Continuous Outcome

Boosting business with the use of Continuous Outcome.
By Bart de Best

Context:
This blog is derived from my experiences as a DevOps trainer, coach, and examiner with the concept of Continuous Outcome. As a trainer, coach and examiner, I see many variants of Continuous Outcome applications. This blog describes my experiences with this part of Continuous Everything.

Challenge:
The challenge of applying Continuous Outcome is that the experiences of applying Continuous Everything are not seen as added value for the business because it is mainly explained in terms of technical value.

Solution:
The solution to this challenge has been found in the concept of Continuous Outcome in which all 14 Continuous Everything value streams are translated into an application in business value streams. This blog discusses the concept of Continuous Outcome using the following steps:

      1. The definition
      2. The principles
      3. The method
      4. The experiences

1. The definition

Continuous Outcome can be defined as follows:

> **Continuous Outcome**
> Outcome is the final result or outcome of a specific activity, project, process, or value stream. It is the measurable and often strategic goal that an organisation tries to achieve.

By continuously striving to increase outcomes, the organisation becomes more effective and efficient while maintaining a healthy balance of flexibility and stability. Flexibility is an intrinsic part of Agile working within Continuous Everything, and stability lies, for example, in the assurance provided by Continuous SLA and Continuous Acceptance.

2. The principles

The book Continuous Outcome defines a number of principles for this value stream. The following principles are a selection from this book:

1. Work takes place in value streams.
2. Fast feedback in the control of the value streams.
3. Business and IT both participate in the CE Academy.
4. All employees contribute to achieving the outcome increase.

1. Value stream

By making all tasks part of a value stream, it can be analysed using value stream mapping and therefore removed from waste. The business must recognise this as an added value.

2. Feedback

The business value streams must be checked for an effective control mechanism, such as determining whether a change in production is effective and efficient (value dated learning).

3. CE Academy

Business IT alignment requires that you speak each other's language. This applies to both the business and the DevOps engineers. This is possible by setting up a Continuous Academy, see also the blog: 'Productivity increase through Continuous Learning.'

4. Outcome increase

The realisation of the strategy is the responsibility of everyone in the organisation, from an executive employee to the management.

3. The Way of Working

Figure 1 shows the value stream of Continuous Outcome. Steps 1.1 to 1.8 are the steps of a business value stream. Steps 2.1 to 2.8 provide the equivalent step within Continuous Everything that support the business value stream to generate outcomes.
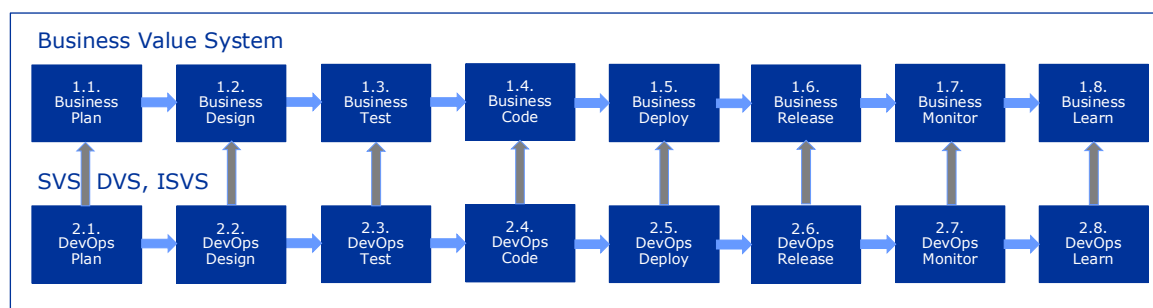

Figure 1, Continuous Outcome value stream.

Figure 2 shows the interaction between Business (BIZ), Development (DEV), Operations (OPS), and Security (SEC).

Figure 2, BizDevSecOps.

Each of these aspects represent a value system:

BIZ → Business Value System = BVS
DEV → Development Value System = DVS
OPS → Service Value System = SVS
SEC → Information Security Value System = ISVS

A value system is a managed value chain, see also the blog: "Building with Conti-nuous Architecture as a language". This value chain is a collection of value streams (processes). By also using the best practices of value streams of Continuous Everything, such as Continuous Design and Continuous Monitoring, as best practices within the value streams of the business, it is possible to learn from each other and it is also possible to improve the business. help to achieve the outcome (the end result) and thus ensure the achievement of the business goal.

Figure 3 shows that the value systems are analogous and can be mapped onto each other. This makes it possible to achieve cooperation, if not integration, as shown in Figure 2.
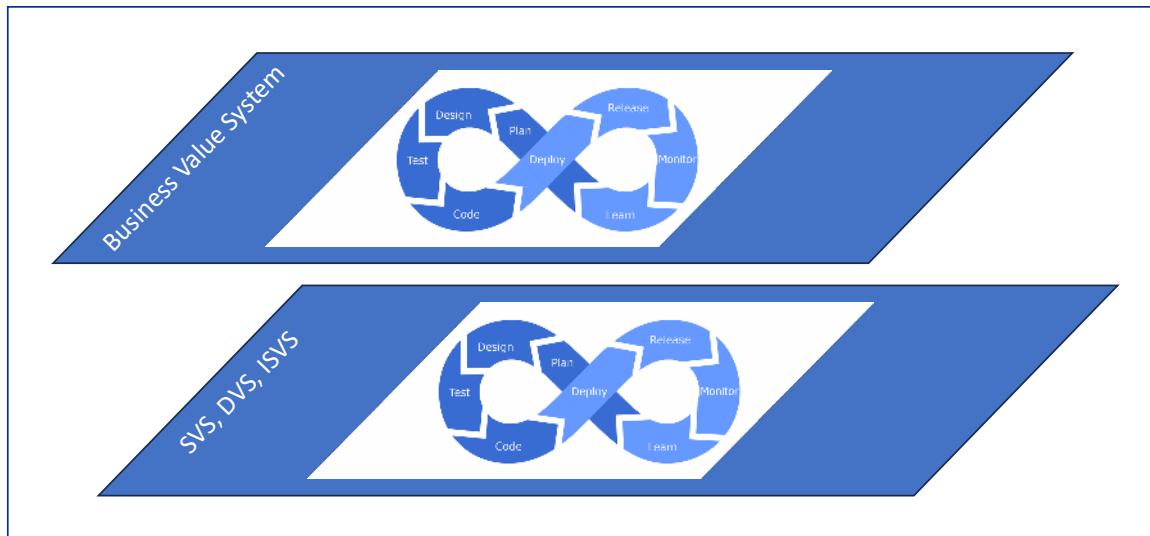
4. The experiences

Over the years I have had various experiences with the Continuous Outcome that I would like to share with you.

Own experiences

The integration of business and IT has been going on for a number of years. The first step was to integrate disciplines within IT itself in the form of DevOps. This was followed by the integration of information security by making DevOps engineers responsible for the security of their own deliverables, albeit with coaching from specialists. In the meantime, the field of test management has also been integrated and forms an inherent part of the development of an application instead of an after-the-fact story of a test department.

The last integration is that of the business. The first step is to integrate functional management into DevSecOps so that BizDevSecOps is formed, supplemented with business analysts and business architects. This movement is not reversible, it is a marriage without divorce possible due to the bonding that takes place. And so it is really necessary to increase the outcome. DevOps is the driving force behind achieving mergers between disciplines and breaking down walls between departments.

Many organisations are very successful in these developments and derive a lot of positive energy from the close collaboration and the fruits they reap. It is always very refreshing to be able to coach in those organisations.

How quickly this transformation process proceeds depends mainly on management. More than once they do not care when it comes to defining and implementing a strategy for this and leave it to the bottom-up movements of the shop floor. And then

say that the transformation of their organization went well under their wings. These organizations often also have a negative culture that is full of negative energy caused by the old micro-management behavior of a bokito director who wants to have everything in control but has no idea of the consequences of his own behavior.

Training experiences
In the 40 training courses that I provide throughout the Netherlands, I notice in all organisations that this merger of value streams occurs very naturally. The merger does cause tensions such as political power games and issues due to differences in maturity, but these are temporary. But if you visit organisations year after year and provide training, it is undeniable that BizDevSecOps is 'the way to go'.

Audit experiences
During the audit of Continuous Everything value streams, it appears that the maturity of the various fields still differs in maturity. For decades, requirement management has not been the strong suit of the business. By working together with IT, this part is strengthened, and the business can also use it in the business value streams, such as better defining the desired business services in quotations with end customers.

With this application of the Continuous Outcome it is possible to expand the collaboration between business and IT beyond a business IT alignment. It is about an integration of both worlds that ensures the difference in outcome creation.

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https://www.dbmetrics.nl/continuous-outcome-en/