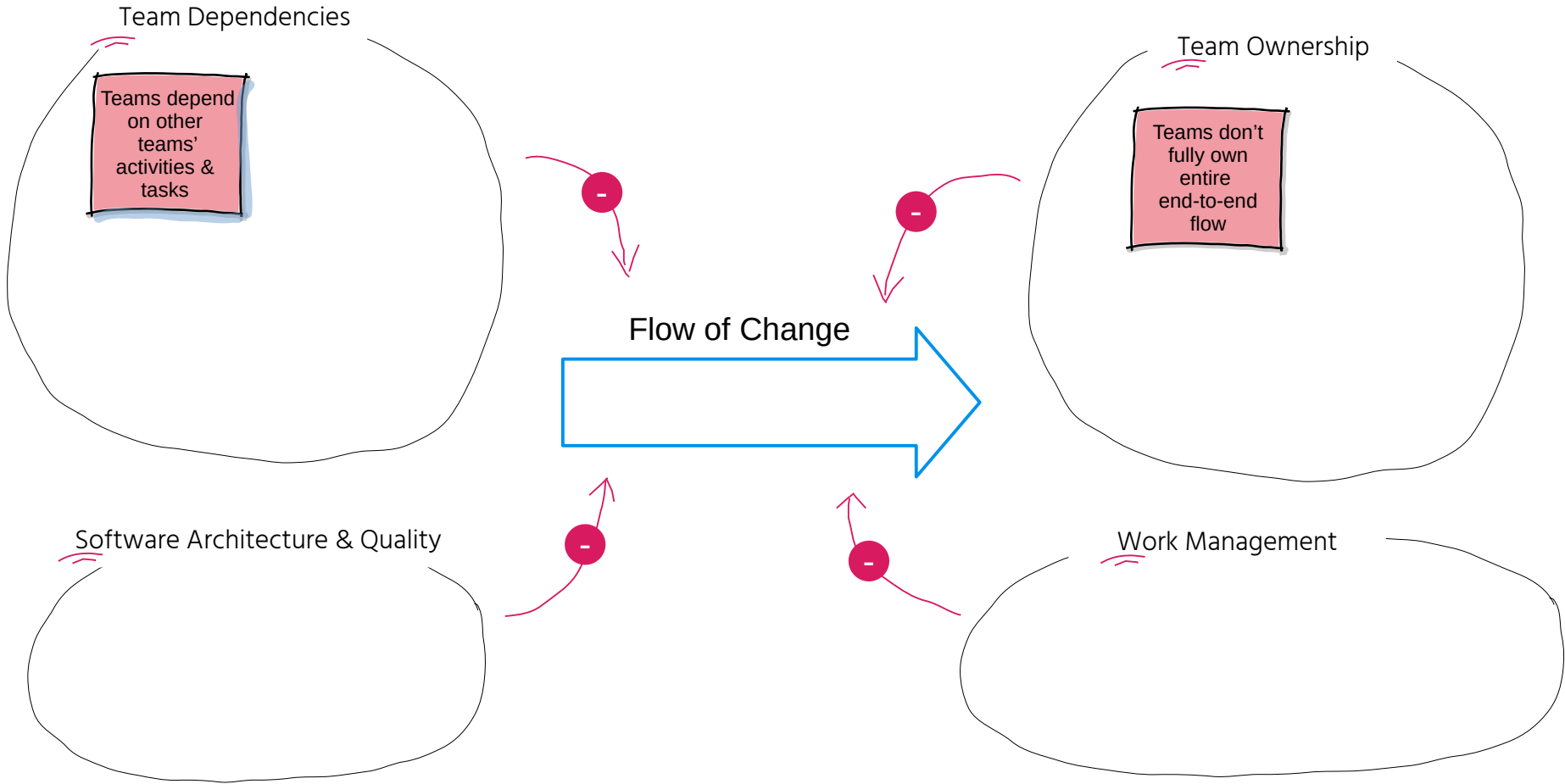
What is Preventing Flow? (Examples)



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Visualising
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Modularizing
Solution Space

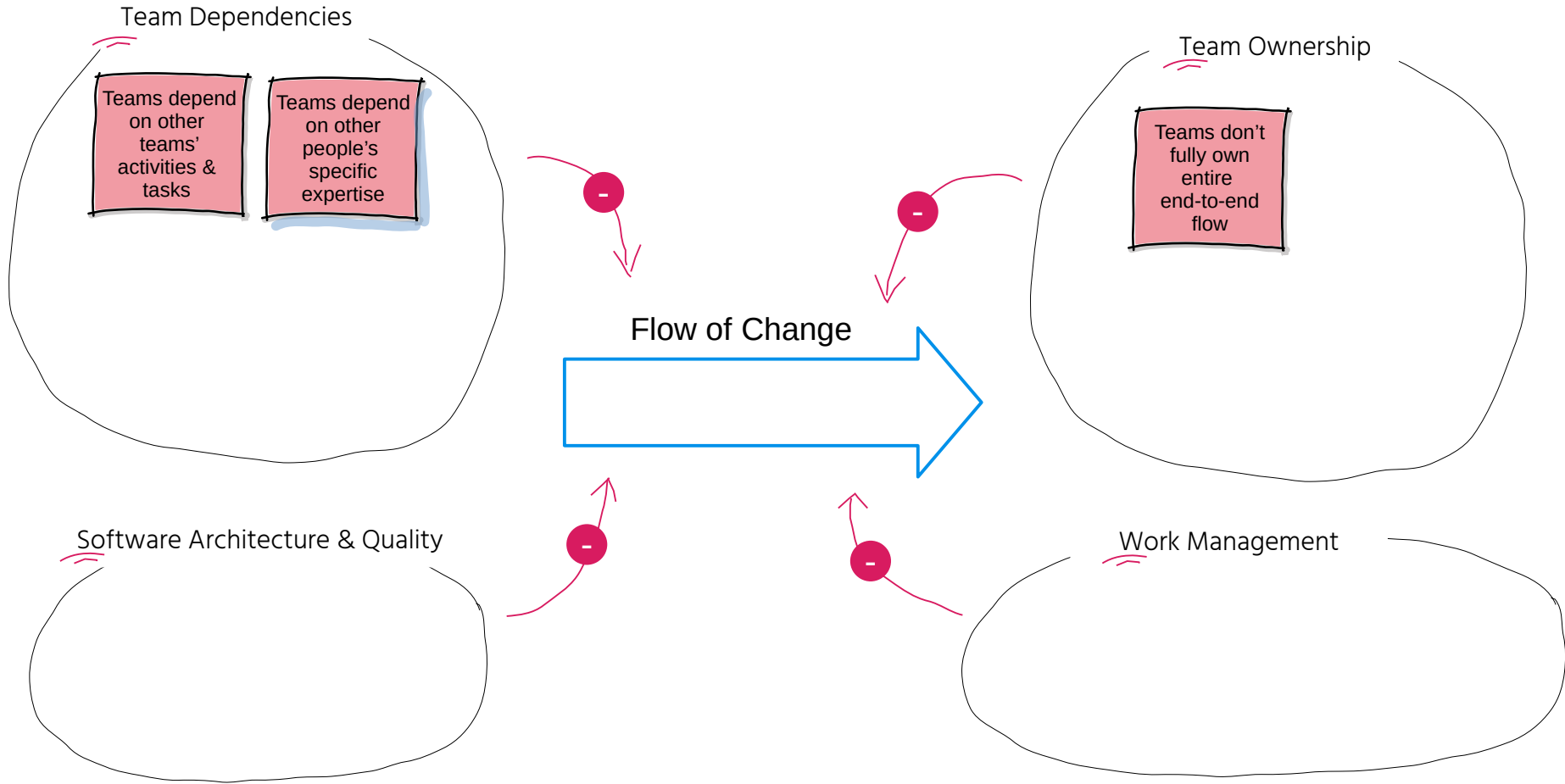
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Deriving Future
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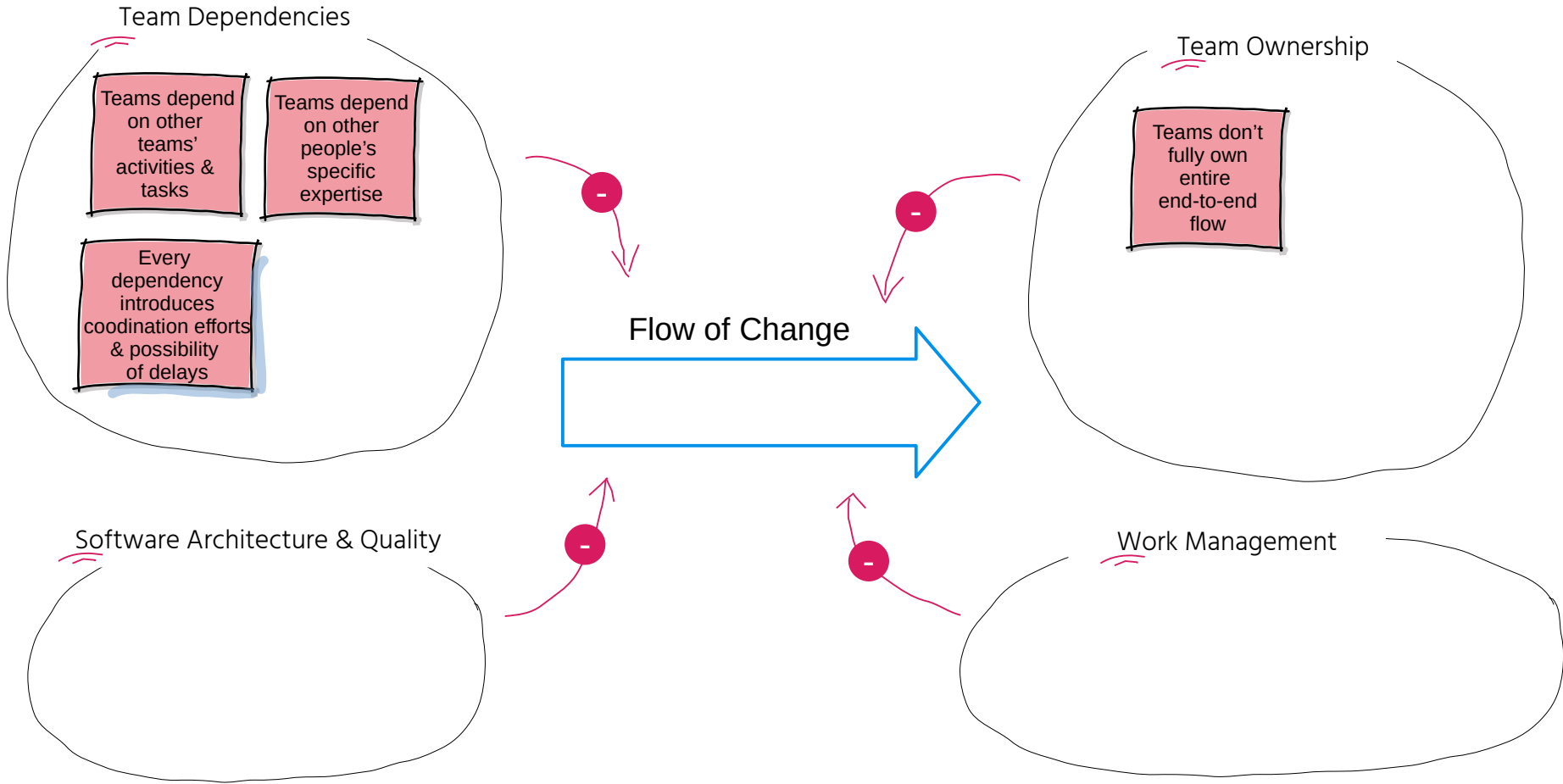
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TO-BE

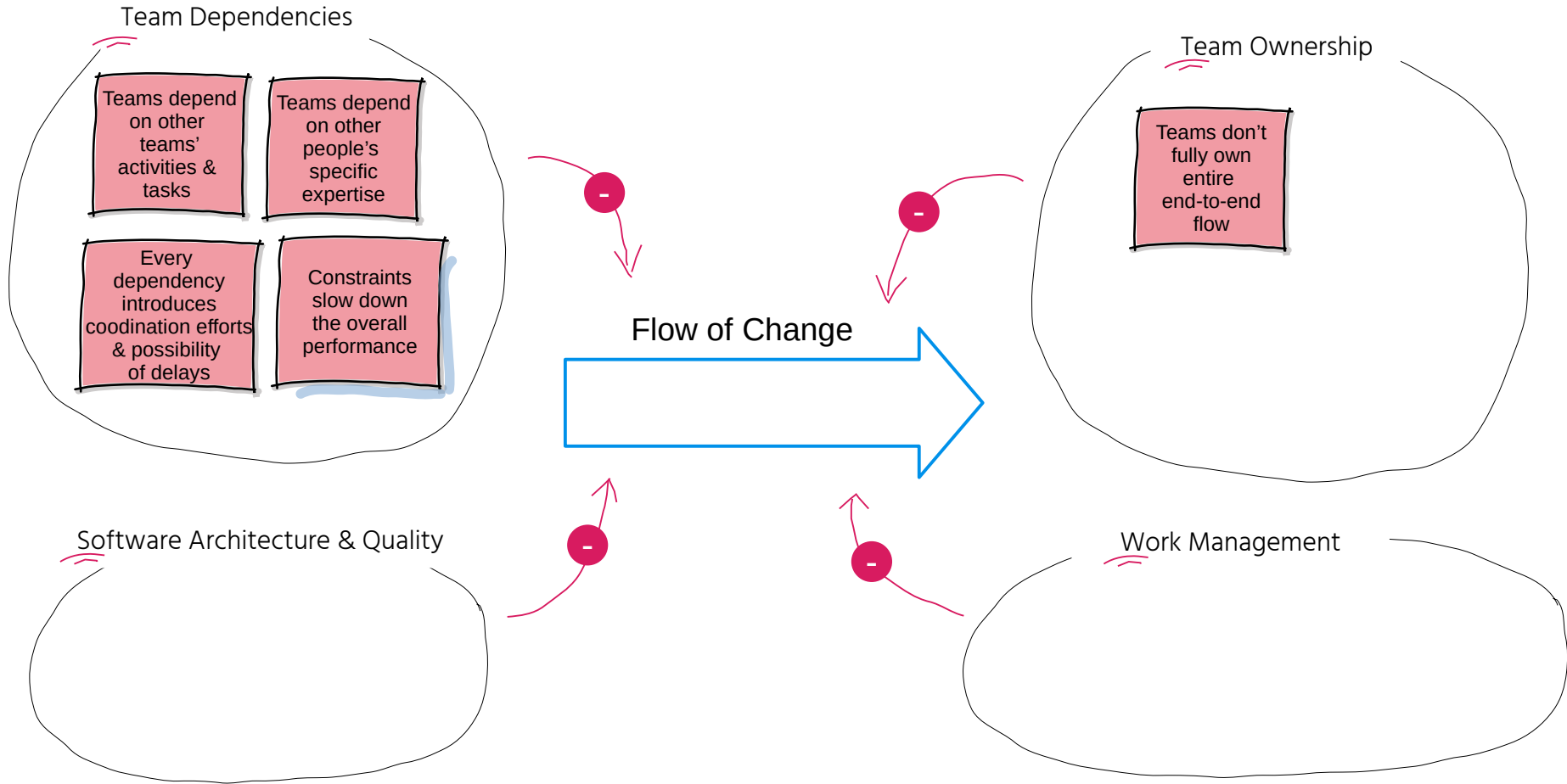
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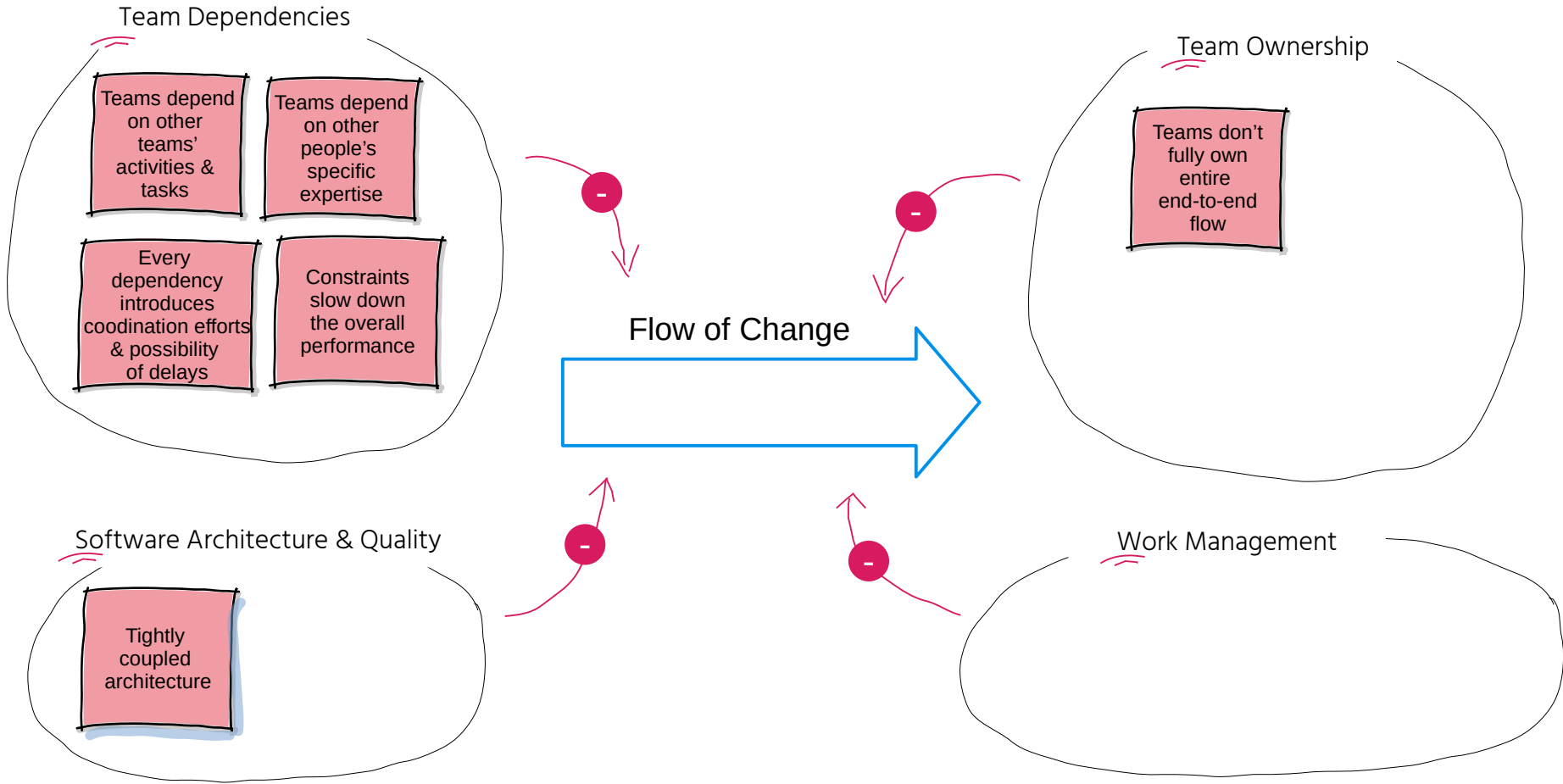
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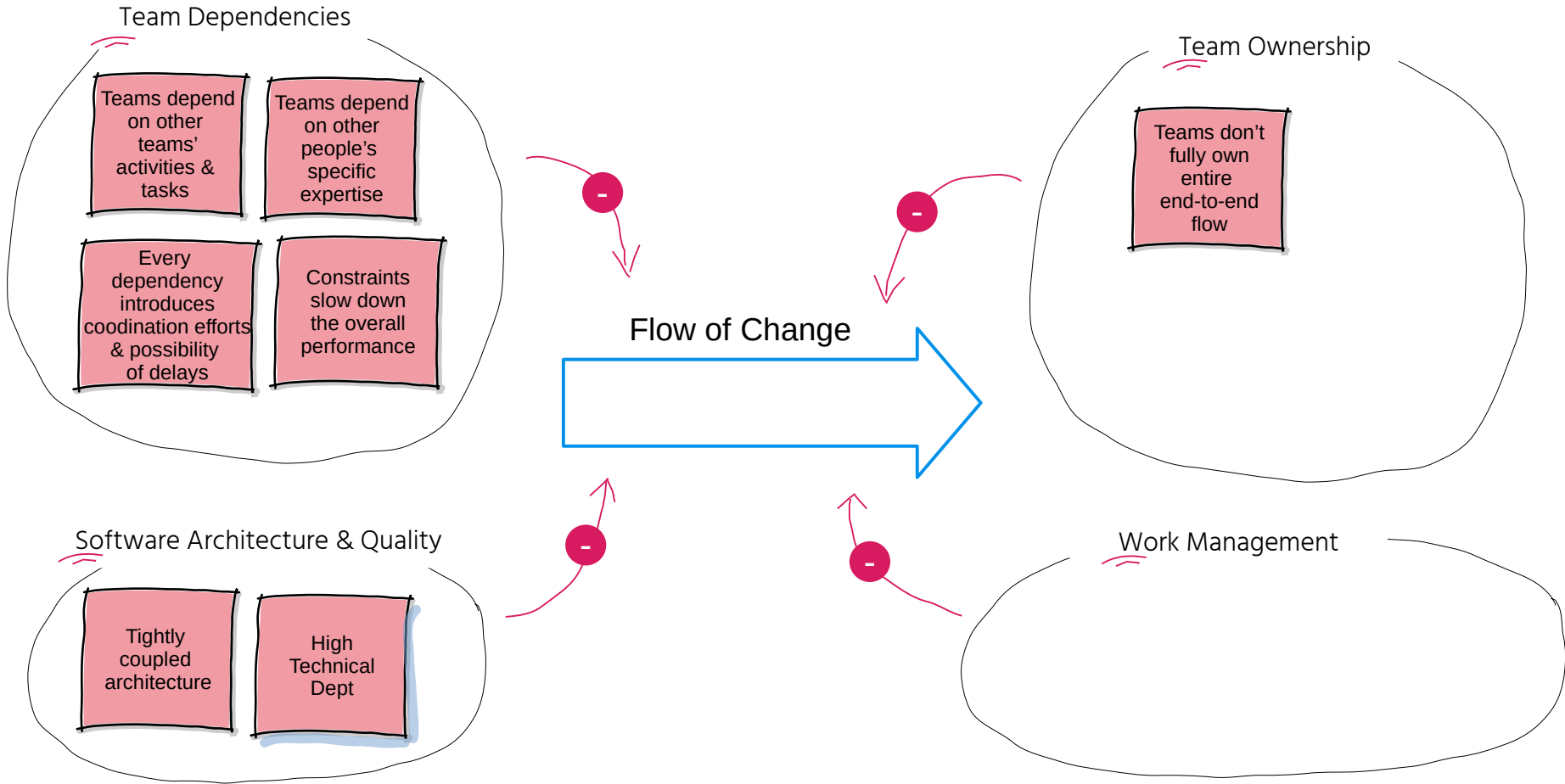
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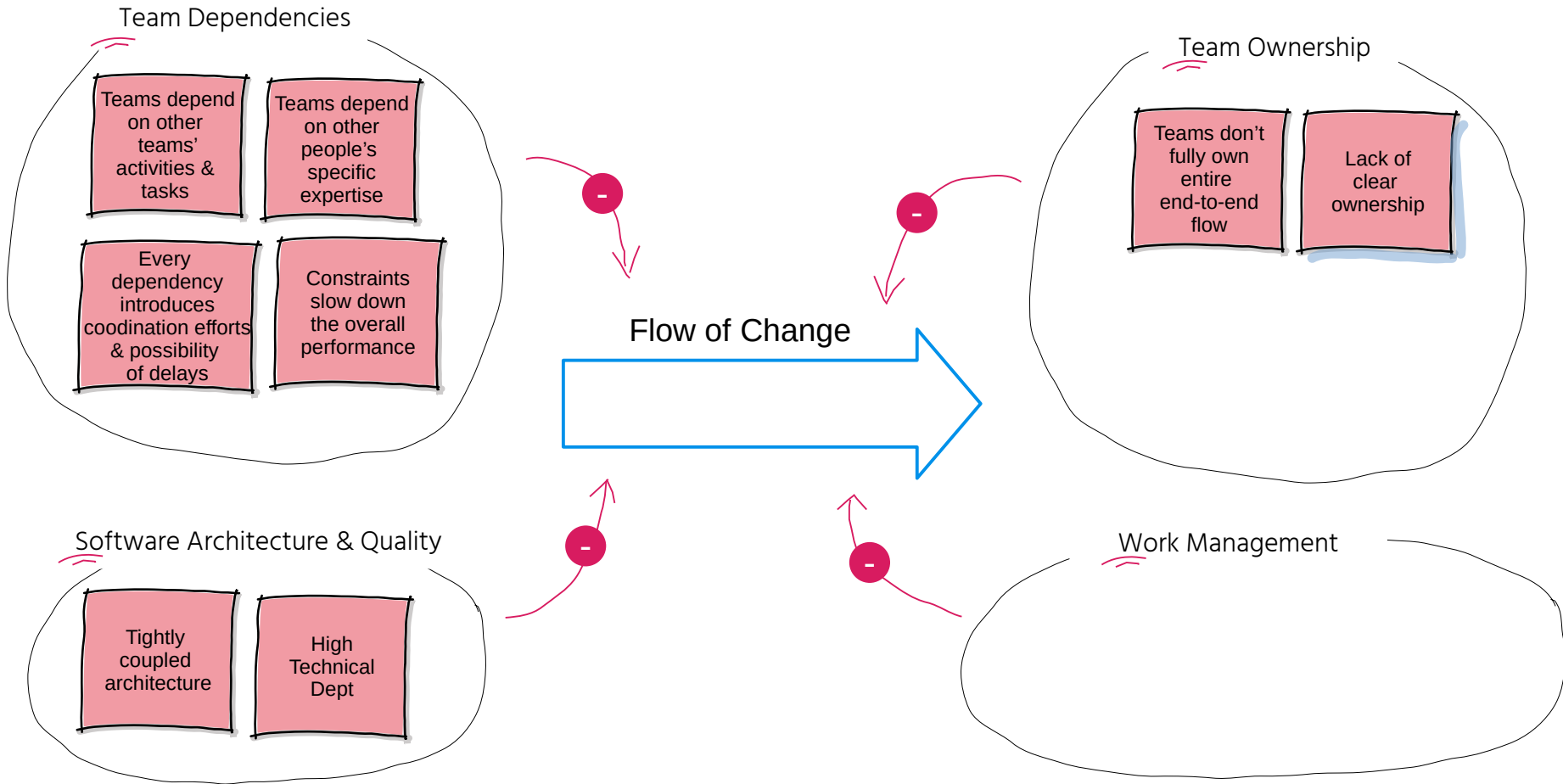
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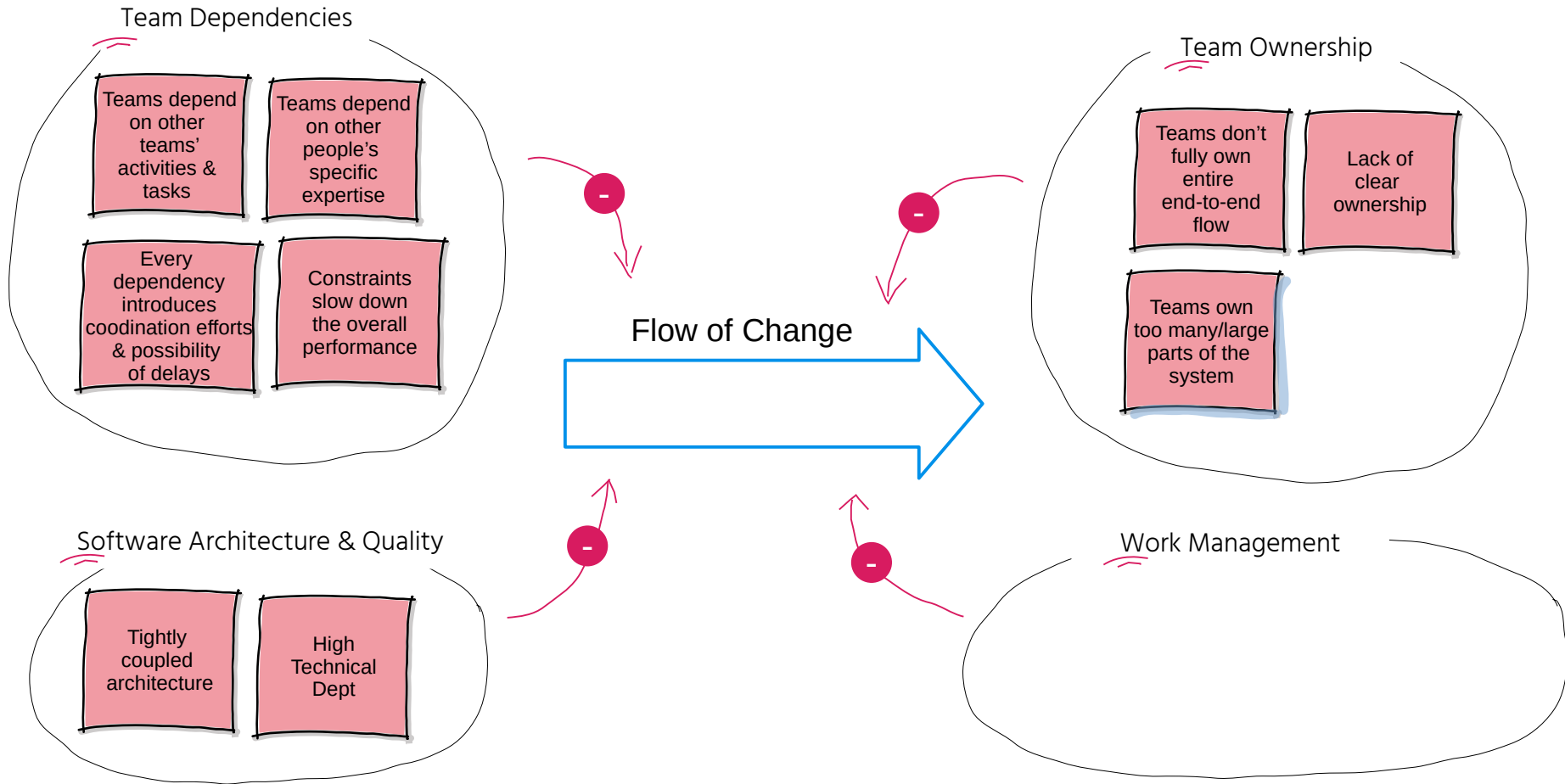
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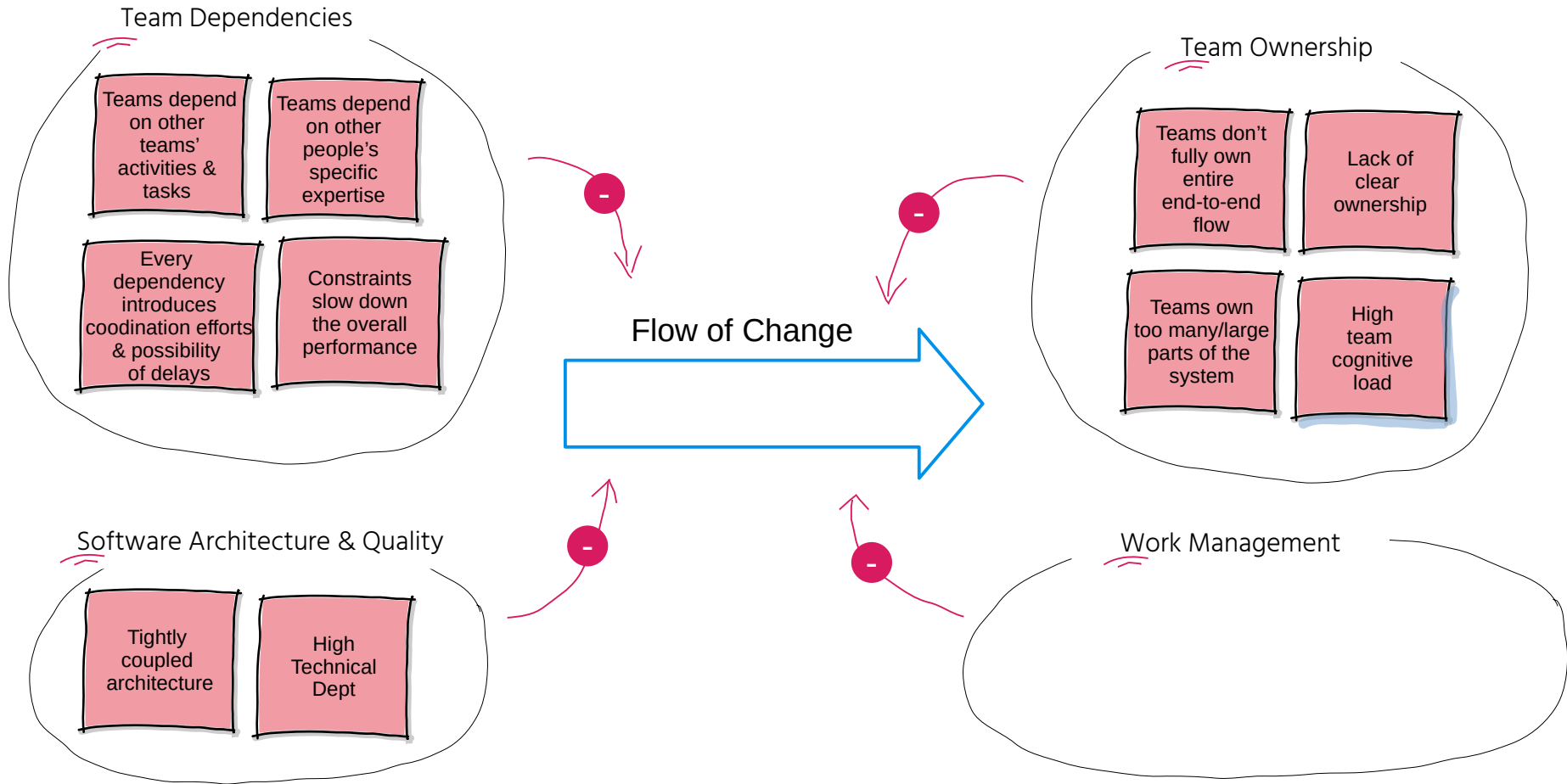
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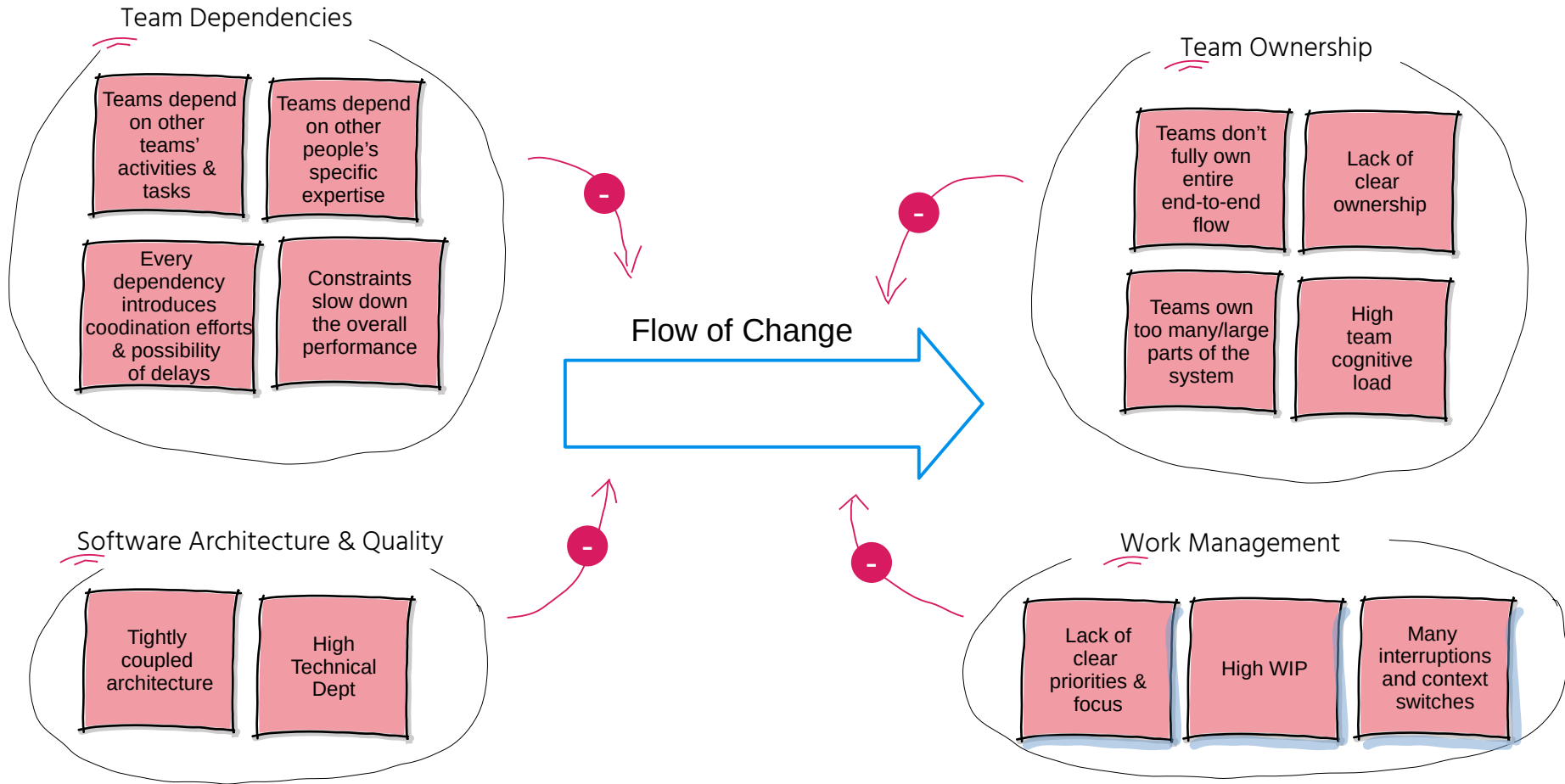
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What is Preventing Flow? (Examples)



Analyzing Current Teams

Assessing Flow of Change

Visualising Current Landscape

Categorizing Problem Space

Modularizing Solution Space

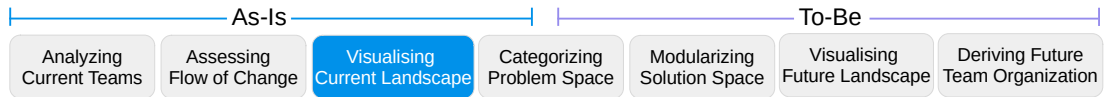
Visualising Future Landscape

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As-Is

To-Be

Visualizing the Current Landscape



START
AS-IS

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Think about what prevents/impedes the flow (in terms of it's capacity)

4 Categorizing the Problem Space
 Discover Subdomains Types

Discovering Subdomain Types

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- Shared Subdomain

3 Current Business Landscape
 Visualizing the business landscape with Wardley Maps

Creating a Wardley Map

You give them latitude and not longitude the...

- How does it work? (Value chain)
- How does it change? (Evolution)
- How does it interact? (Dependencies)
- How does it compete? (Competition)
- How does it evolve? (Evolution)

TO-BE

5 Modularity in the Solution Space
 Decomposing solution space into bounded contexts (design decisions)

E.g. with CostDriver

6 Future Business Landscape & Bounded Contexts
 Visualizing the future business landscape with Wardley Maps

Mapping Bounded Contexts

Understand your Strategic Environment

7 Future Team Ownership Boundaries
 Identifying future team ownership boundaries

Bounded Contexts as candidates for stream-aligned teams

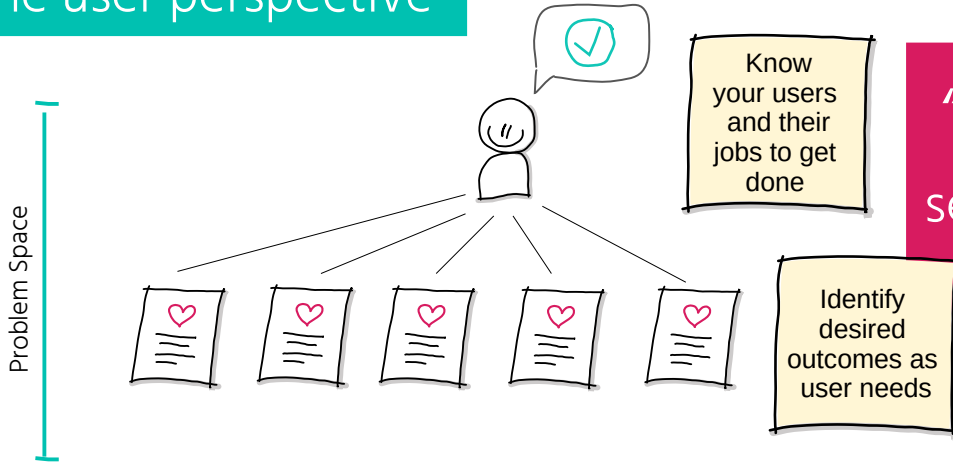
What is necessary to enable the stream-aligned teams? (Based on their list flow of change)

8 Future Team Constellation & Interaction Modes

Team Type

Interaction Modes

Starting from the user perspective



“People buy products and services to get a job done.”

Clayton Christensen

Building the
right thing

Analyzing Current Teams	AS-IS
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Starting from the user perspective

Facilitate remote learning

Online School



Problem Space

Teachers



Know your users and their jobs to get done

Identify desired outcomes as user needs



Prepare learning material

Assess student understanding

Track progress

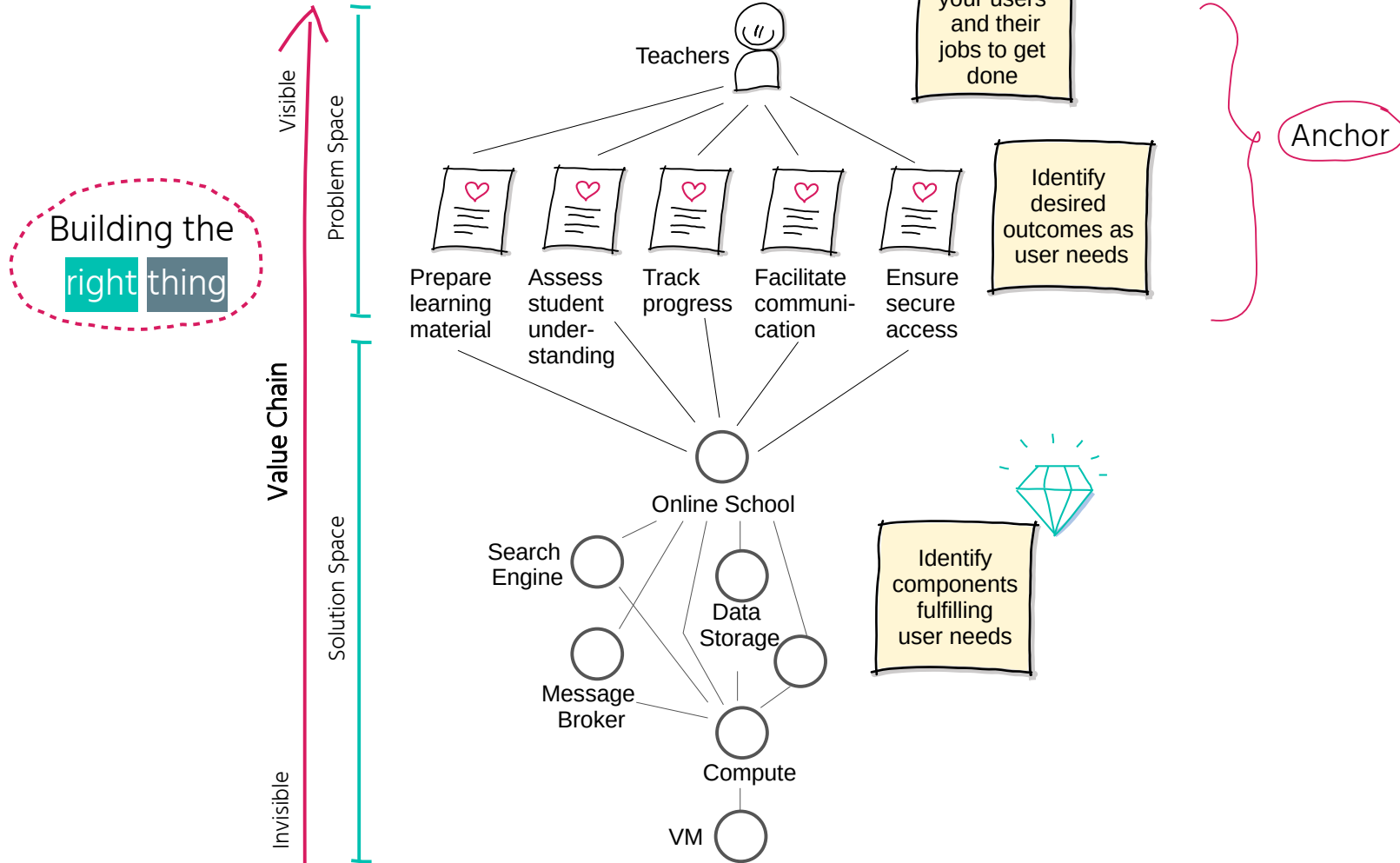
Facilitate communication

Ensure secure access

Building the right thing

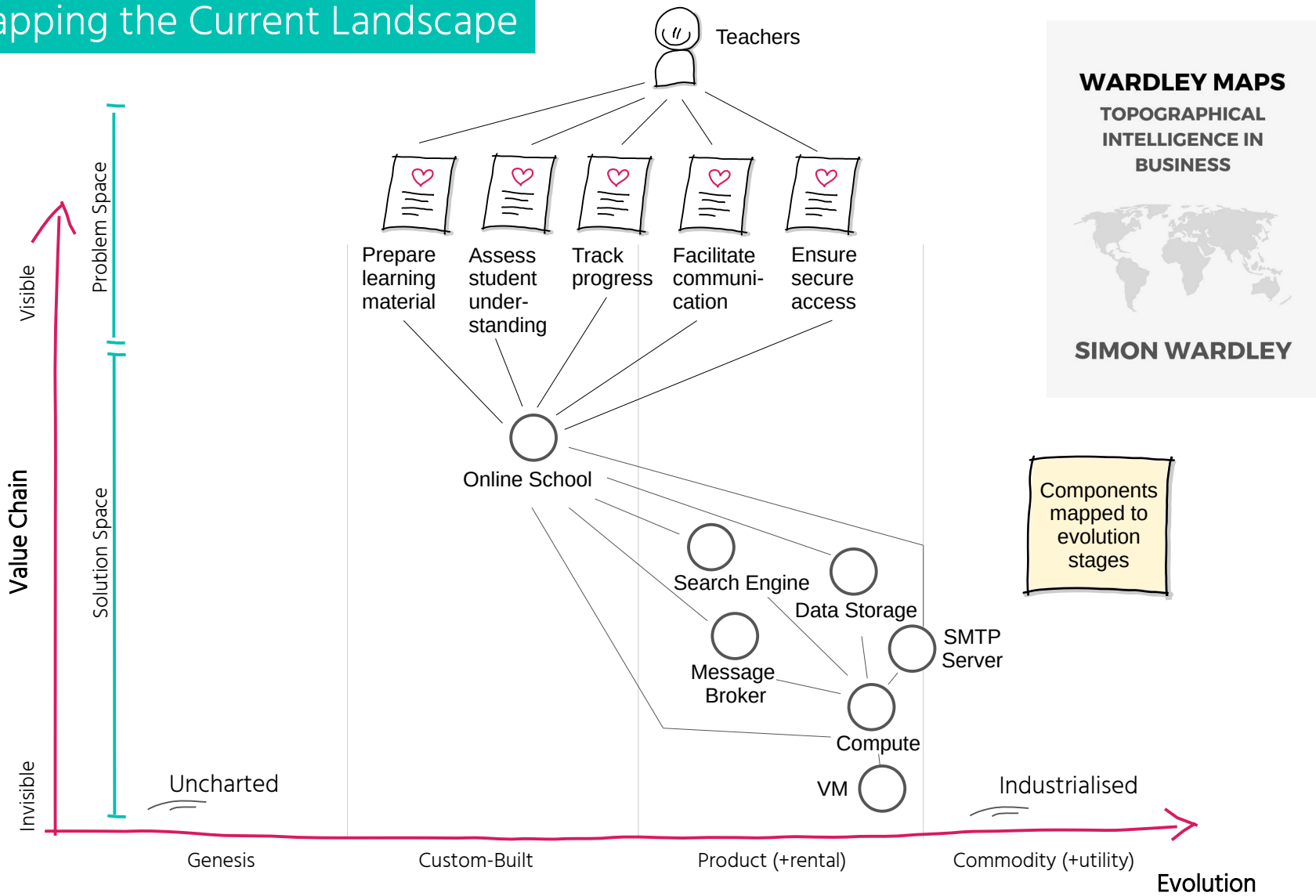
Analyzing Current Teams	As-Is
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Modularizing Solution Space	As-Is
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Deriving Future Team Organization	To-Be

Understanding the value chain



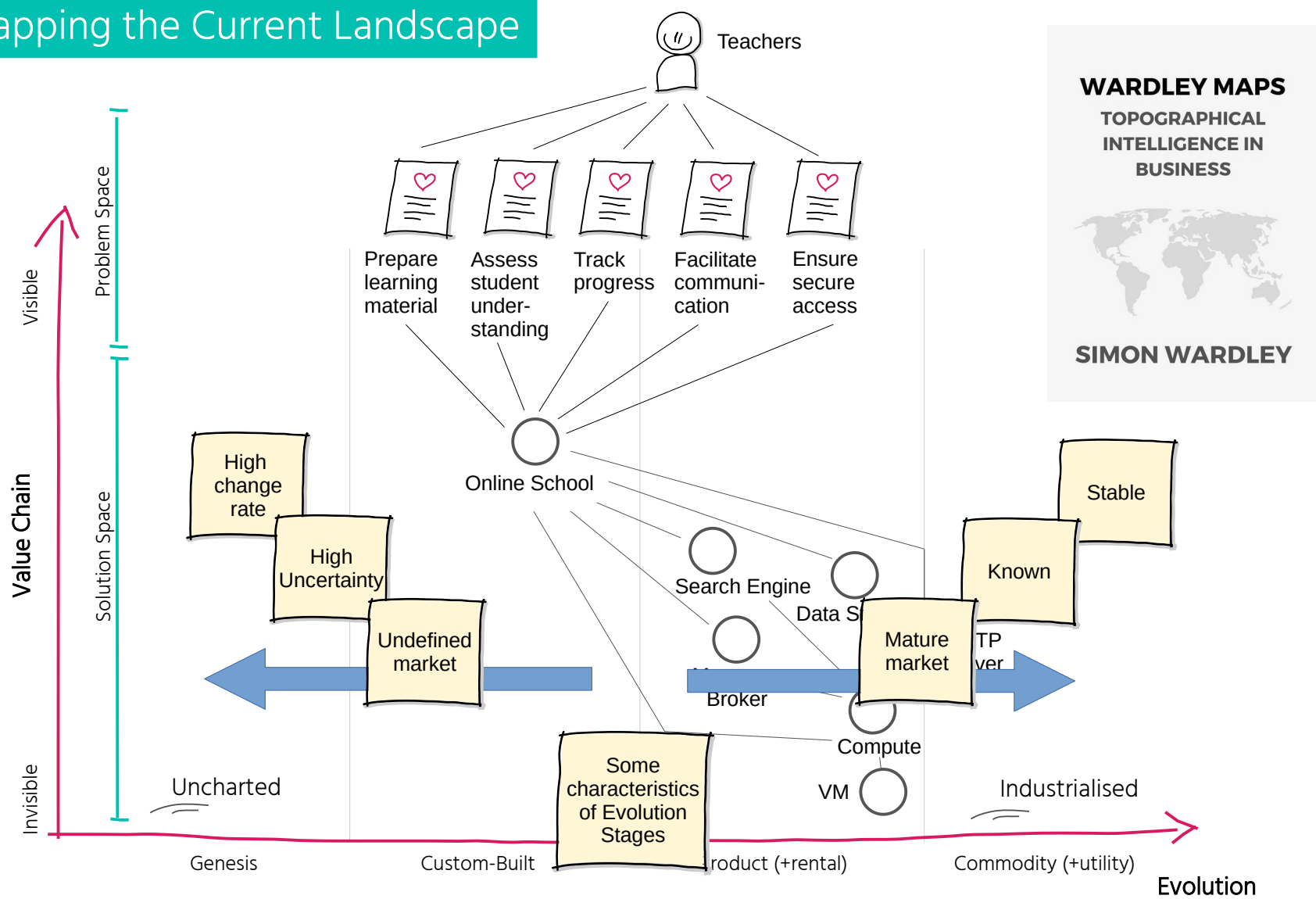
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Mapping the Current Landscape



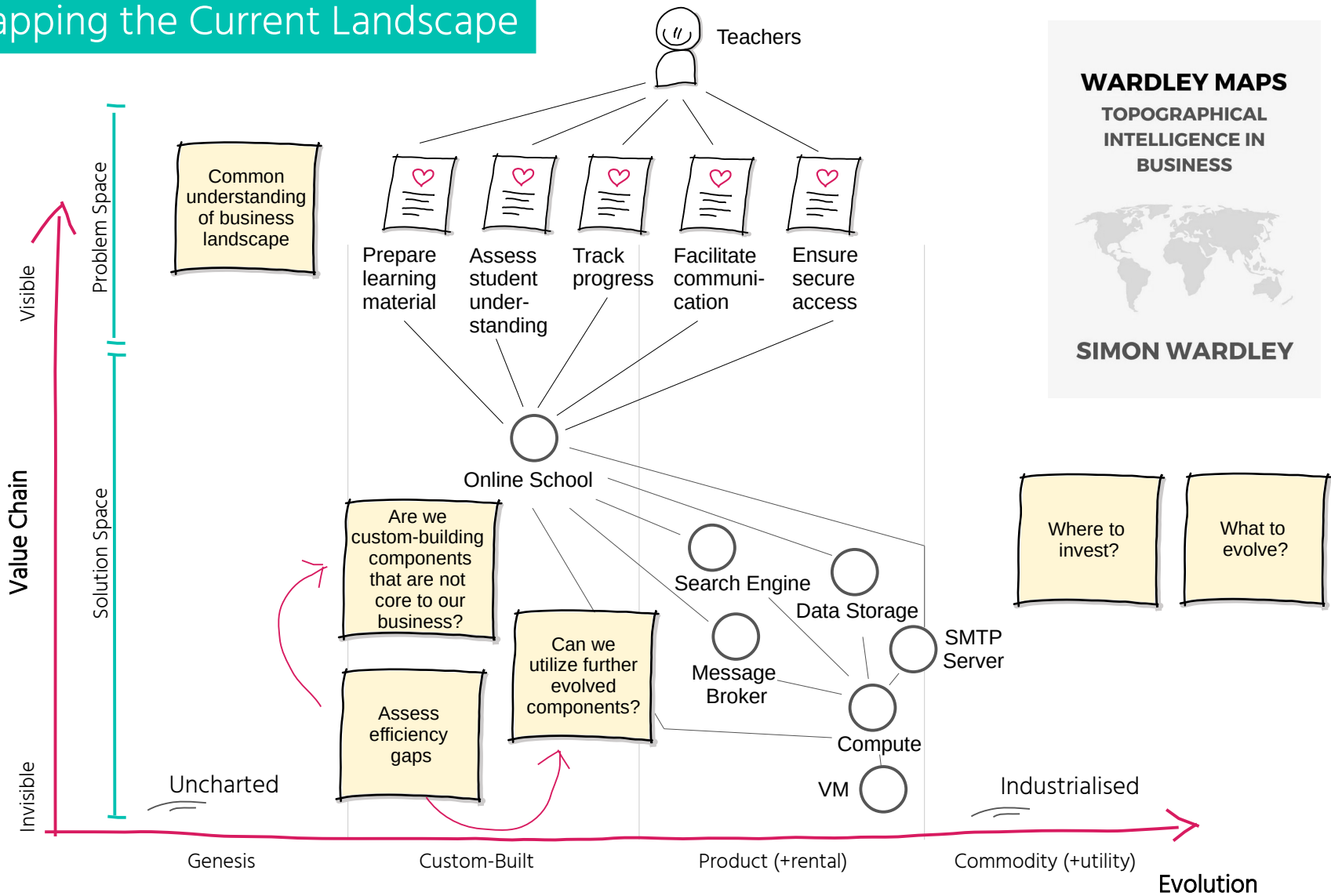
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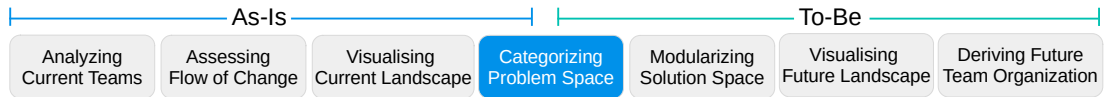
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- AS-IS
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Categorizing the Problem Space



1 Current Teams & Ways of Working

- What are the current teams (structure)?
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2 Current Flow

What works well on the flow?
What blocks the current flow?

Think about what prevents/improves the flow (disagreement of, for example)

Flow of Changes / Value

4 Categorizing the Problem Space

Discover Subdomains Types

Discovering Golden Type

- Core Business
- Supporting Subdomain
- Core Subdomain

3 Current Business Landscape

Visualising the business landscape with Wardley Maps

Creating a Wardley Map

Use your flow analysis and add positions to...



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Decomposing solution space into bounded contexts (design decisions)

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Merging Bounded Contexts *Understand your Strategic Environment*

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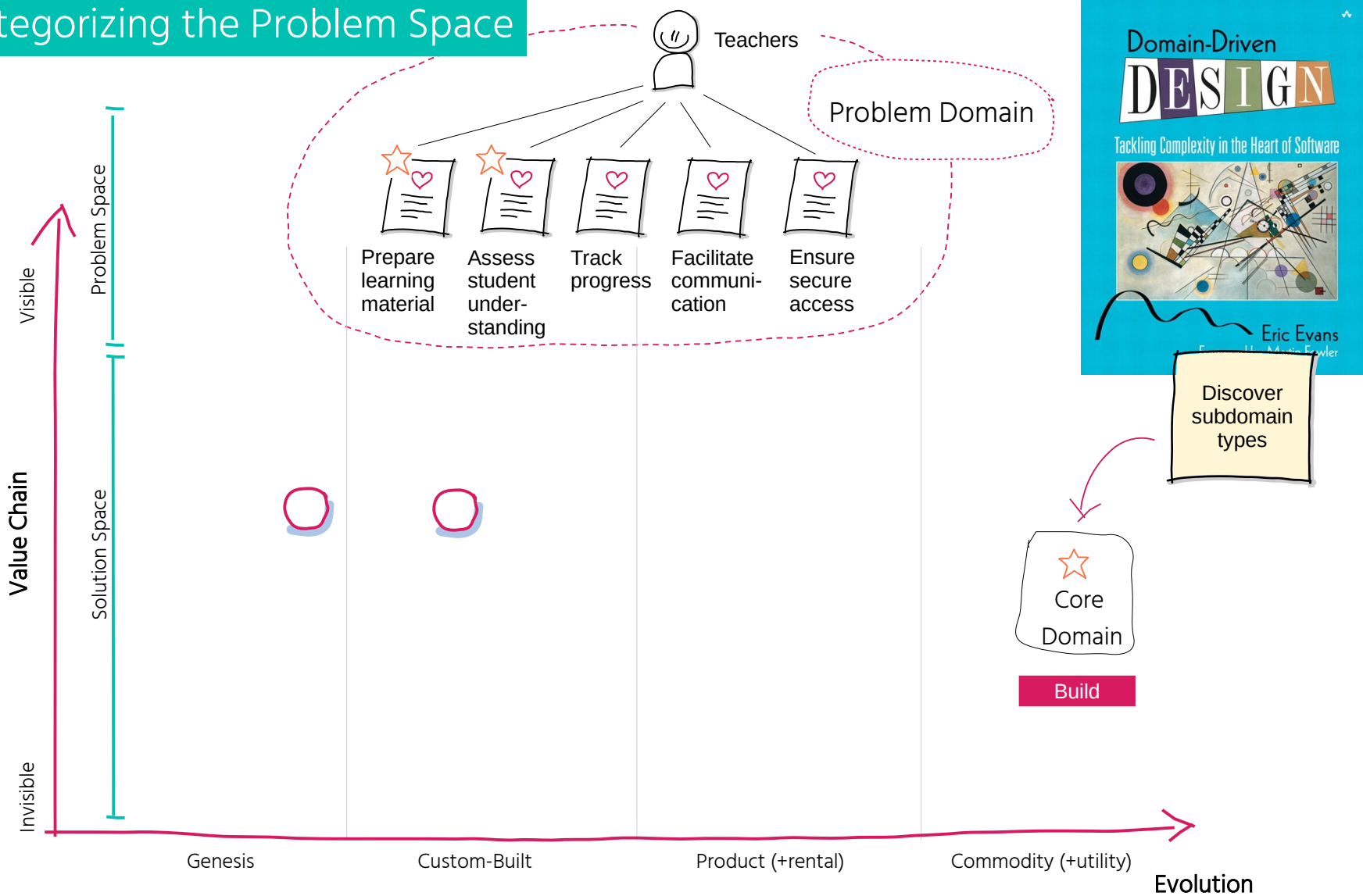
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8 Future Team Constellation & Interaction Modes

Team Type

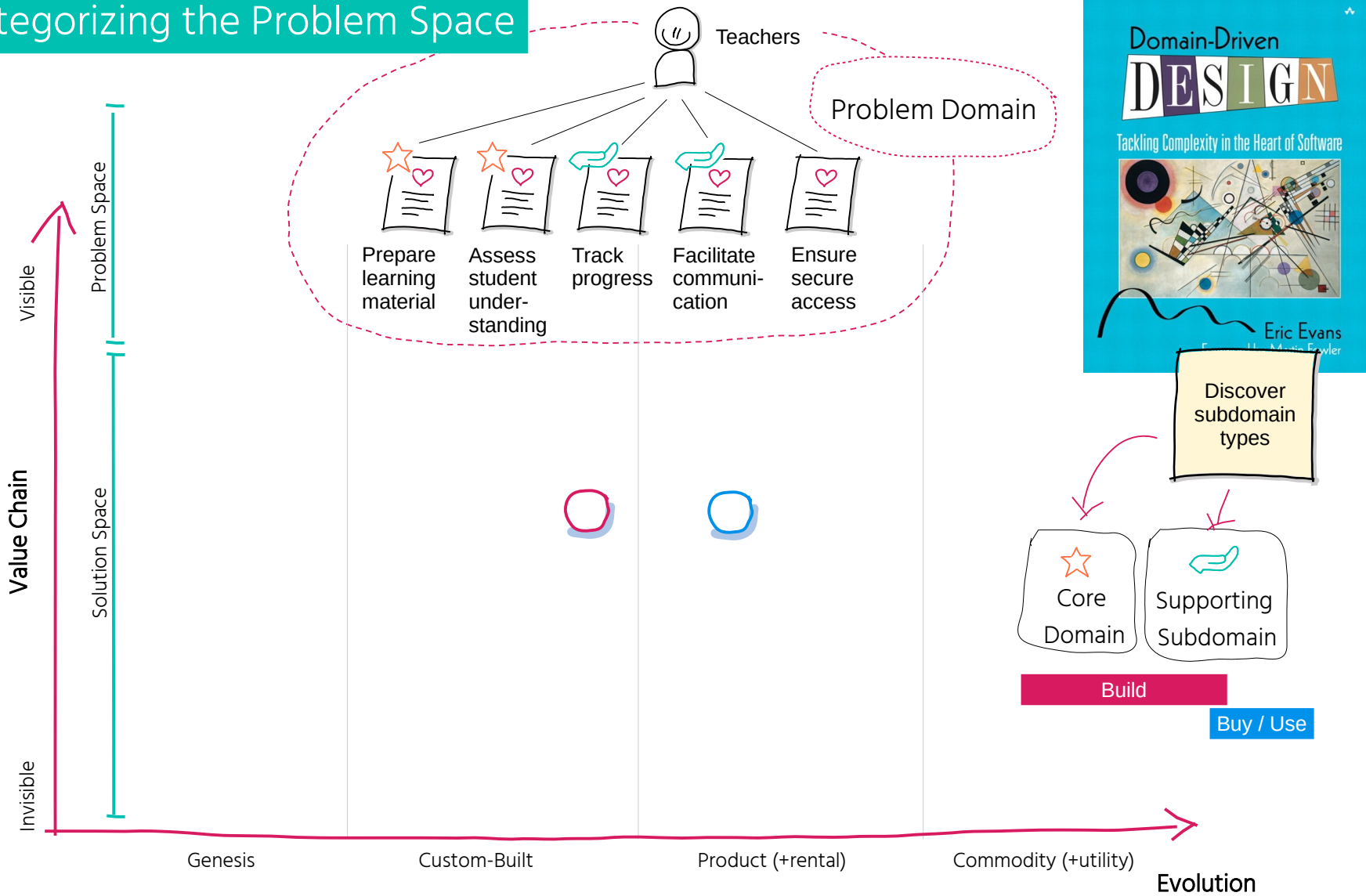
Interaction Modes

Categorizing the Problem Space



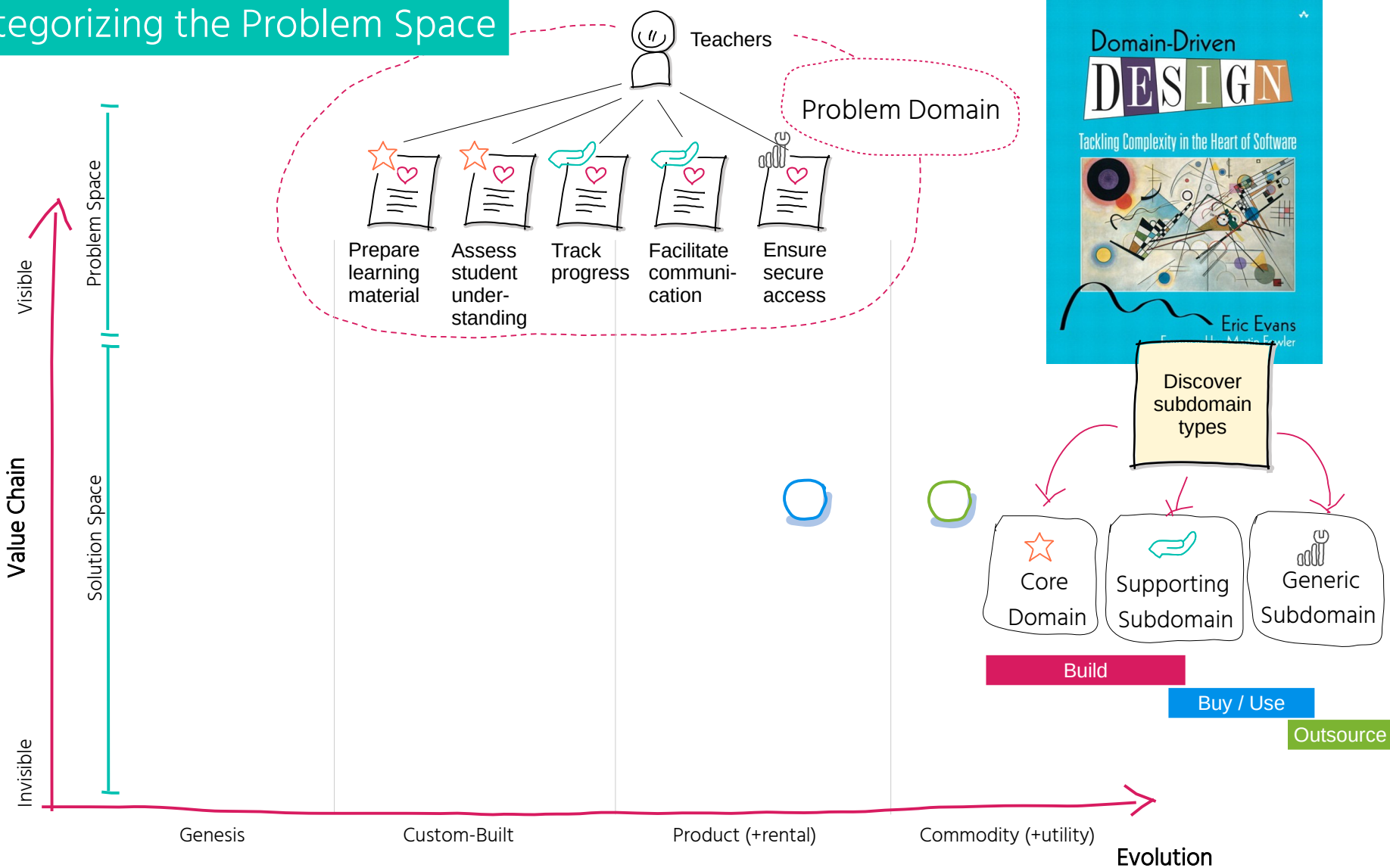
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Categorizing the Problem Space



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Categorizing the Problem Space



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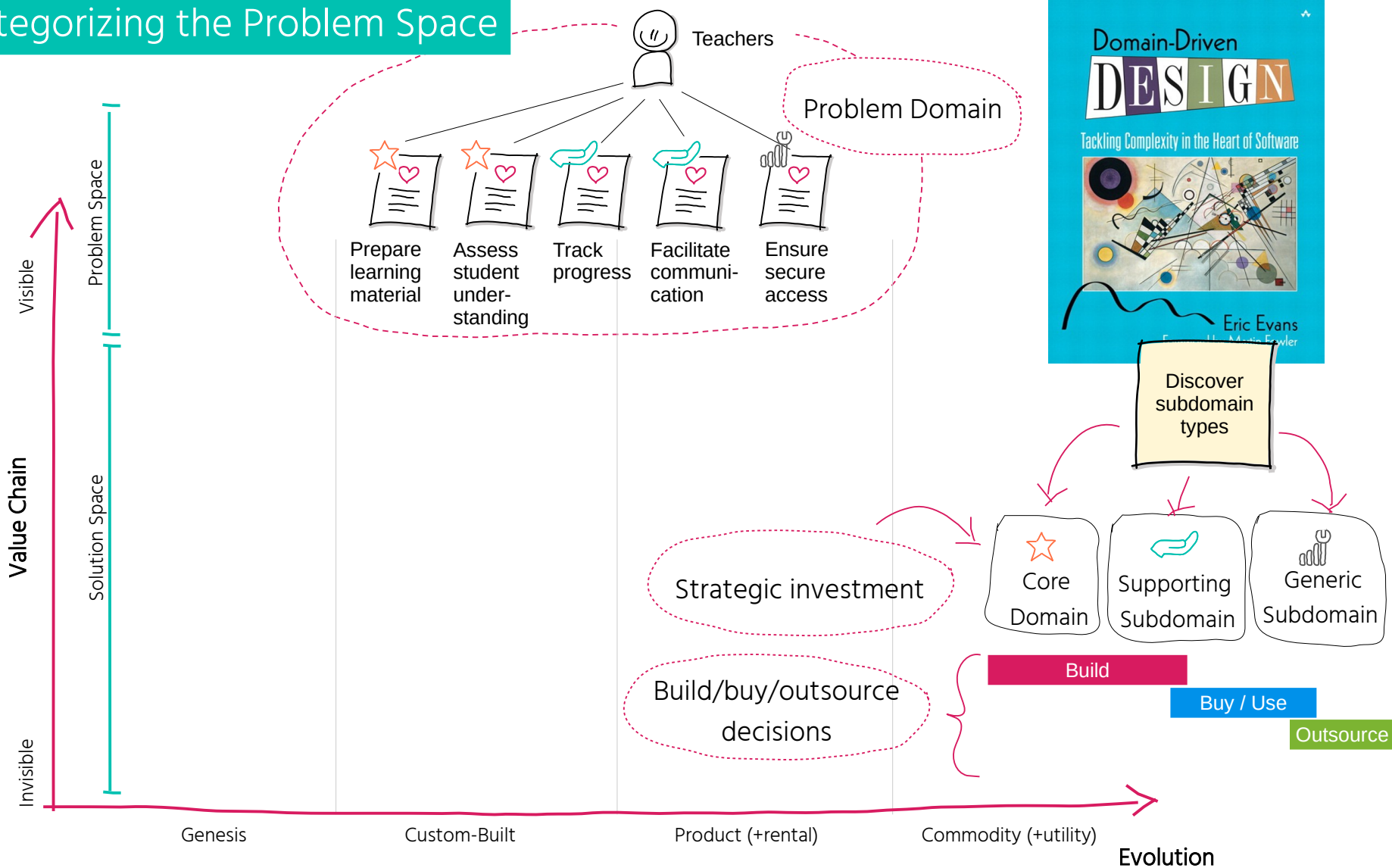
Visualising Future Landscape

Deriving Future Team Organization

As-Is

To-Be

Categorizing the Problem Space

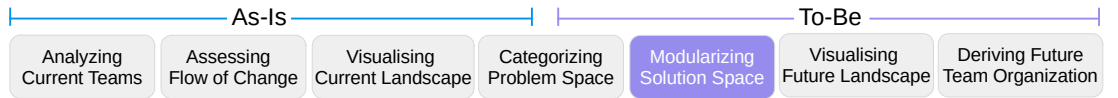


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As-is

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Modularizing the Solution Space



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2 Current Flow
 What works well on the Flow?
 What blocks the current flow?

Think about what prevents/suppresses the flow (disruption of the flow)

3 Current Business Landscape
 Visualising the business landscape with Wardley Maps

Clarify a Wardley Map

4 Categorizing the Problem Space
 Discover Subdomains Types

Discovering Subdomain Types

TO-BE

5 Modularity in the Solution Space
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Mapping Bounded Contexts *Understand your Strategic Environment*

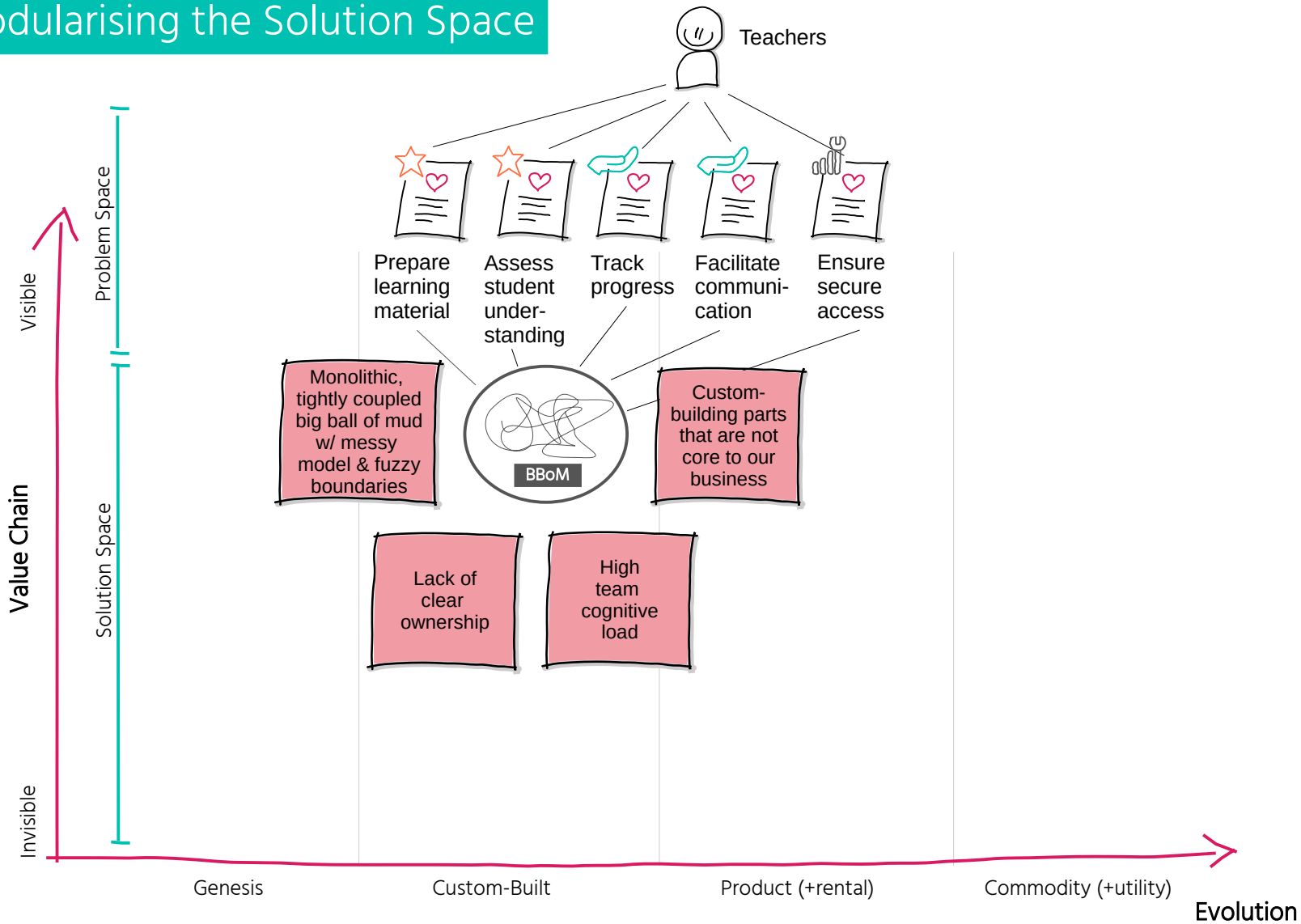
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Bounded Contexts as candidates for stream-aligned teams *What is necessary to enable the stream-aligned teams? Thinking on their full flow of change*

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Team Type *Interaction Modes*

Modularising the Solution Space



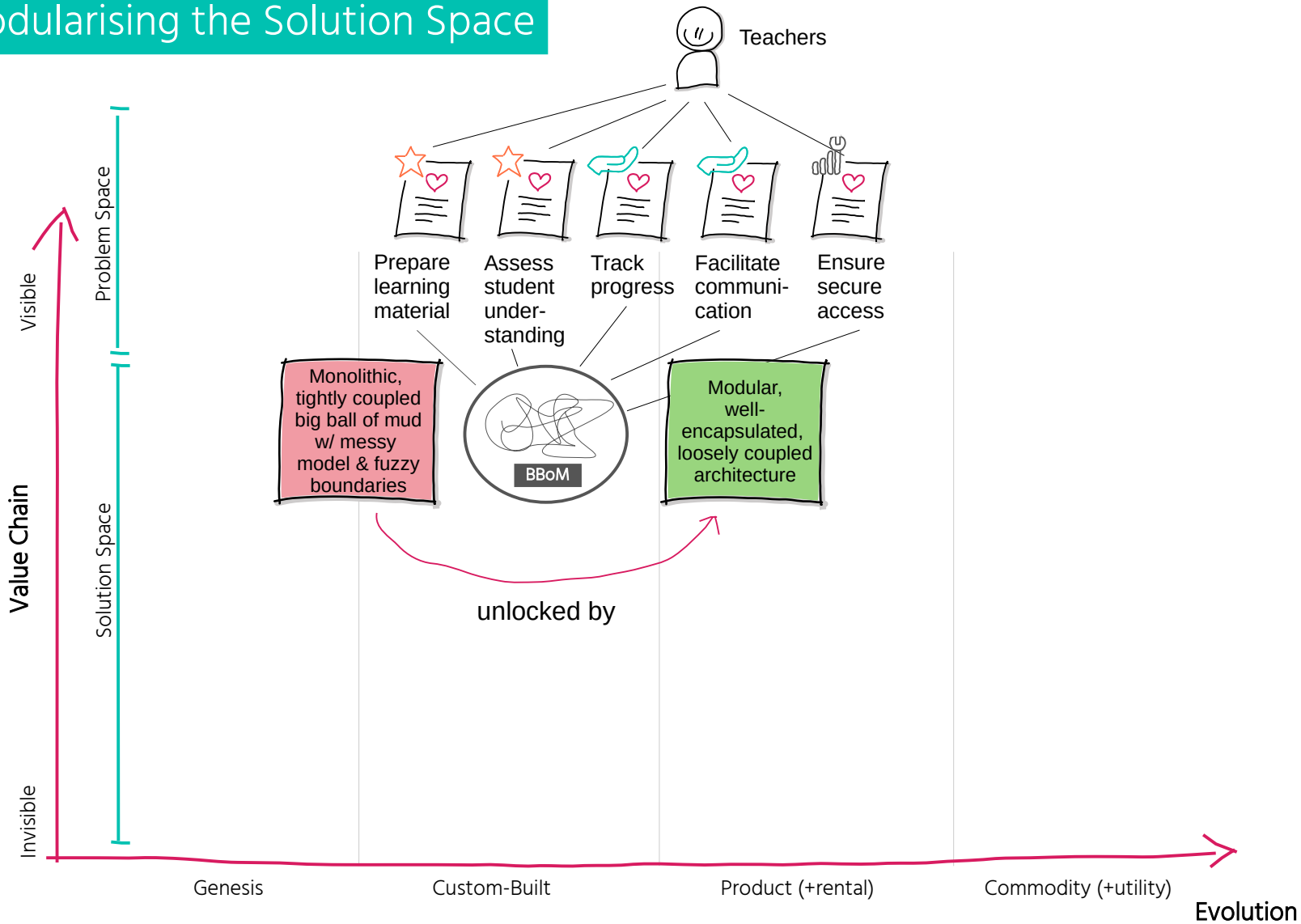
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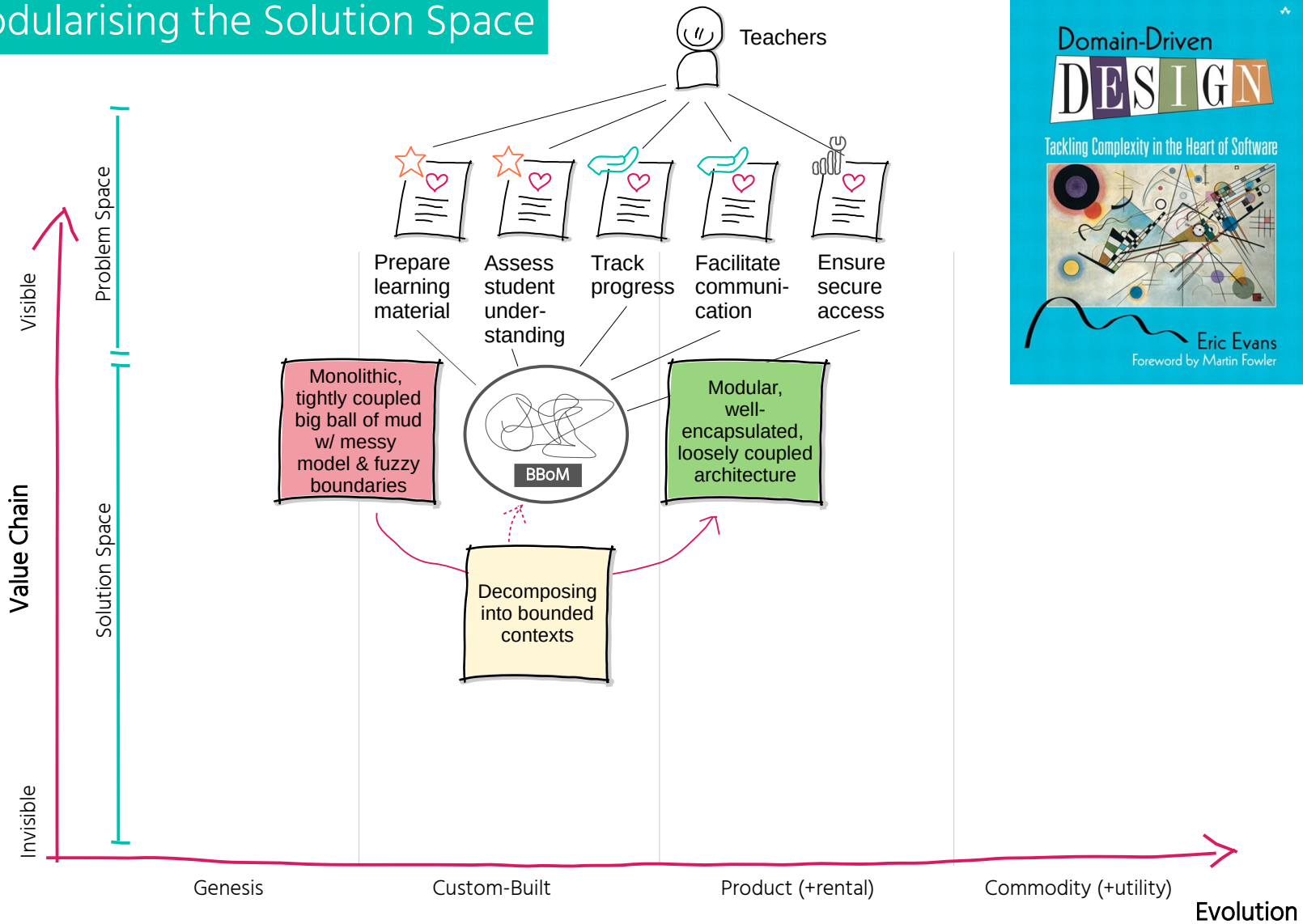
- Visualising Future Landscape
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Modularising the Solution Space



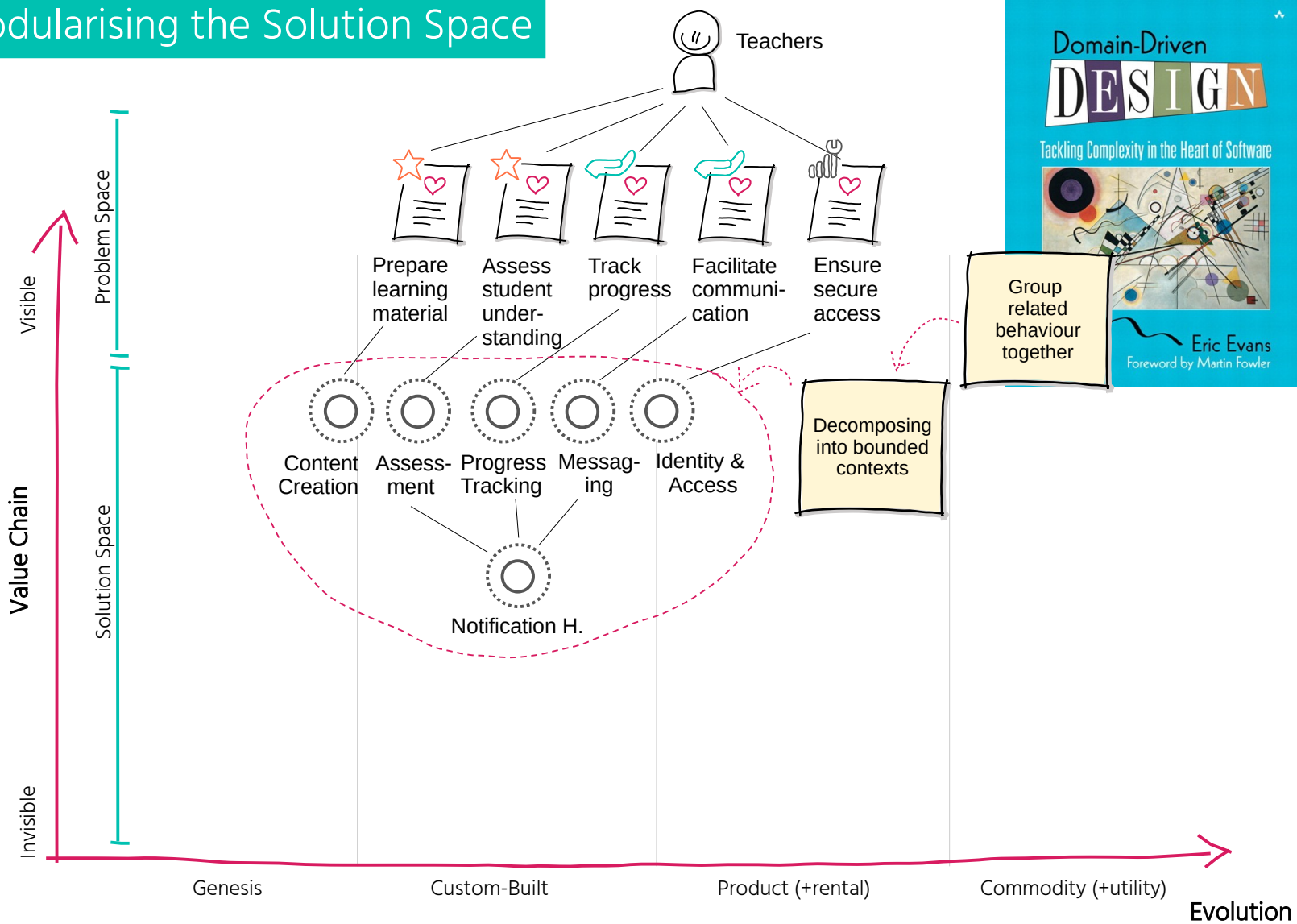
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Modularising the Solution Space



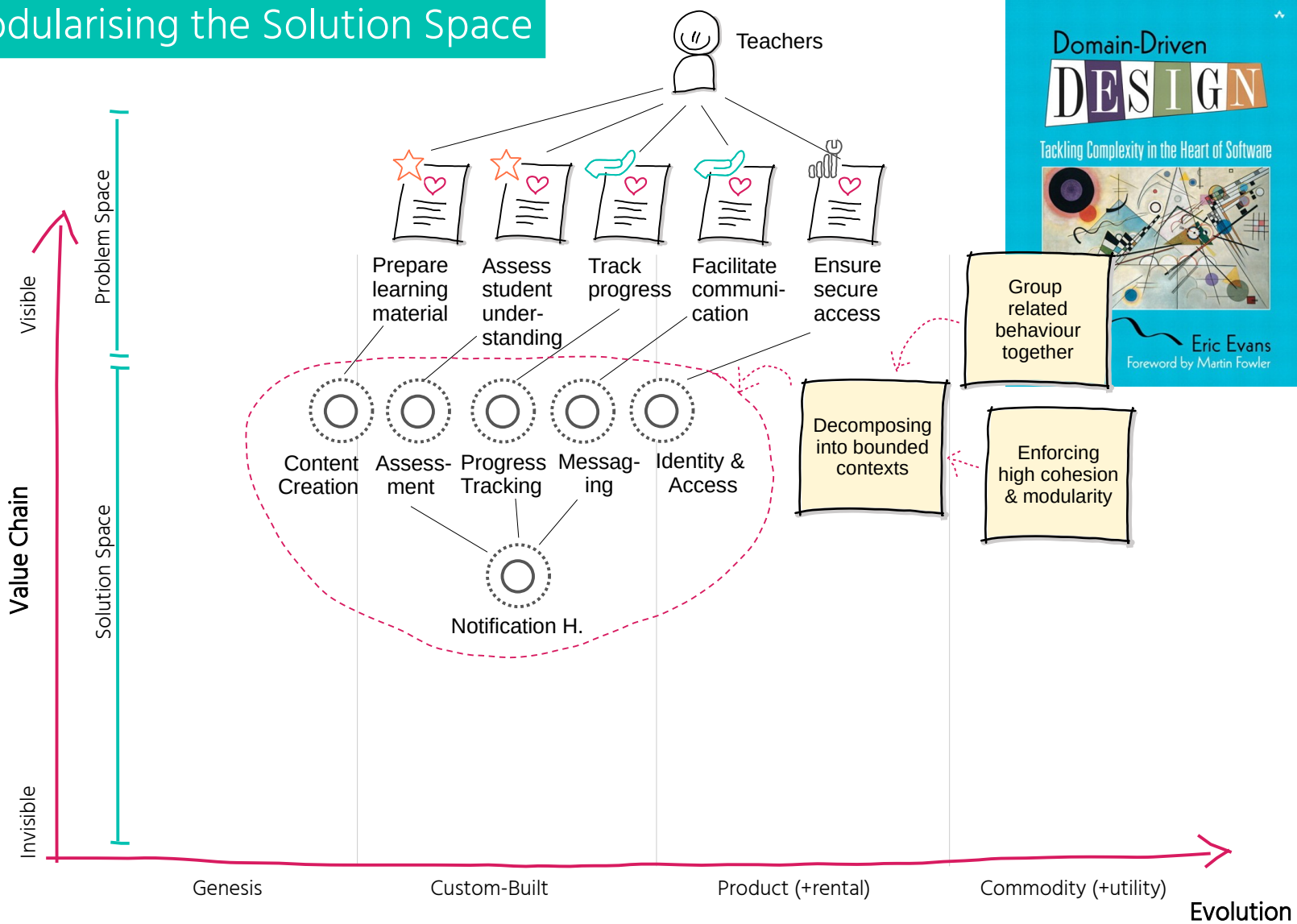
As-Is

- Analyzing Current Teams
- Assessing Flow of Change
- Visualising Current Landscape
- Categorizing Problem Space

To-Be

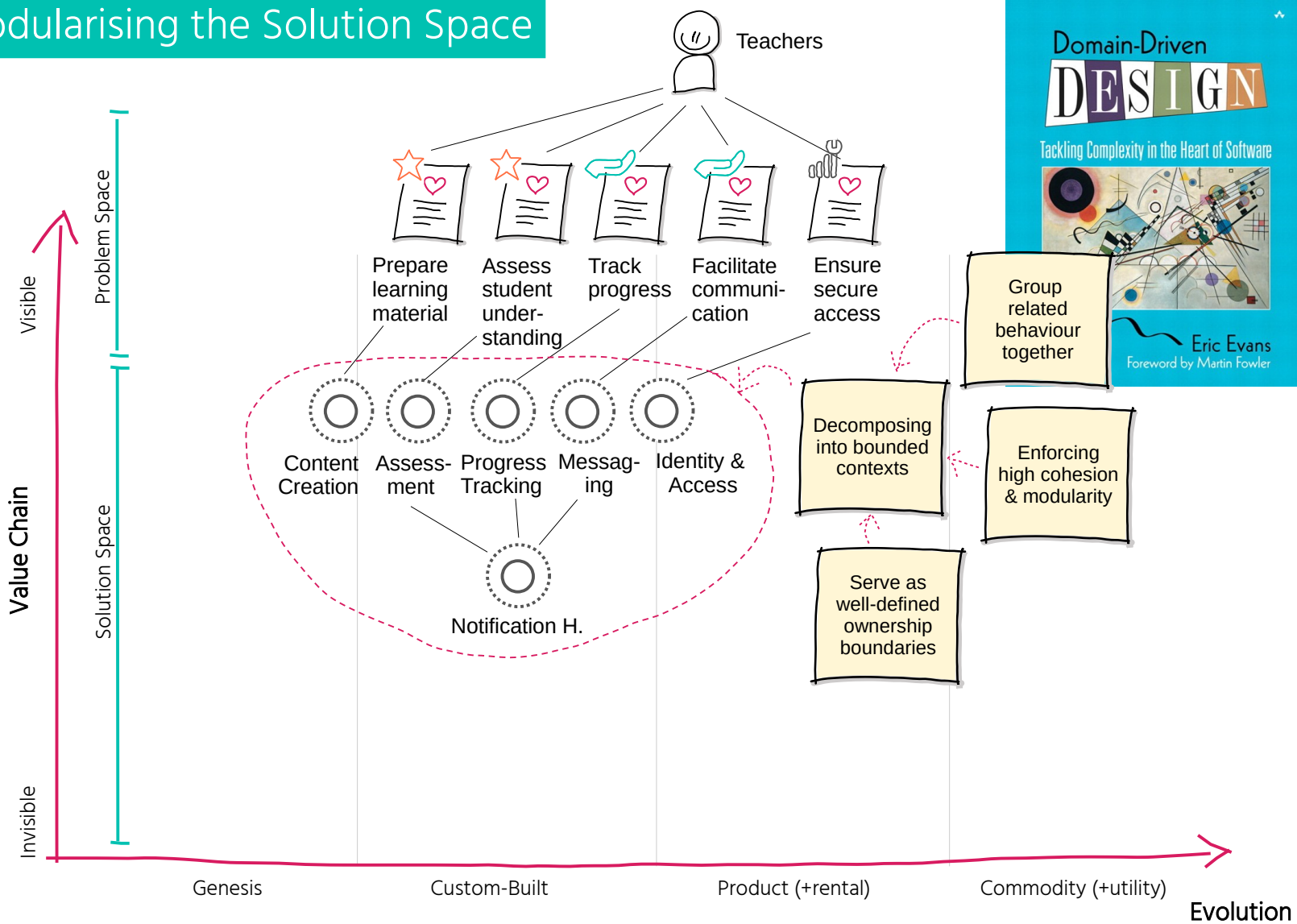
- Modularizing Solution Space
- Visualising Future Landscape
- Deriving Future Team Organization

Modularising the Solution Space



- Analyzing Current Teams
 - Assessing Flow of Change
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 - Deriving Future Team Organization
- As-Is
- To-Be

Modularising the Solution Space



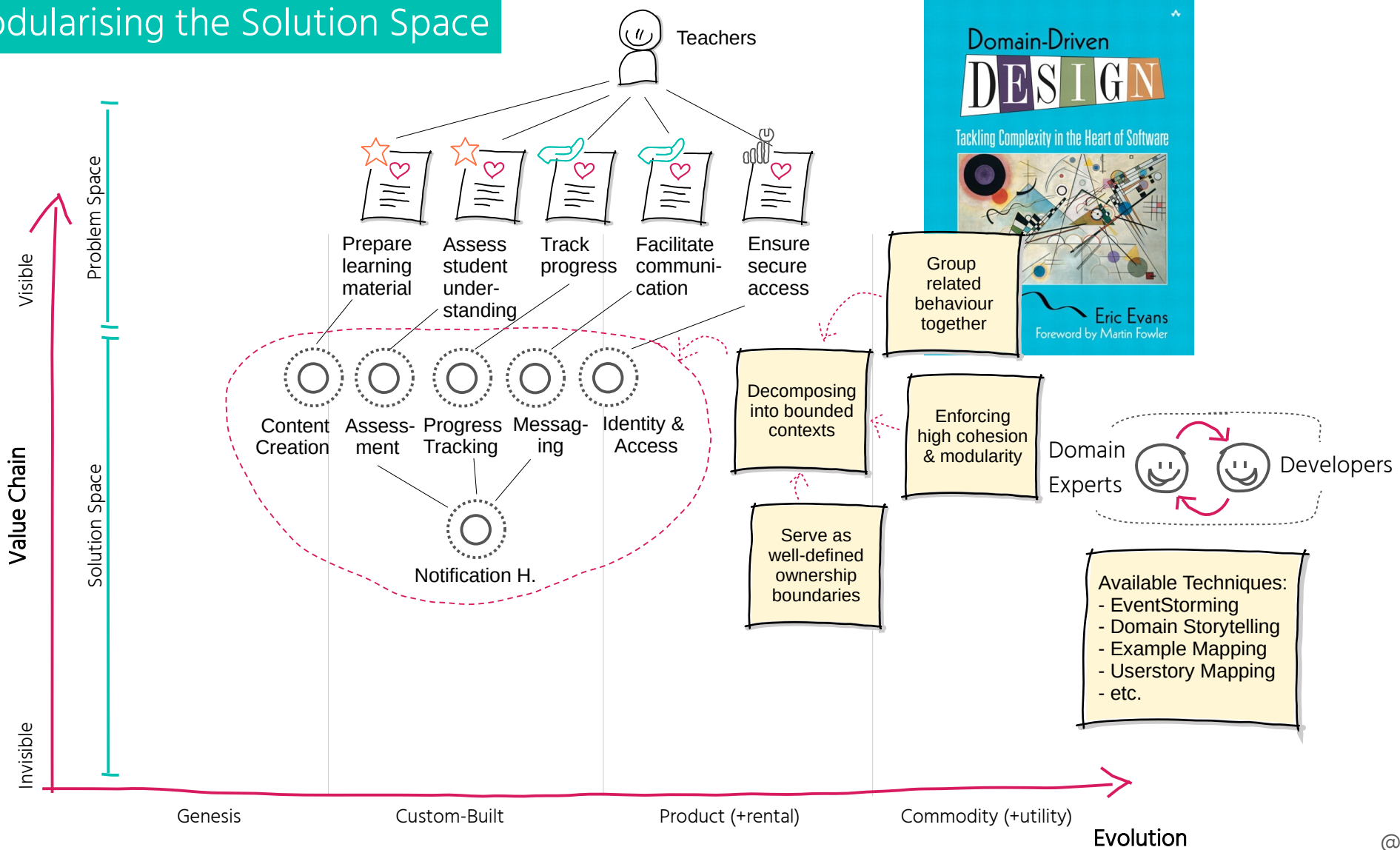
As-Is

- Analyzing Current Teams
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Modularising the Solution Space



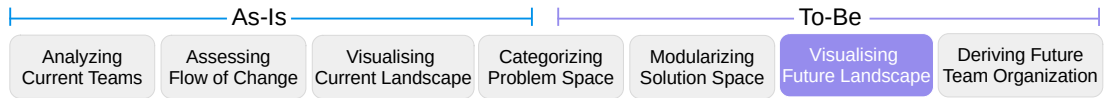
As-Is

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To-Be

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Visualizing the Future Landscape



START
AS-IS

1 Current Teams & Ways of Working
 What are the current teams (structure)?
 What parts/modules of the system do they own?
 What are their team sizes?
 What are the current team dependencies?
 What are the current team interaction modes (PR, inner source, weekly/monthly cross-team meetings, etc)?
 What are their current practices? (e.g. kanban, scrum, planning techniques, etc.)

2 Current Flow
 What works well on the flow?
 What blocks the current flow?

Think about what prevents/supports the flow (disregarding all 'out-of-normal')

3 Current Business Landscape
 Visualising the business landscape with Wardley Maps

Clarify a Wardley Map

Use your own insights and add positions like...

- Market
- Customer
- Product (ready)
- Community (ready)
- Evolution

4 Categorizing the Problem Space
 Discover Subdomains Types

Discovering Subdomain Types

- Core Subdomain
- Supporting Subdomain
- Shared Subdomain



5 Modularity in the Solution Space
 Decomposing solution space into bounded contexts (design decisions)

E.g. with GoalDriver

6 Future Business Landscape & Bounded Contexts
 Visualising the future business landscape with Wardley Maps

Mapping Bounded Contexts

Understand your Strategic Investment

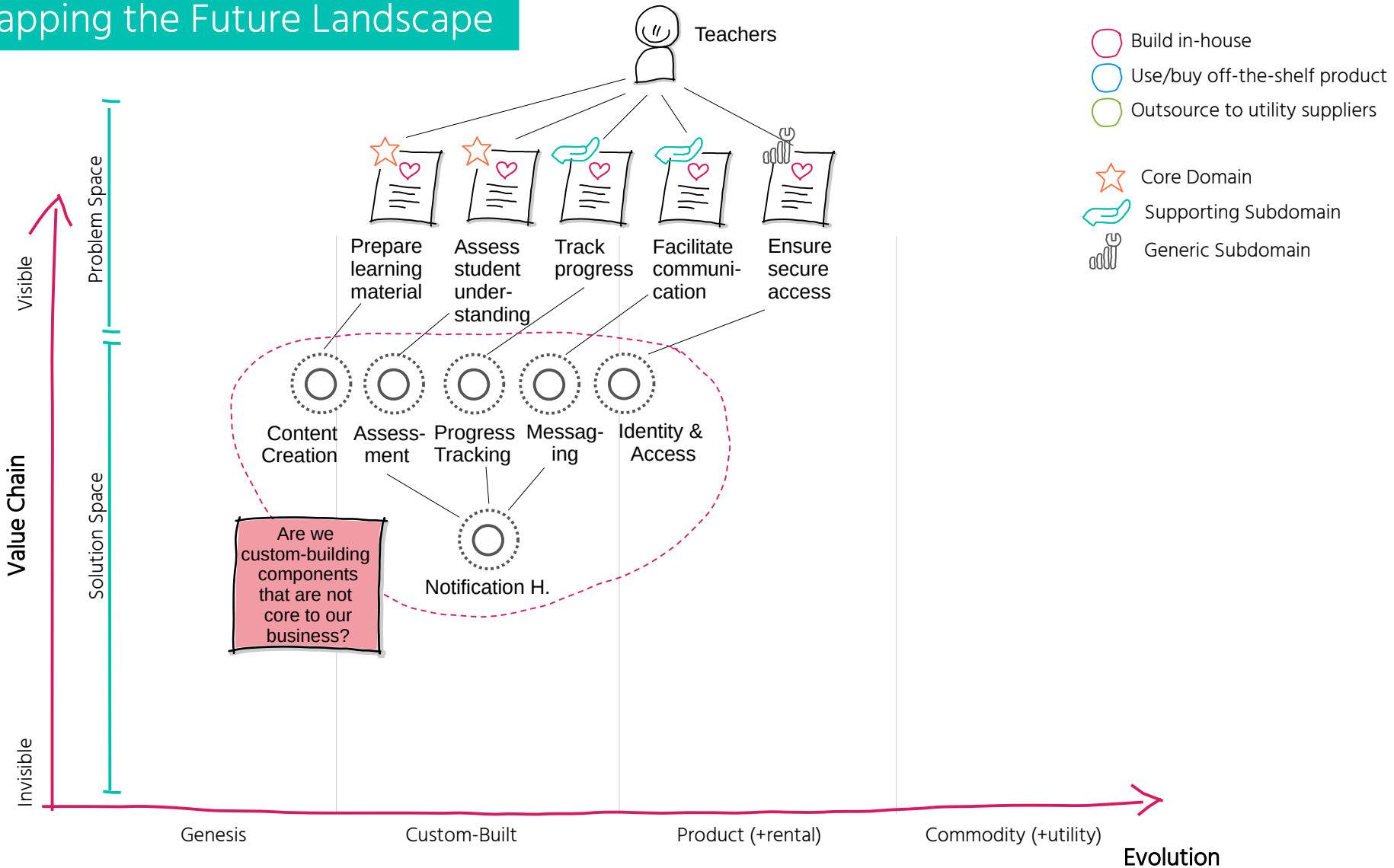
7 Future Team Ownership Boundaries
 Identifying future team ownership boundaries

Bounded Contexts as candidates for stream-aligned teams

What is necessary to make the stream-aligned teams? Based on their list flow of change

8 Future Team Constellation & Interaction Modes

Mapping the Future Landscape



AS-IS

Analyzing Current Teams

Assessing Flow of Change

Visualising Current Landscape

Categorizing Problem Space

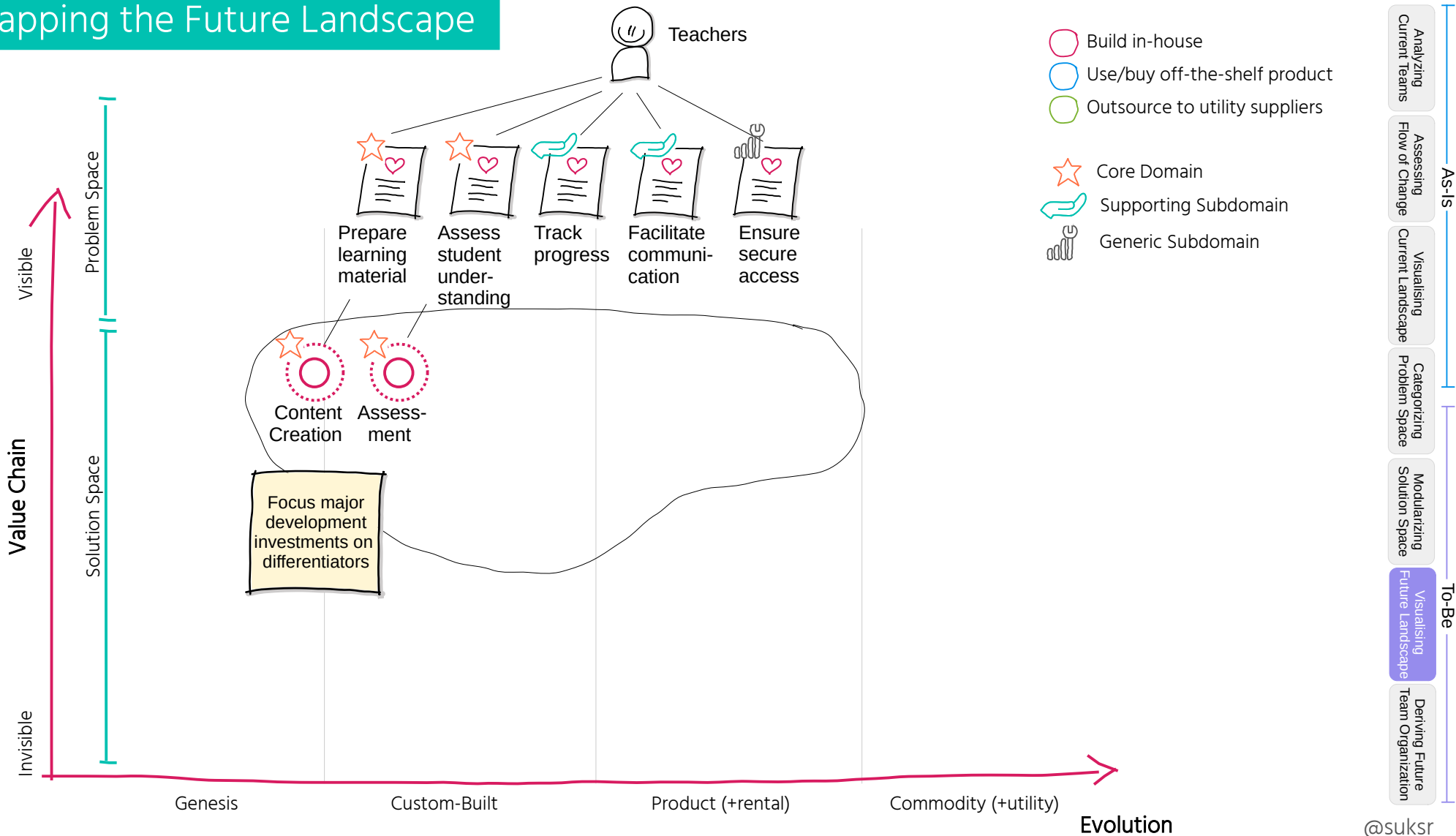
Modularizing Solution Space

TO-BE

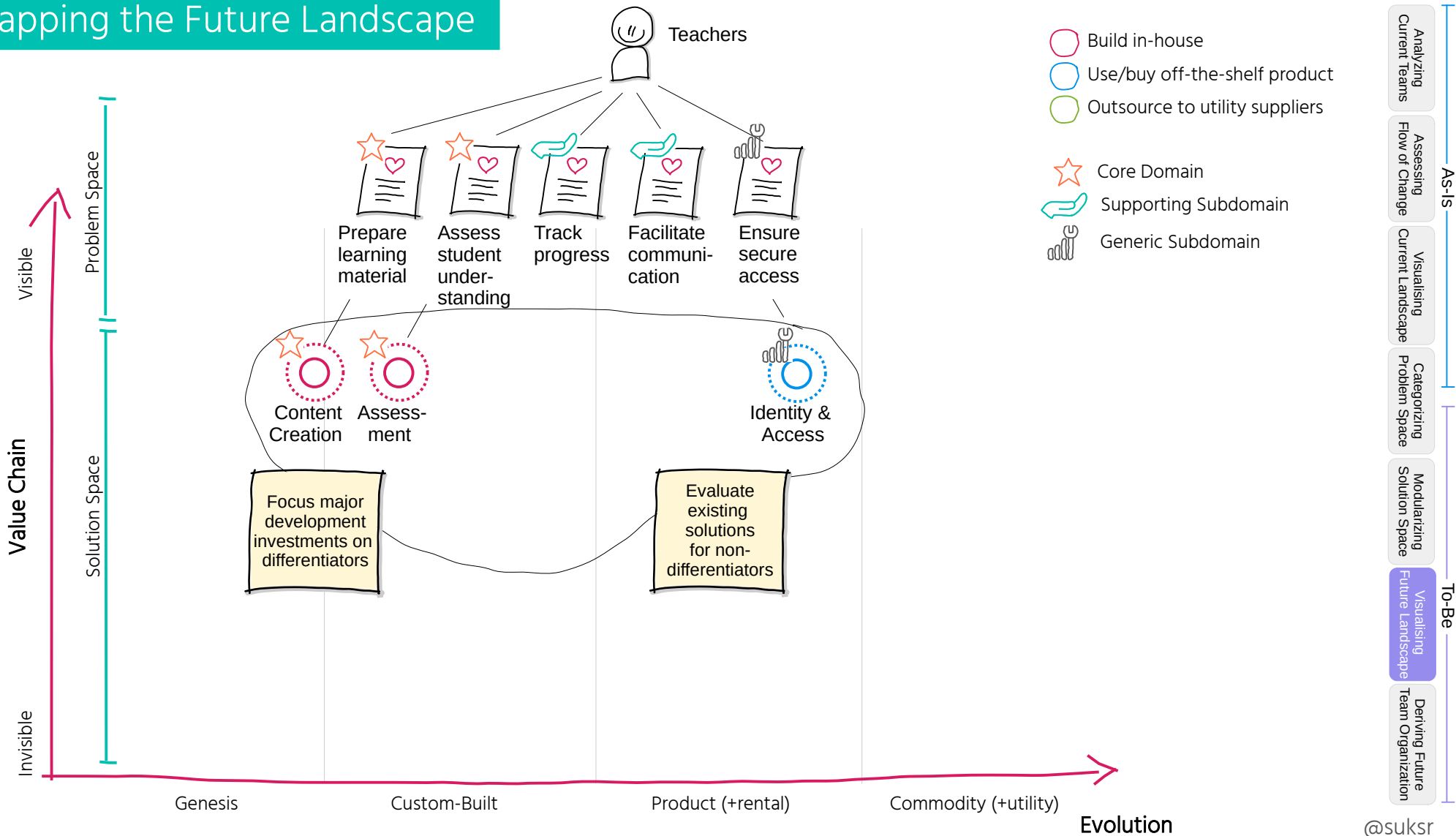
Visualising Future Landscape

Deriving Future Team Organization

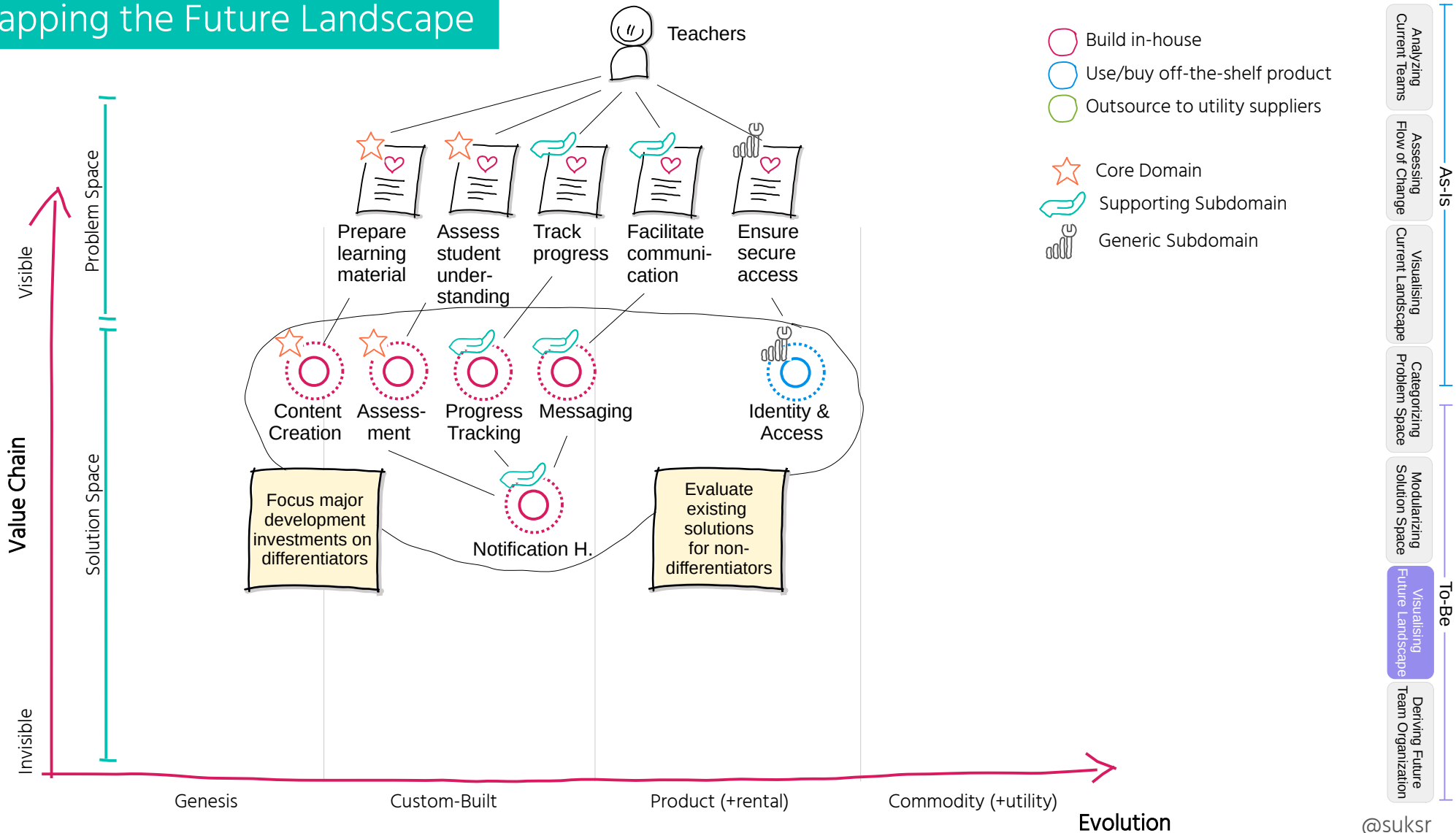
Mapping the Future Landscape



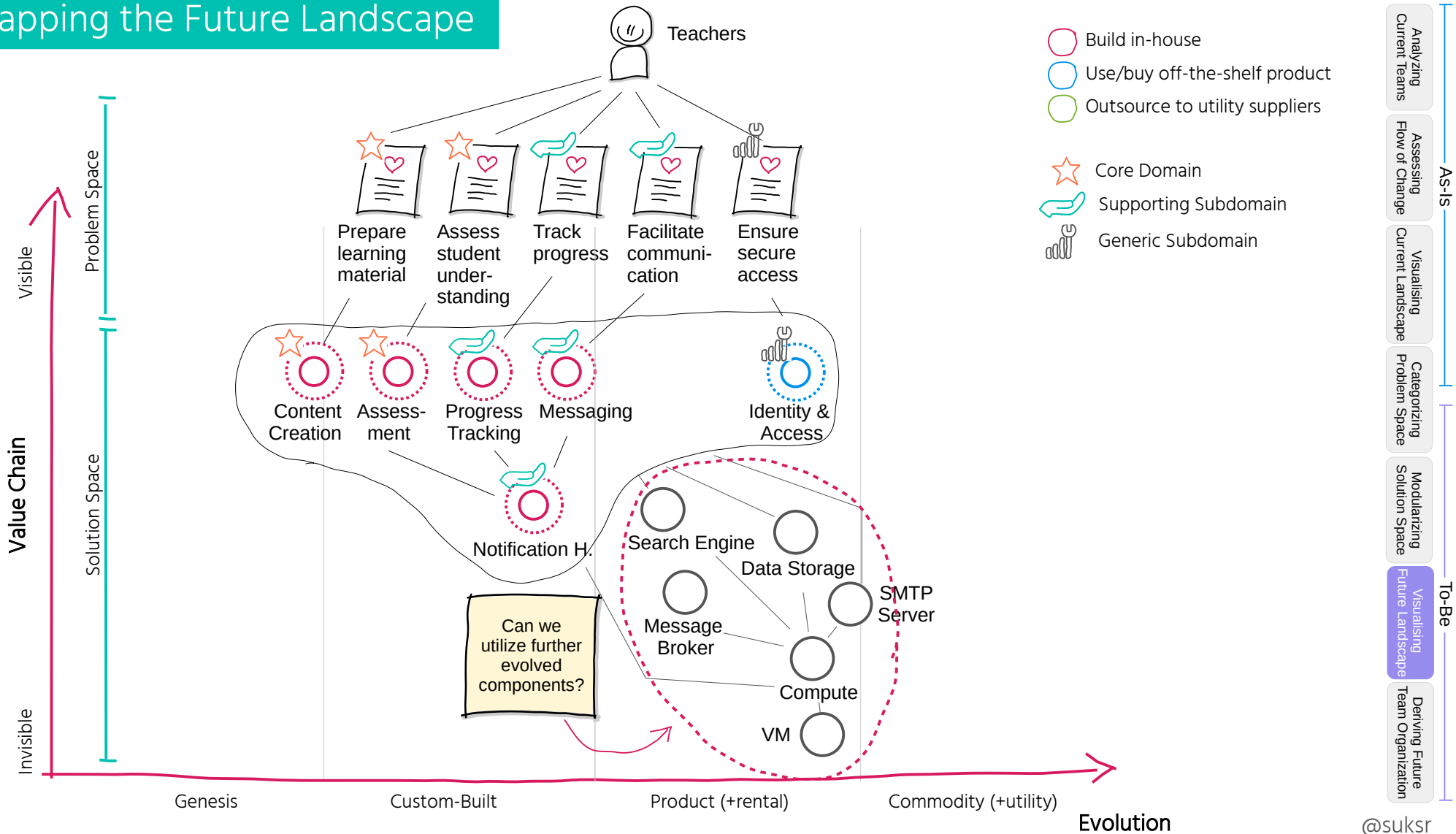
Mapping the Future Landscape



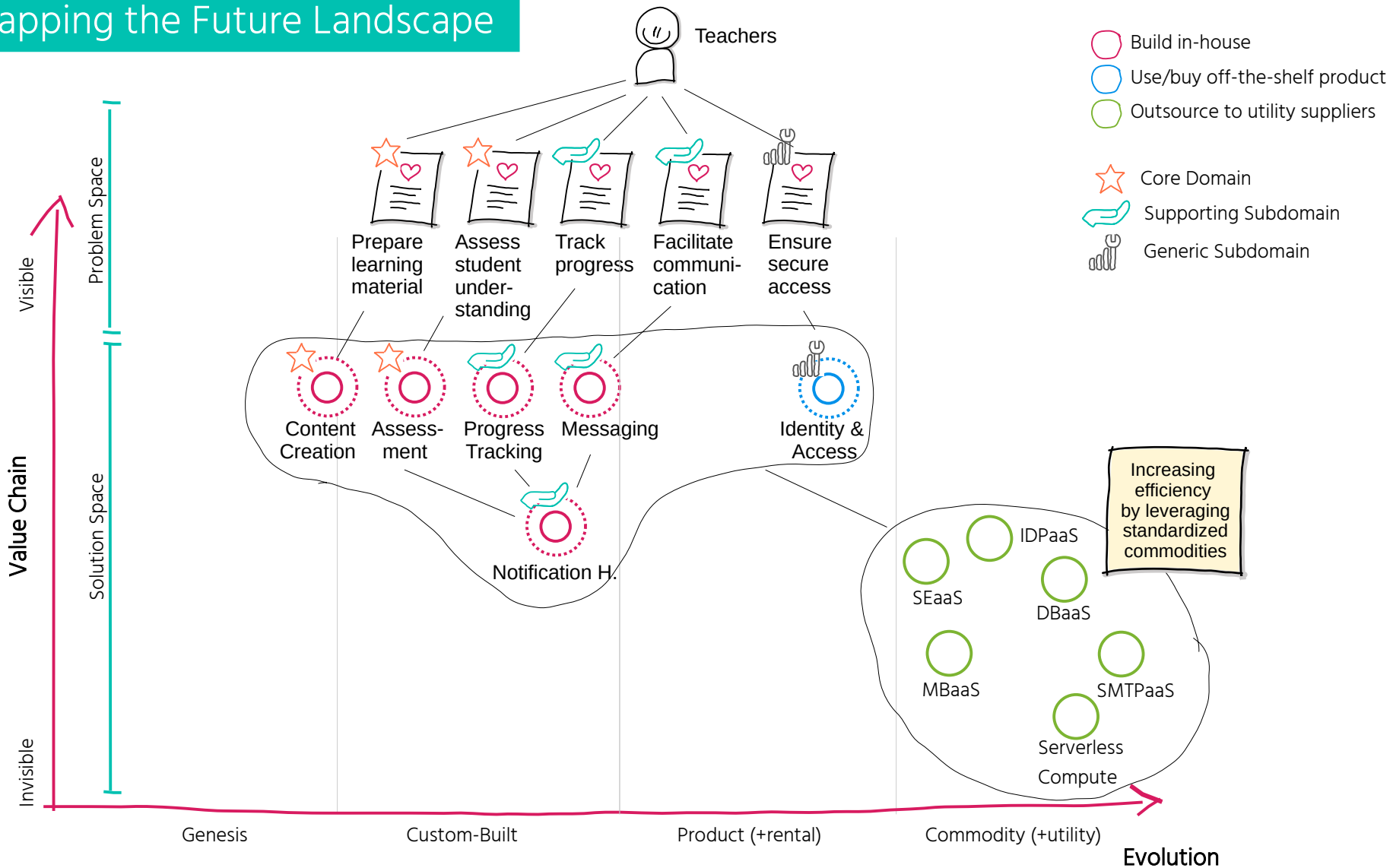
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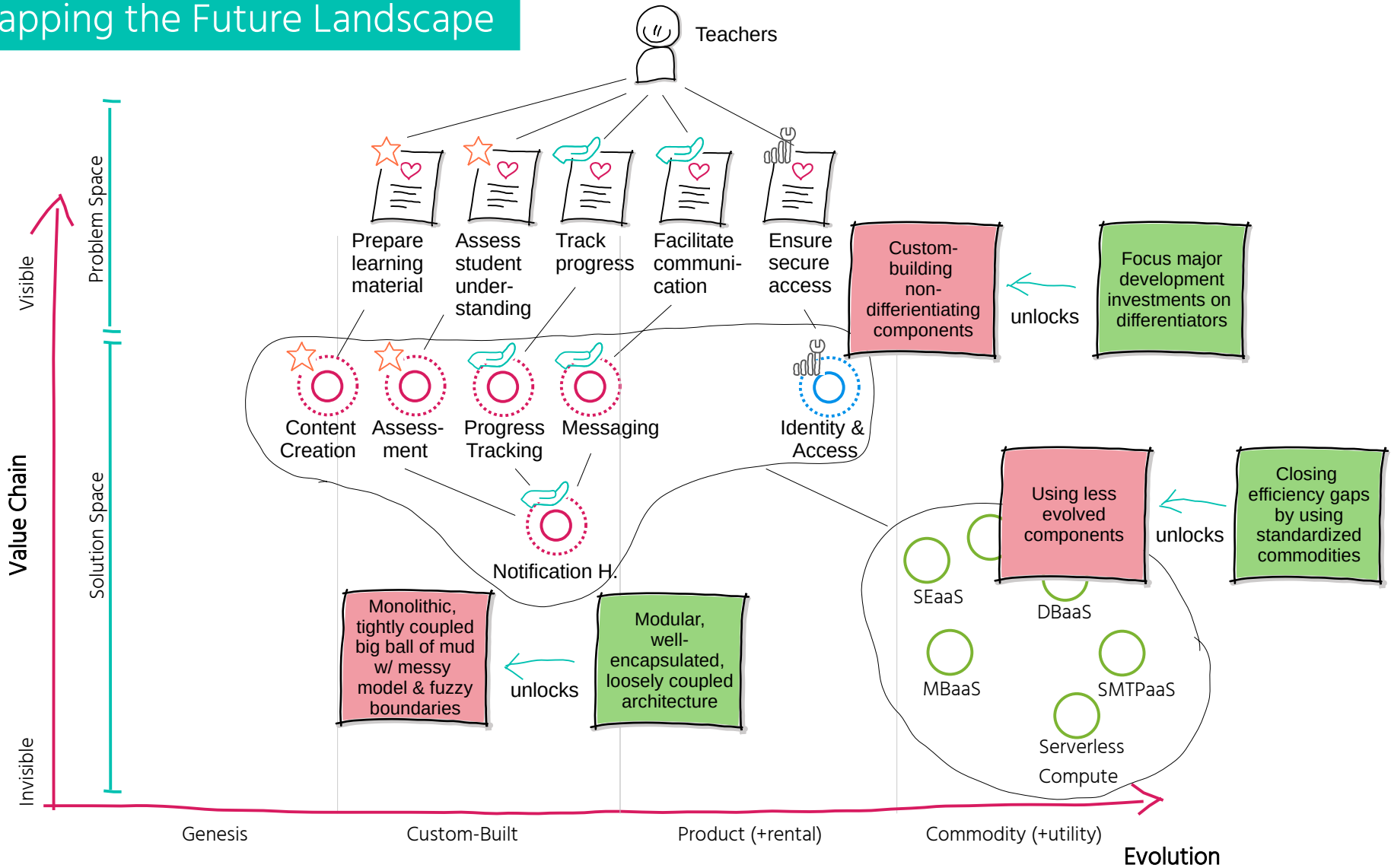
Mapping the Future Landscape



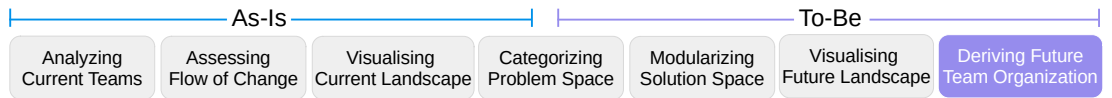
Mapping the Future Landscape



Mapping the Future Landscape



Future Team Organization



START
AS-IS

1 Current Teams & Ways of Working
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 What are the current team interaction modes (PR, inner source, weekly/monthly cross-team meetings, etc)?
 What are their current practices? (e.g. kanban, scrum, planning techniques, etc.)

2 Current Flow
 What works well on the flow?
 What blocks the current flow?

Think about what prevents/supports the flow (dis)agreement of, (dis)connectivity!

3 Current Business Landscape
 Visualising the business landscape with Wardley Maps

Clarify a Wardley Map
 E.g. 1.1, 1.2, 1.3, 1.4, 1.5, 1.6, 1.7, 1.8, 1.9, 1.10, 1.11, 1.12, 1.13, 1.14, 1.15, 1.16, 1.17, 1.18, 1.19, 1.20, 1.21, 1.22, 1.23, 1.24, 1.25, 1.26, 1.27, 1.28, 1.29, 1.30, 1.31, 1.32, 1.33, 1.34, 1.35, 1.36, 1.37, 1.38, 1.39, 1.40, 1.41, 1.42, 1.43, 1.44, 1.45, 1.46, 1.47, 1.48, 1.49, 1.50, 1.51, 1.52, 1.53, 1.54, 1.55, 1.56, 1.57, 1.58, 1.59, 1.60, 1.61, 1.62, 1.63, 1.64, 1.65, 1.66, 1.67, 1.68, 1.69, 1.70, 1.71, 1.72, 1.73, 1.74, 1.75, 1.76, 1.77, 1.78, 1.79, 1.80, 1.81, 1.82, 1.83, 1.84, 1.85, 1.86, 1.87, 1.88, 1.89, 1.90, 1.91, 1.92, 1.93, 1.94, 1.95, 1.96, 1.97, 1.98, 1.99, 2.00

Use your flow analysis and add positions to...

4 Categorizing the Problem Space
 Discover Subdomains Types

Discovering Subdomain Types
 1. Core Subdomain
 2. Supporting Subdomain
 3. Service Subdomain

TO-BE

5 Modularity in the Solution Space
 Decomposing solution space into bounded contexts (design decisions)

E.g. with GoalDriver

6 Future Business Landscape & Bounded Contexts
 Visualising the future business landscape with Wardley Maps

Merging Bounded Contexts
Understand your Strategic Environment!

7 Future Team Ownership Boundaries
 Identifying future team ownership boundaries

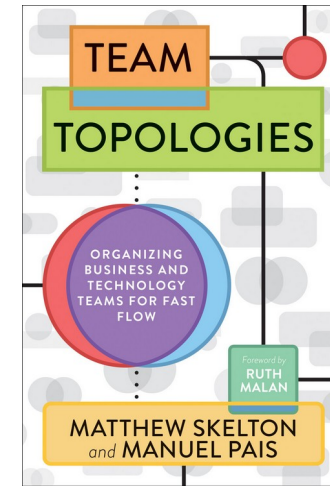
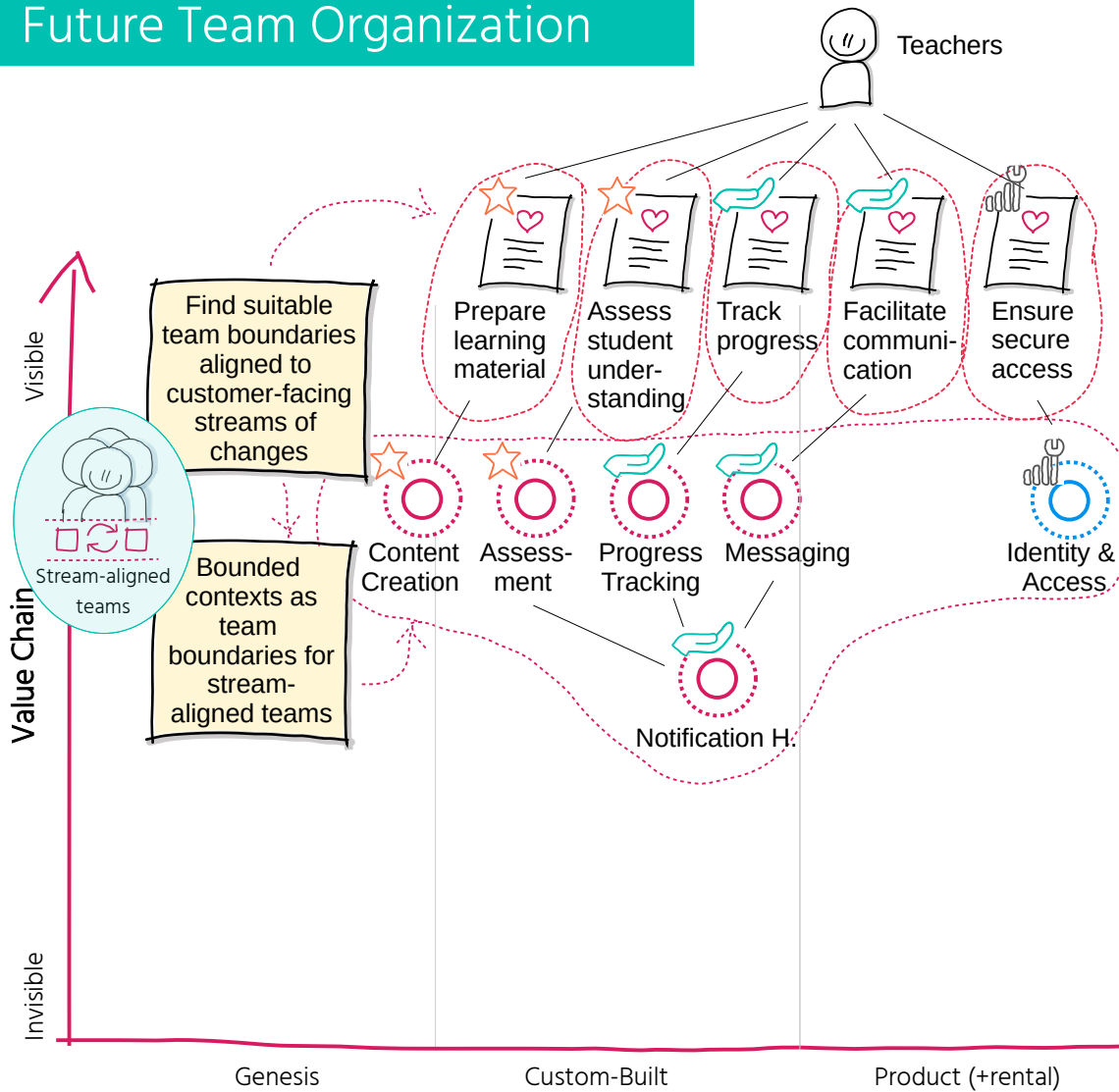
Bounded Contexts or capabilities for stream-aligned teams
What is necessary in order to make the stream-aligned teams flowing on their full flow of change?

8 Future Team Constellation & Interaction Modes

Team Type
 1. Stream-aligned
 2. Multi-team
 3. Hybrid

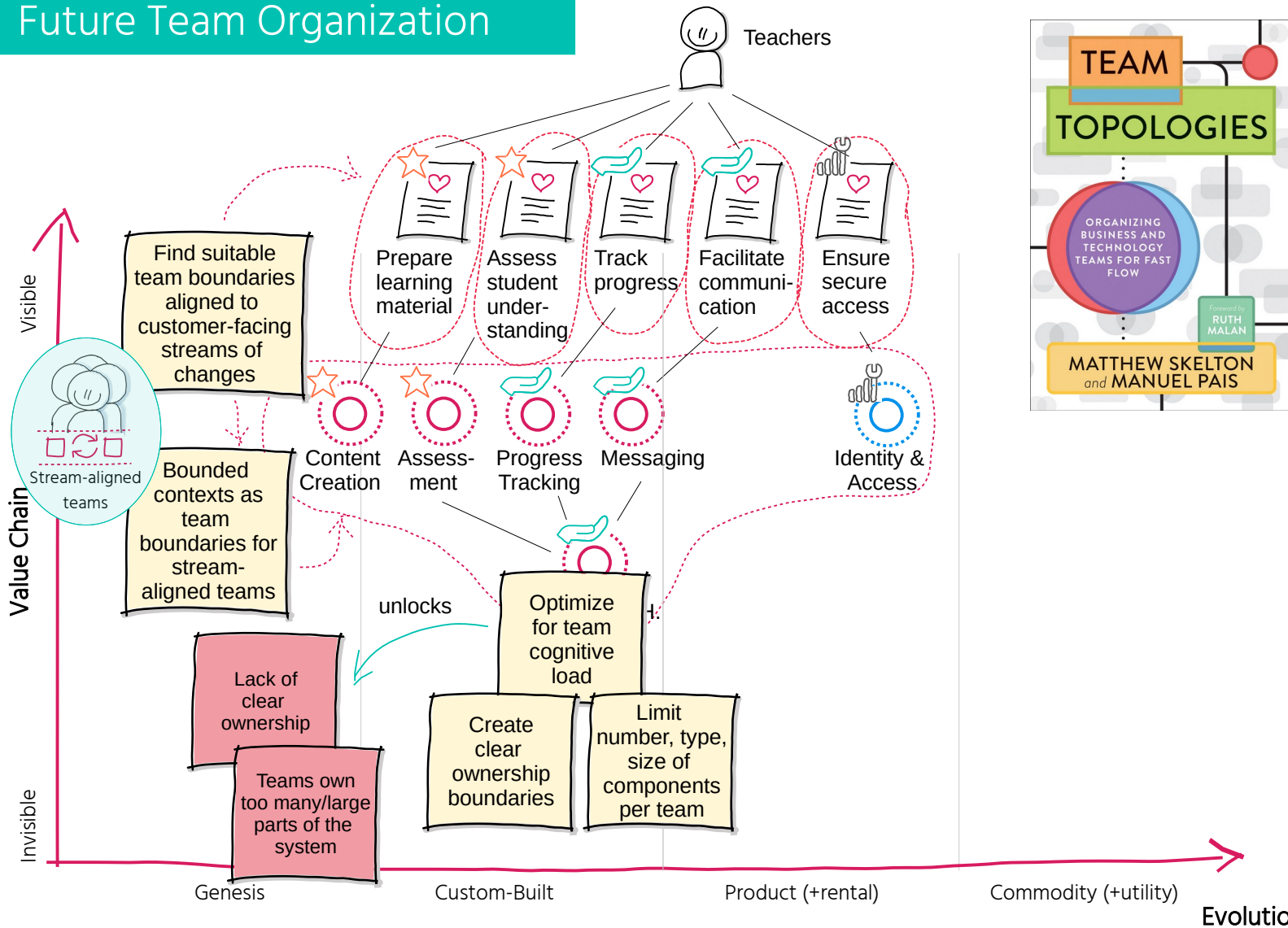
Interaction Modes
 1. Collaboration
 2. Coordination
 3. Hand-off

Future Team Organization



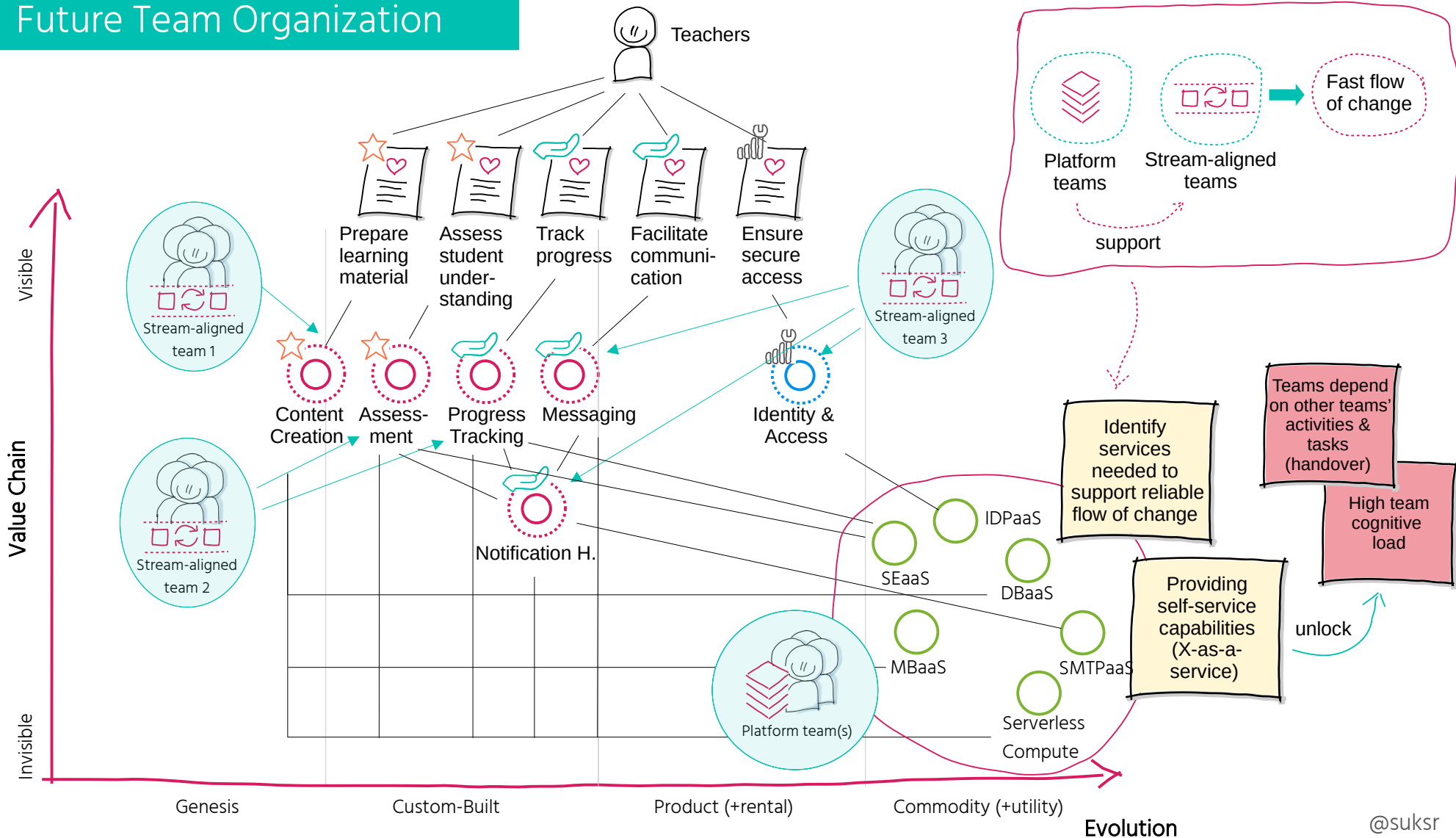
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Future Team Organization

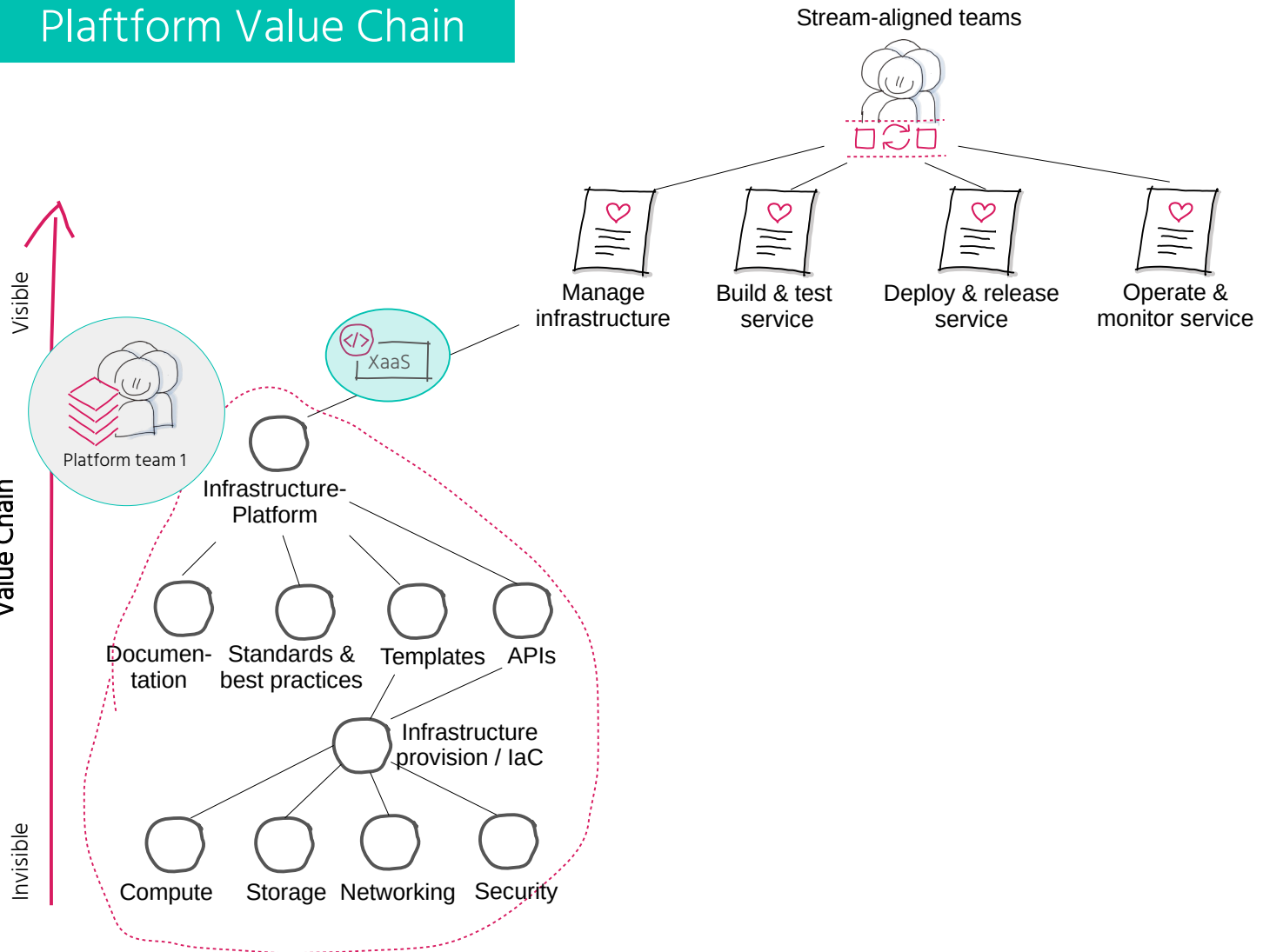


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Future Team Organization

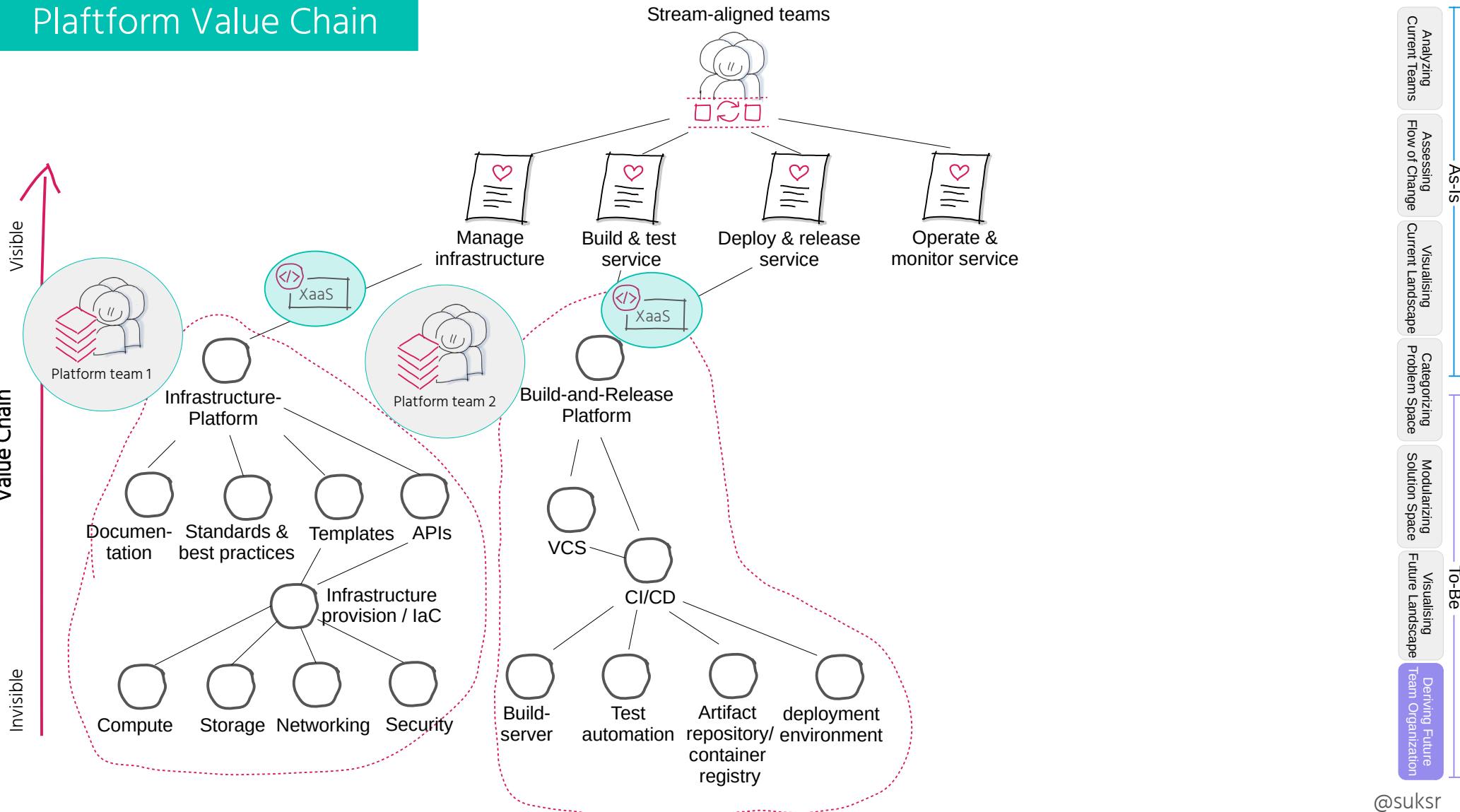


Platform Value Chain

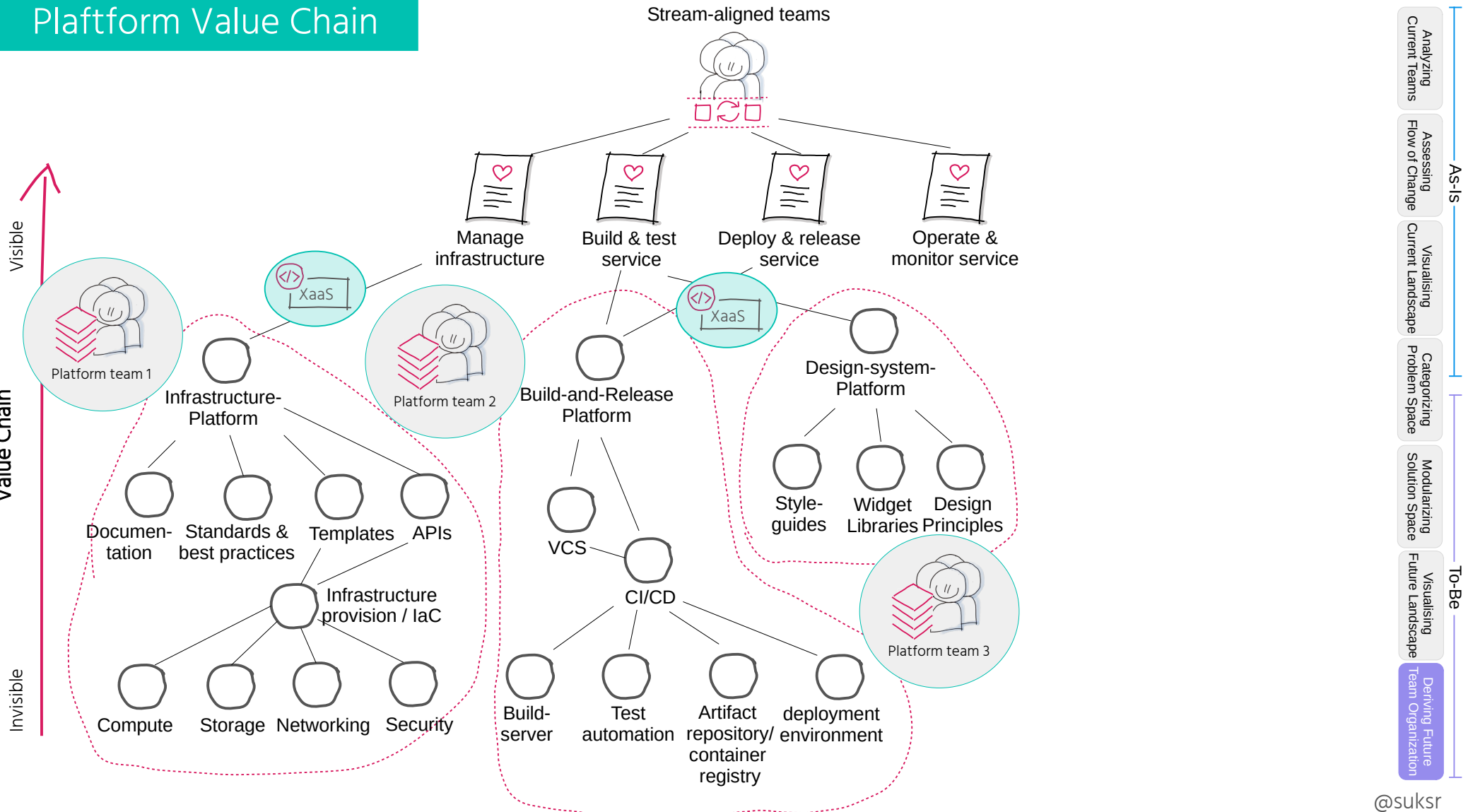


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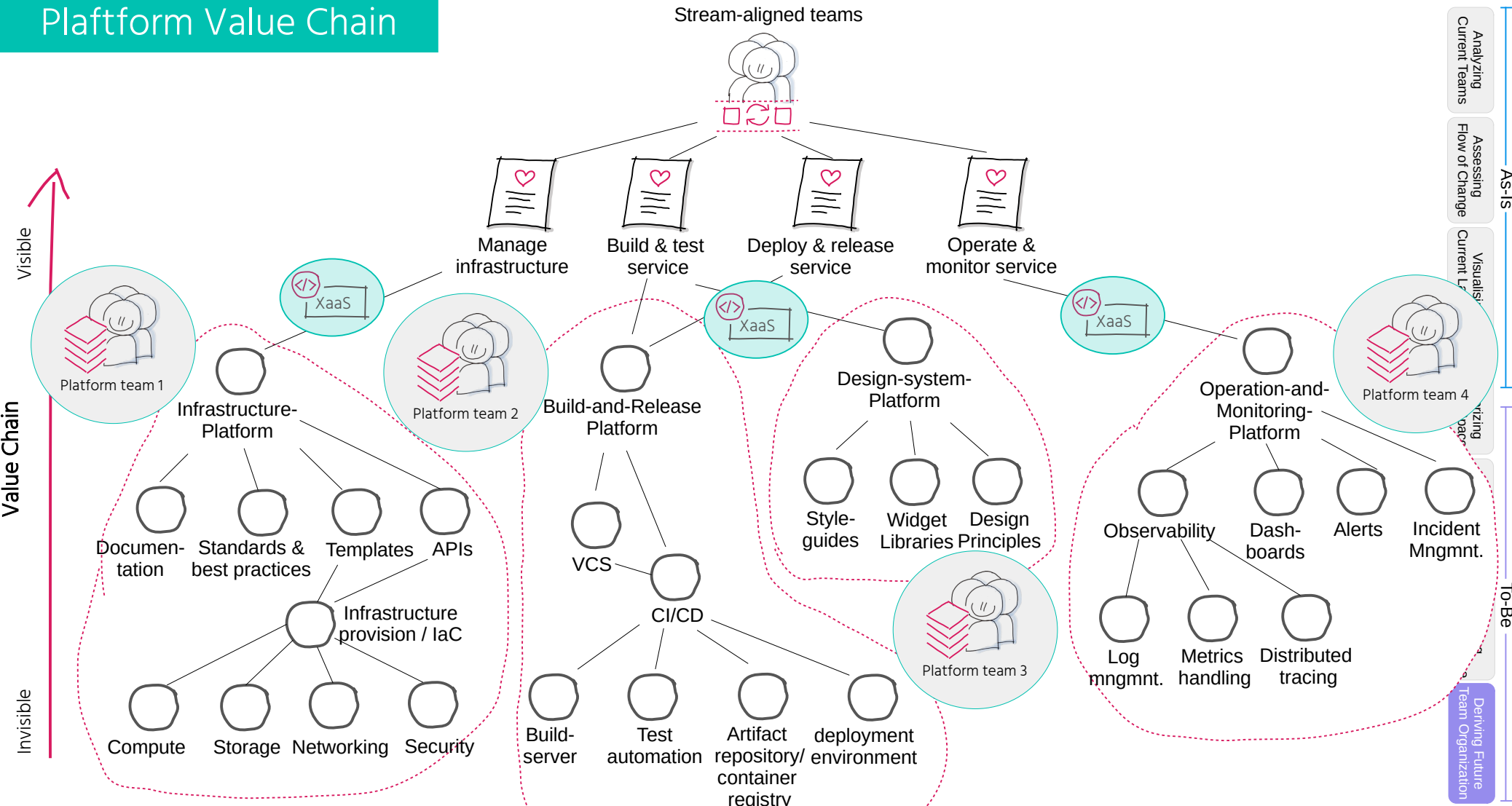
Platform Value Chain



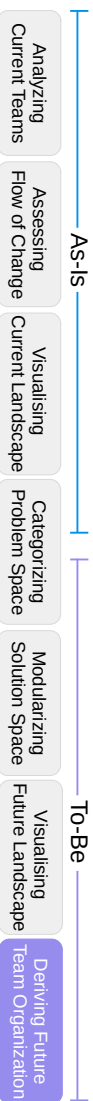
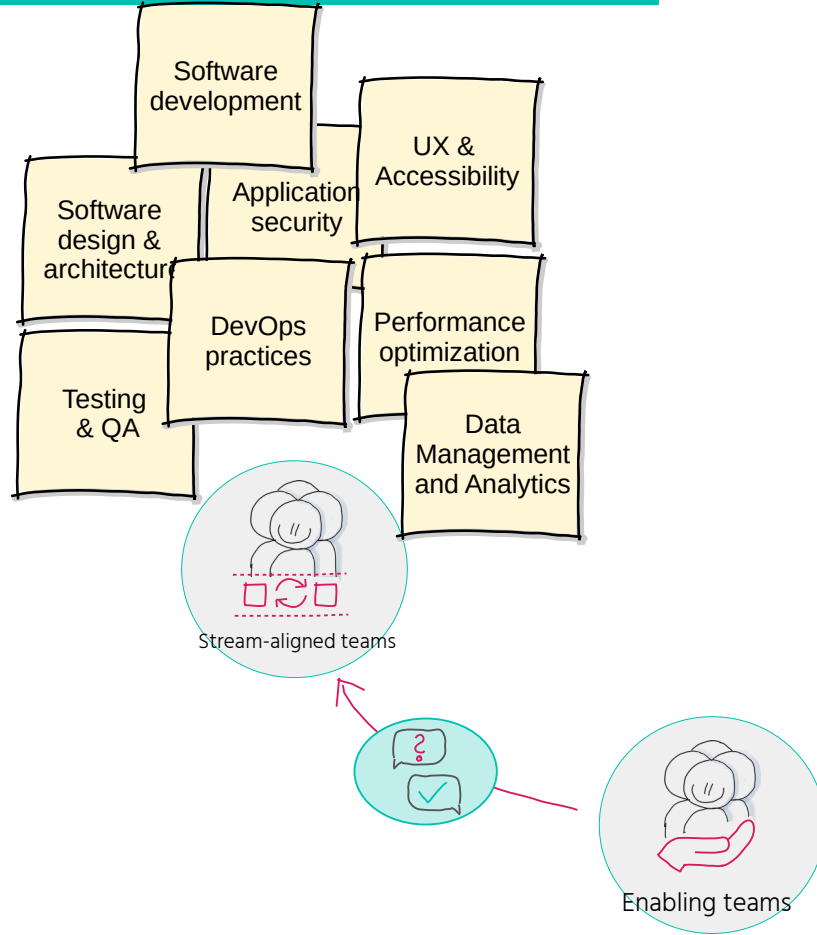
Platform Value Chain



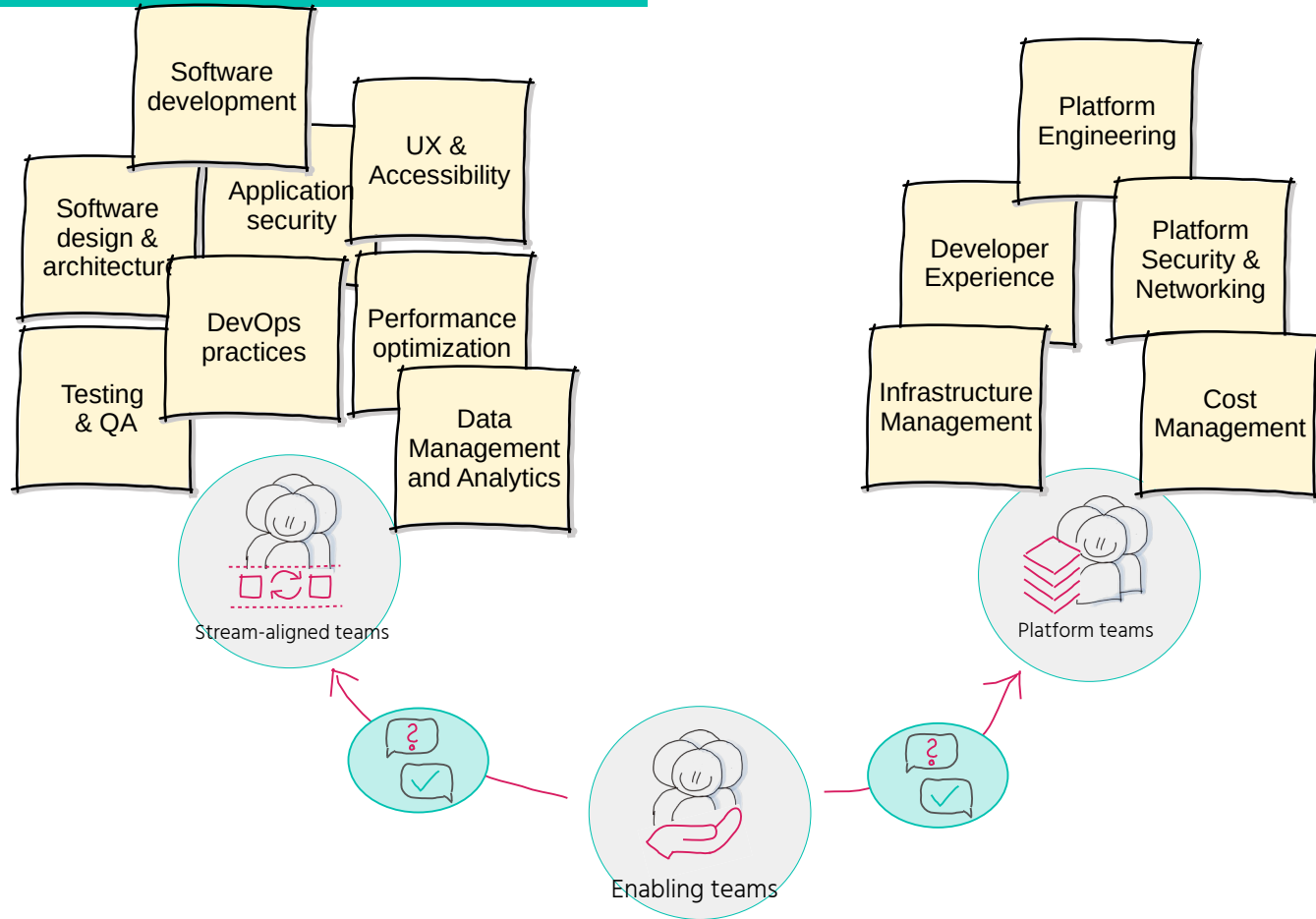
Platform Value Chain



Upskilling Teams on Missing Capabilities

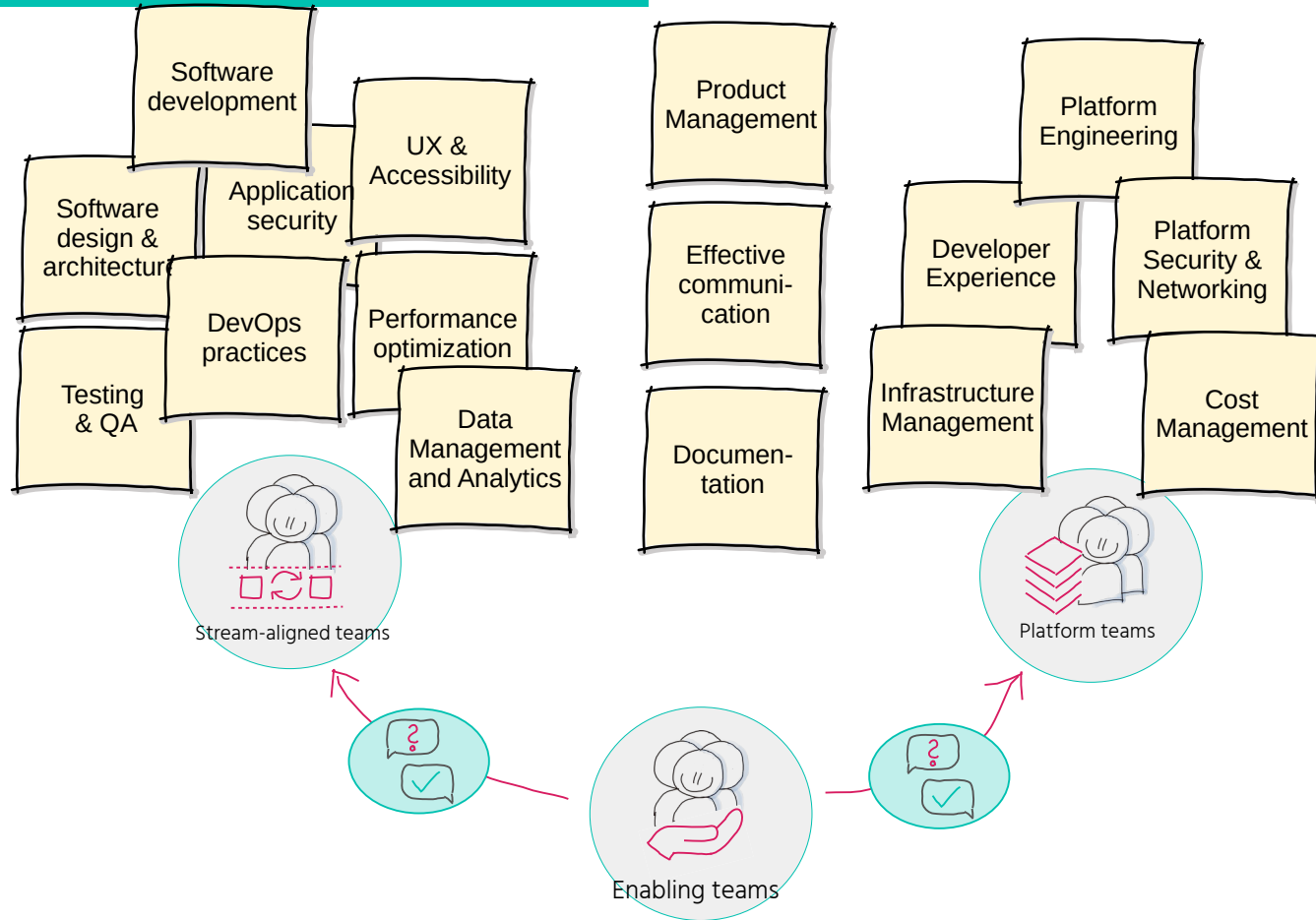


Upskilling Teams on Missing Capabilities



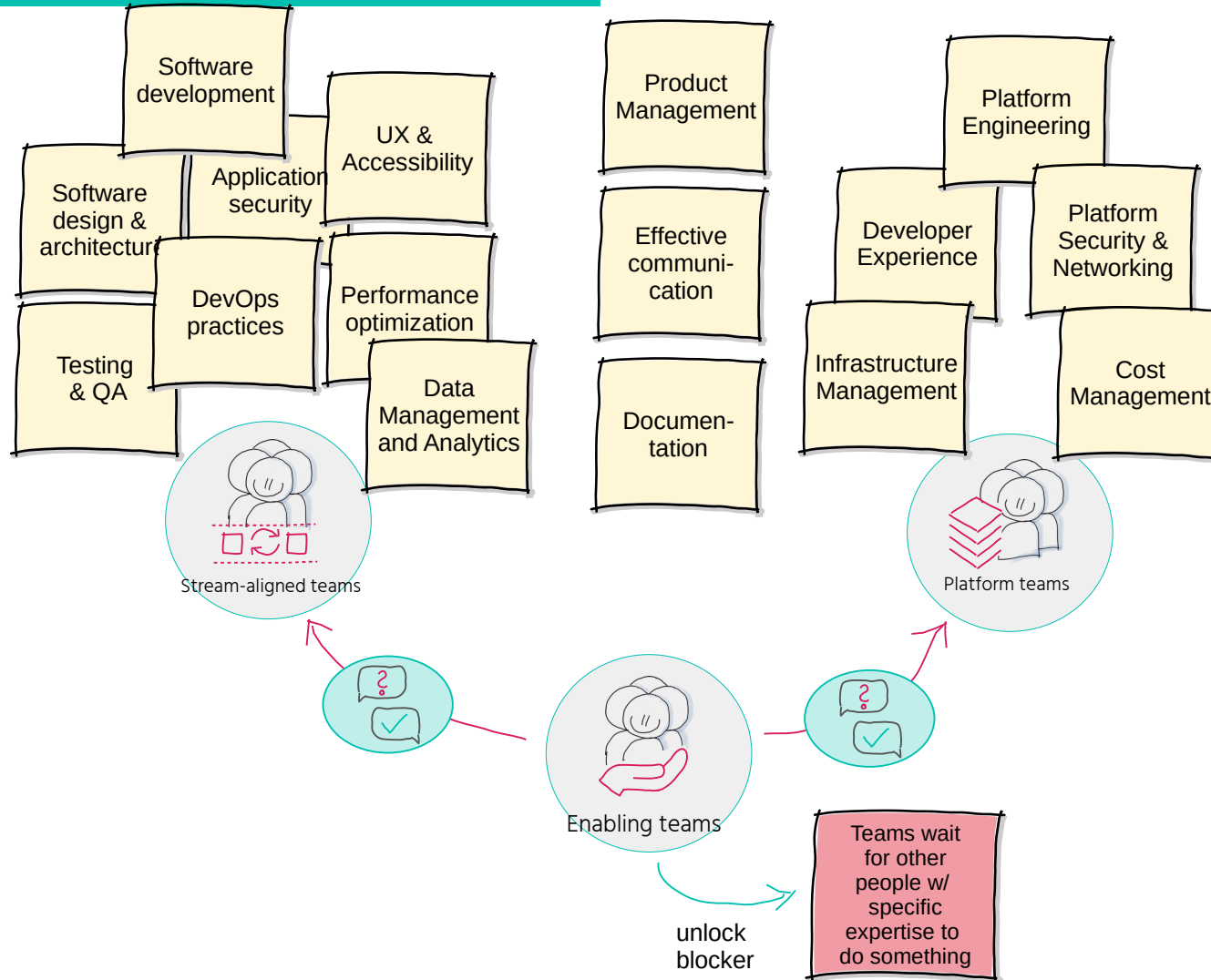
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Upskilling Teams on Missing Capabilities



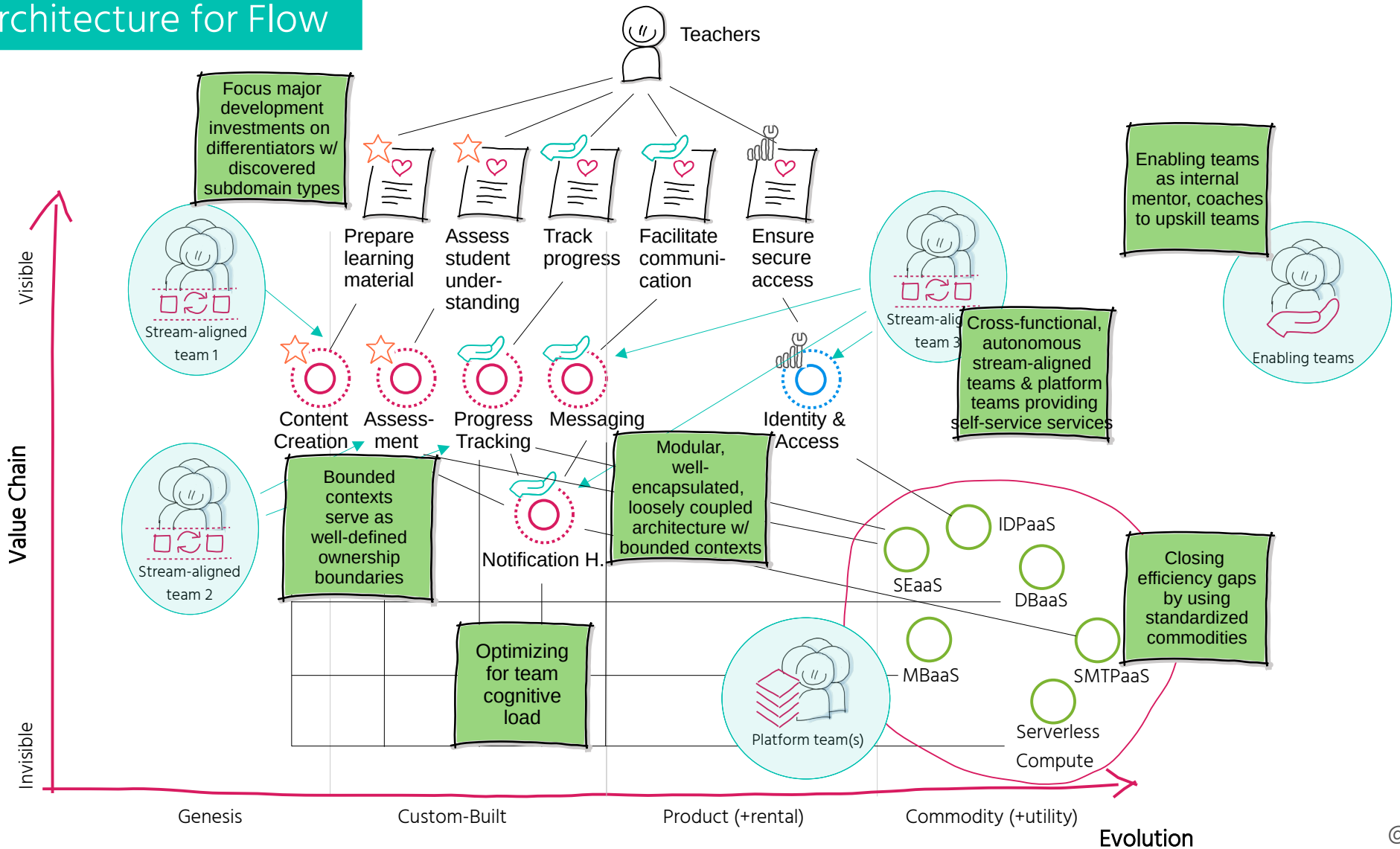
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Upskilling Teams on Missing Capabilities



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Architecture for Flow



Architecture for Flow Canvas

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2 Current Flow
 What works well in the flow?
 What blocks the current flow?

Think about what prevents/supports the flow (the progression of the work)

3 Current Business Landscape
 Visualizing the business landscape with Wardley Maps

Draw to create a Wardley Map

Use your flow models and ask questions like...

- How is this unit of value created?
- How is this unit of value distributed?
- How is this unit of value consumed?
- How is this unit of value evolved?
- How is this unit of value maintained?
- How is this unit of value protected?
- How is this unit of value monetized?



4

Building the right thing right

5 Modularity in the Solution Space
 Decomposing solution space into bounded contexts (design decisions)

E.g. with EventDriven

7 Future Team Ownership Boundaries
 Identifying future team ownership boundaries

Boundaries (Contexts) are established for stream-aligned teams

What is necessary in order to enable the stream-aligned teams? Focus on their full flow of change

8 Future Team Constellation & Interaction Modes

Team Type

Interaction Modes

7 Future Team Ownership Boundaries
 Identifying future team ownership boundaries

Boundaries (Contexts) are established for stream-aligned teams

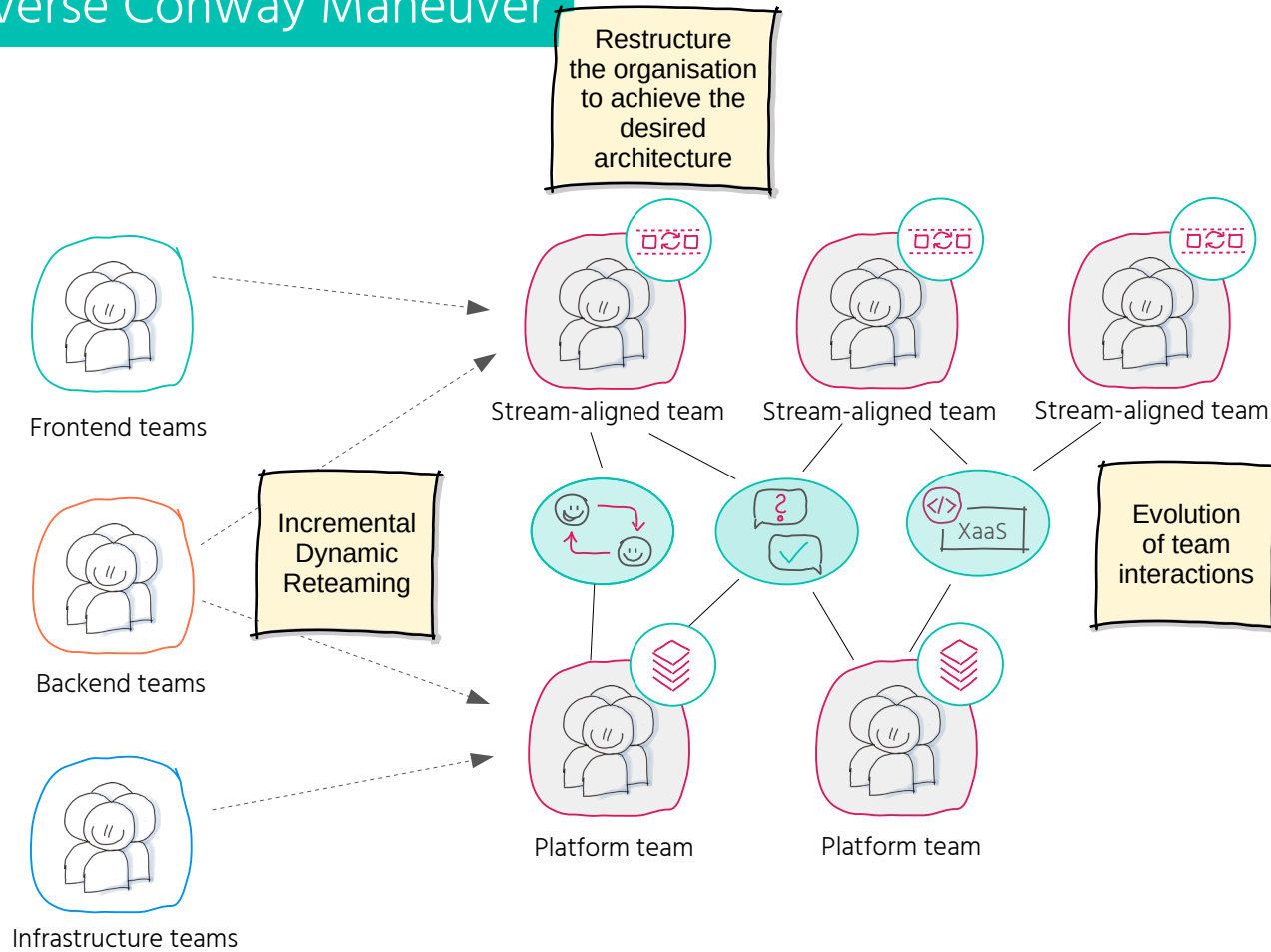
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8 Future Team Constellation & Interaction Modes

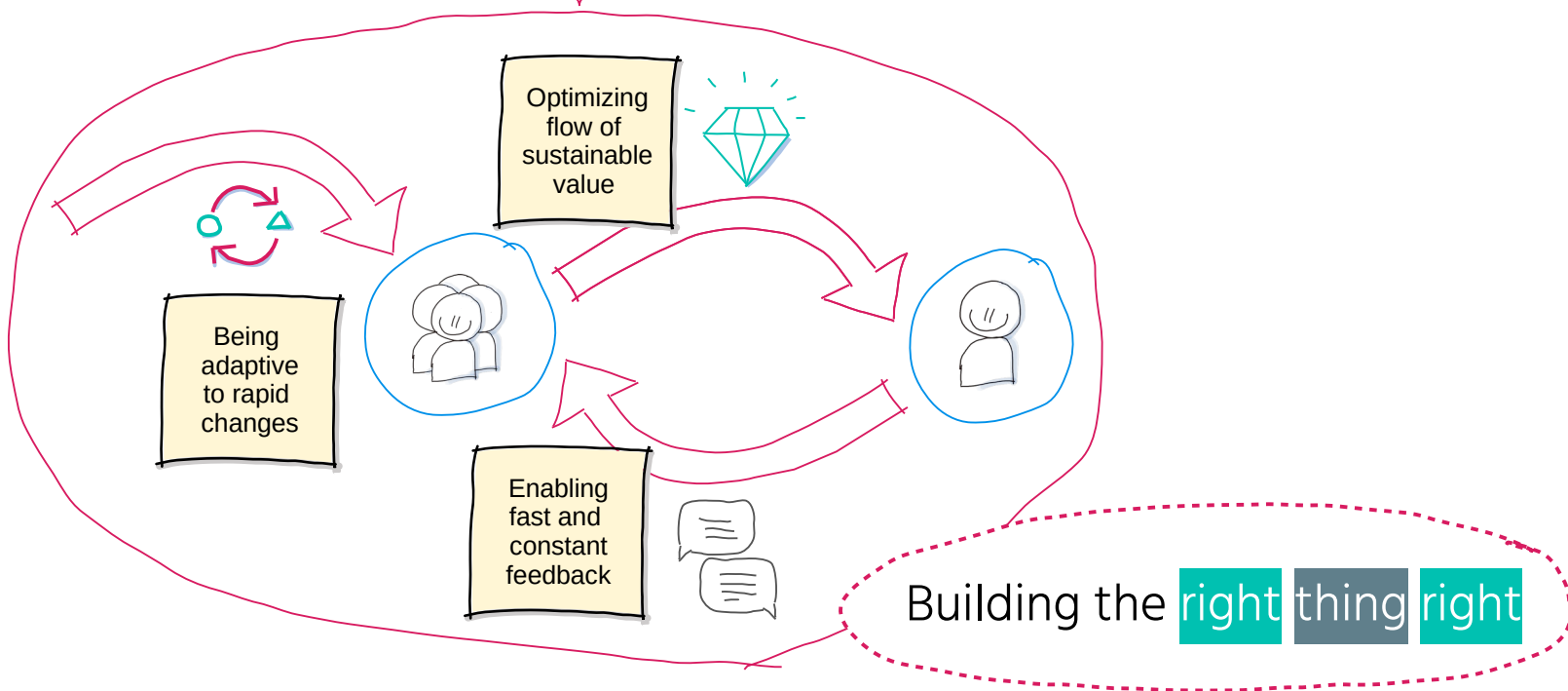
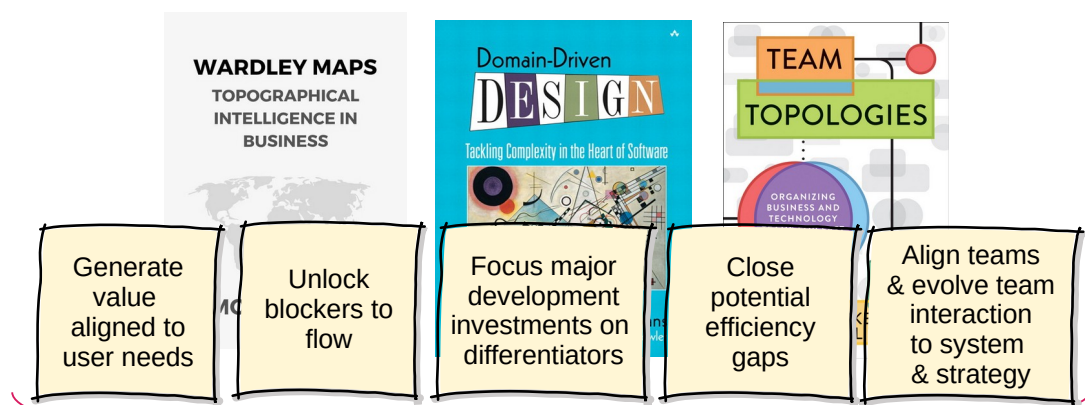
Team Type

Interaction Modes

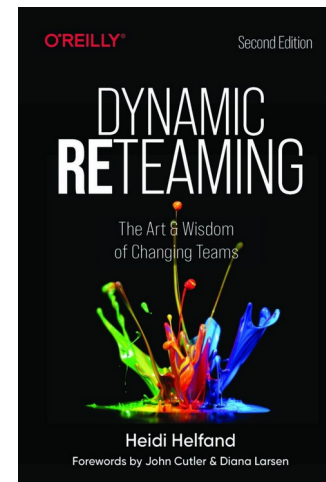
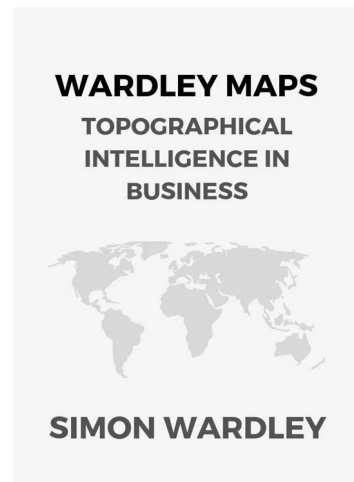
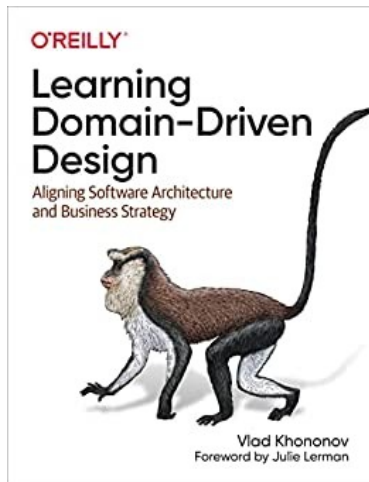
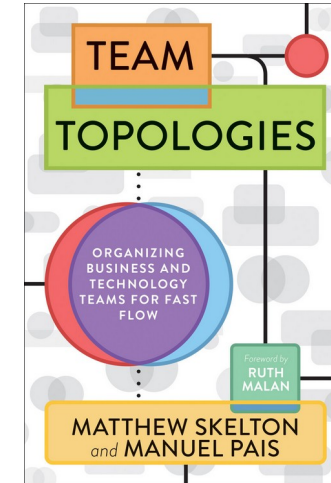
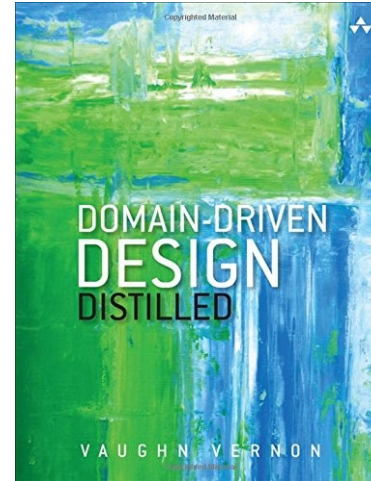
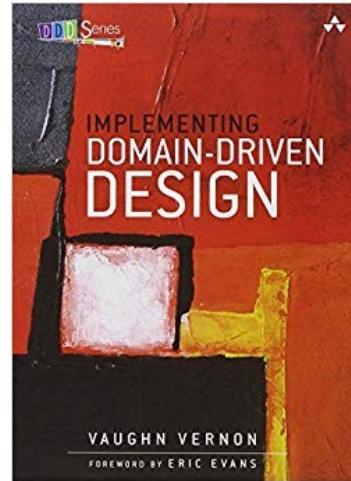
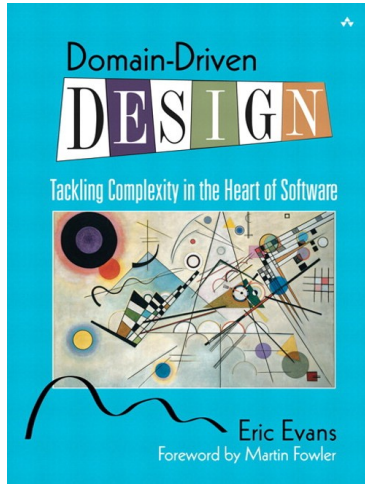
Next Steps: Reverse Conway Maneuver



Summary



Some References



<https://medium.com/wardleymaps>
<https://learnwardleymapping.com/>
<https://github.com/wardley-maps-community/awesome-wardley-maps>
<https://github.com/ddd-crew>
<https://www.dddheuristics.com>

If you are interested in more details ...

