

VALUE STREAM SERIES

Value Streams

Two Perspectives. One Flow. Measurable Value.

The full journey of value — from the first idea to the moment the customer feels the impact. Dev and Product own it together.

From ceremony to ownership.

WENDELL KILLETTE

Agile Coach · Scrum Master · RTE · PMP-trained PM



WHAT A VALUE STREAM ACTUALLY IS

A value stream is everything that happens — from the first idea to the moment the customer feels the impact.

- ◆ It is not a sprint.
- ◆ It is not a release.
- ◆ It is the full journey of value — and both Dev and Product own it together.



AGILE BY KILLETTE

Coaching Value Streams End-to-End

One flow. Two perspectives. Shared value.

Value streams connect ideas to impact. We coach teams to see the whole, own their part, and **deliver value that matters.**



FROM THE DEV TEAM PERSPECTIVE

We build it. We make it better.



Clear Work, Clear Purpose

We build what matters most, aligned to outcomes.



Smooth Flow, Less Friction

We identify and remove blockers that slow us down.



Quality Built In

We own quality through testing, automation, and continuous feedback.



Dependencies Handled Together

We surface early, coordinate often, and keep each other moving.



Continuous Improvement

We inspect, adapt, and level up every iteration.

VALUE STREAM



FLOW MATTERS.
FOCUS DELIVERS.
VALUE COUNTS.

COACHING FOCUS

- ✓ Make value visible
- ✓ Remove impediments
- ✓ Align for flow
- ✓ Measure what matters
- ✓ Improve continuously



FROM THE PRODUCT PERSPECTIVE

We define it. We deliver value.



Value-Driven Priorities

We invest in the right outcomes for our customers and the business.



Clear Vision, Clear Roadmap

We communicate direction and adapt based on learning.



Feedback Fuels Decisions

We use insights to validate, adjust, and maximize impact.



Cross-Team Collaboration

We partner across teams to align on value and timing.



Measure What Matters

We track outcomes and drive continuous value delivery.

THE VALUE STREAM JOURNEY



IDEA
Opportunity identified



DISCOVER
Understanding the problem



BUILD
Iterate and create value



DELIVER
Release and deploy



OUTCOME
Value realized and measured



LEARN
Inspect, learn, and adapt

← TRANSPARENCY • ALIGNMENT • FLOW • OUTCOMES →



Own the outcome
not just the process



Across every team
not one squad



Clear the dependencies
before they bite



Deliver the outcome
That's the edge.



Stronger together
Better value. Every time.



Scrum Master. RTE. Agile Coach. PM — **one person, accountable.**

From ceremony to ownership.

— Wendell Killete

AGILE BY KILLETTE

The Dev Team Perspective

Value looks like working software — but it runs deeper than code.

1

Clarity of Work

The team needs refined, small, valuable stories. Vague requirements create waste before a single line of code is written.

2

Quality as Flow

Defects are flow blockers. Testing, CI/CD, and Definition of Done protect the stream.

3

Sustainable Pace

A burned-out team slows the stream. Ceremony creates the rhythm that sustains delivery.

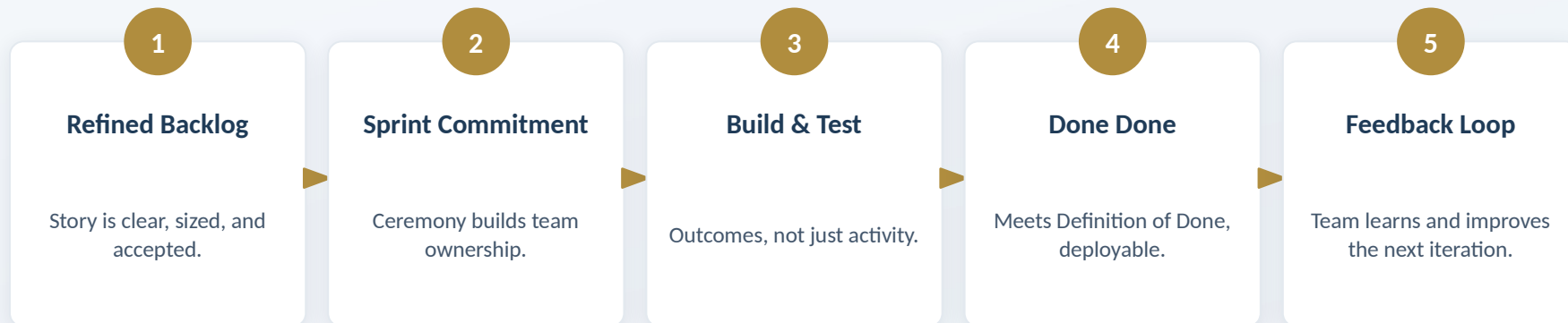
WK

COACHING POINT

Dev teams do not block value — unclear expectations do.

Dev Team Value Stream — The Flow

Five steps. Every one owned, none skipped to hit a date.



“

The Dev stream is healthy when every step has an owner — and no step is skipped to hit a date.

The Product Perspective

Value looks like customer outcomes — but it starts with honest prioritization.

1

Outcome Over Output

The roadmap must answer why, not just what. Features shipped without adoption are waste — and waste compounds before anyone names it.

2

Honest Conversation

Stakeholder pressure creates false urgency. Product protects the team from noise and amplifies signal — it does not relay every demand downstream.

3

ROI as North Star

Every decision traces back to measurable client value. If it does not move the needle, it does not move the team. Data leads. Opinion follows.

WK

COACHING POINT

Product owns the why. The team executes the how. Confusion between the two stalls the stream.

Product Value Stream — The Flow

Discovery to measurement — and the loop back into discovery.



The Product stream is healthy when decisions are made with data, not just opinions — and the team trusts the why.

Where the Two Streams Meet

Two lenses, one flow. Alignment is what carries value to the customer.

DEV STREAM

- ◆ Clarity of work
- ◆ Quality as flow
- ◆ Sustainable pace
- ◆ Done means deployable

SHARED
COMMITMENT
CLIENT ROI

PRODUCT STREAM

- ◆ Outcome over output
- ◆ Honest conversation
- ◆ ROI as north star
- ◆ Measured learning

When both streams flow in alignment, the value reaches the customer.

What I Report at Every Stage

The stream is only real if you can see it. This is what I pull, and what it tells you.

STAGE IN THE STREAM	WHAT I PULL FROM JIRA	THE SIGNAL IT GIVES
Discovery & Prioritization	Features by PI, backlog rank, stories with no estimate	<i>Is the why ranked — or just the loudest voice?</i>
Refinement	Story Points is EMPTY · no acceptance criteria · DoR gaps	<i>Risk entering the sprint before anyone commits</i>
Sprint Commitment	Planned vs current scope · issues created after sprint start	<i>The Say/Do story, and the trade-off nobody had</i>
Build & Test	Aging WIP · In Progress with no assignee · cycle time	<i>Where flow actually stalls, not where it feels slow</i>
Done Done	Throughput over 14 days · aging bugs, worst first	<i>Quality debt, with a countdown running</i>
Release & Measurement	Feature progress by PI · adoption and outcome fields	<i>Did the value land — or did it only ship?</i>

ACROSS EVERY STAGE Dependencies and blockers — status = Blocked AND updated <= -5d — caught before they rot.

FROM QUERY TO INSIGHT

Five Reports That Keep a Train Honest

JQL pulls the items. AI turns them into the story leaders can act on.

◆ DEPENDENCIES & BLOCKERS

Flagged is not EMPTY AND resolution = Unresolved

◆ FLOW & PREDICTABILITY

status = "In Progress" AND updated <= -3d

◆ SCOPE & COMMITMENT

sprint in openSprints() AND created >= -5d

◆ RISK & READINESS

priority in (Highest, High) AND updated <= -7d

◆ ART / PI HEALTH

type = Feature AND "Program Increment" = "PI-2026.3"

HOW AI DOES THE HEAVY LIFTING

- ◆ Writes the JQL from a plain-English question.
- ◆ Computes cycle time, flags WIP over the limit, names likely carryover.
- ◆ Triages into a Green / Yellow / Red view with a one-line why.
- ◆ Refreshes PI health continuously — not hand-built every Friday.

ONE RULE I NEVER BREAK

In regulated environments, client data never goes into public AI tools. Enterprise Copilot, proper governance, access controls — the speed of AI without the audit risk.

Metrics without visibility are just noise — and velocity without value is just speed.

Coaching the Gap

Most delivery failures happen at the seam between Product and Dev — not inside either team.

01

No Shared Definition of Done

Dev says done. Product says not what I meant. The stream breaks here — every single time.

02

Feature Requests Without Why

Teams build what they are told, not what the customer needs. Waste multiplies silently.

03

Artificial Urgency

Everything is priority one. Nothing moves forward. Burnout replaces sustainability and morale quietly erodes.

04

Ceremony Without Ownership

Rituals performed but not owned. Retrospectives with no actions. Standups with no candor.

◆ The gap is not a people problem. It is a coaching problem — which means it is fixable.

COACHING FRAMEWORK

The Coaching Mindset — Applied to Value Streams

Five moves. Run them in order, then run them again.

1 ASK

What does value mean to this team? To this customer? Are we measuring the right things?

2 LISTEN

Where is the friction? Where do Dev and Product talk past each other? Name it without blame.

3 EMPOWER Give both teams the language and the ceremony to co-own the stream.**4 INSPECT**

Review the flow metrics together — not in silos. Velocity without value is just speed.

5 ADAPT

Adjust ceremony, cadence, and commitment until the stream flows clean.



Protect the stream. Protect the team.

“The goal is not to be needed forever — it is to leave the stream running without me.”



AGILE BY KILLETTE

The value stream is a promise.

Not a process, and not a report — a promise to the customer, the team, and each other. Two lenses, one flow, measured all the way through.

◆ Two perspectives, one flow

◆ Every stage owned and visible

◆ Measured, not assumed

FROM CEREMONY TO OWNERSHIP.

Wendell Killelte • Agile Coach • Scrum Master • RTE • PMP-trained PM

agilebykillelte.com • wendell@agilebykillelte.com • 469-774-2233