

# The BAS2A Briefing



## Navigating Through the Fog: Understanding Anti-Value Streams in State and Local Government Projects

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Project management, especially in the agile framework, stresses improving processes to increase value. This is vital for both private and public sector projects, where public satisfaction and taxpayer money are important. Today, we explore a less common but very important idea: the "anti-value stream." This idea can help public sector projects overcome inefficiencies.

### What is the Anti-Value Stream?

An anti-value stream maps all the actions that reduce the value of a project, instead of adding to it. These are activities that waste resources—like time, labor, or money—without helping the end goals or customer (public) satisfaction. In government projects, these can include extra bureaucracy, needless approvals, or unrelated activities that do not benefit the community.

### Origins of Anti-Value Streams

Different factors can cause anti-value streams in state and local government projects:

*Obsolete Rules:* Many government procedures are stuck with old regulations that are not optimal or applicable anymore. These redundant rules can cause extra steps in current projects, resulting in slowdowns and higher expenses without contributing real benefit.

*Poor Coordination:* State and local projects often require the involvement of multiple departments or agencies. If they do not have an efficient way of working together, this can result in redundant work and misunderstandings—typical cases of activities that create no value.

*Reluctance to Innovate:* Government entities may sometimes be hesitant to innovate because of the cautious attitude of public sector work. This can result in maintaining "the status quo," even when those processes are ineffective.

## **The Impact of Anti-Value Streams**

Anti-value streams in public projects have multiple negative impacts:

*Wasted Resources and Excess:* Project processes with extra steps use resources that could go to other things. This makes projects go over budget and takes money away from other important public services.

*Timing:* Public projects, like fixing roads or starting new health programs, often depend on time. Being late can lead to many issues and dissatisfied people.

*Loss of Public Confidence:* Inefficiency and waste can cause public dissatisfaction. When taxpayers see their money being used poorly, it lowers trust in local governments and can affect the readiness of the public to support future initiatives.

## **Combating Anti-Value Streams in Government Projects**

To prevent and eliminate anti-value streams, state and local government project managers need to be proactive and committed to improving continuously. Here are some effective methods for them:

*Value Stream Mapping:* Using detailed value stream mapping can help find all the processes in a project and spot where value is not being created. This mapping should be done with the participation of all stakeholders to ensure a complete view.

*Agile Practices:* Using agile methods can be very beneficial. Agile encourages adaptability, frequent feedback, and gradual improvement in short cycles or sprints, which can help rapidly detect and remove wasteful steps.

*Frequent Training and Education:* Training everyone on new tools, technologies, and methods regularly can make change easier and create a culture that values ongoing improvement.

*Stakeholder Engagement:* By involving all stakeholders, such as the public and end-users, during the project, the project stays responsive to real needs and expectations, lowering the chance of mismatched project activities.

*Lean Management Practices:* Using lean principles can help reduce waste and optimize processes. Practices like kaizen, which emphasizes ongoing, gradual enhancements, can be especially useful.

State and local governments need to address the anti-value stream not only to boost their productivity, but also to restore and preserve the confidence of the public. By recognizing the

sources and impacts of these anti-value streams, project managers can develop approaches that greatly improve the performance and perception of their projects.

They not only save time and money but also enhance the quality of life for the people they serve. By using the right tools and being diligent, they can defeat the anti-value stream and make the government more dynamic, responsive, and cost-efficient. As we keep exploring innovative management strategies and how they apply to the public sector, we see that the concepts of value and anti-value streams are essential to optimize efficiency and effectiveness in government projects. Project managers can use these concepts to lead the change in state and local government operations for the benefit of everyone.

**For More Information, Contact  
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***About Brantley Advanced Social Sciences Applications (BAS2A) and Dr. Brantley:***

*BAS2A provides innovative training solutions for government agencies. We help agency leaders develop the skills and knowledge they need to succeed in the changing public sector.*

*Dr. Brantley is an expert in digital workforce development. He helps government employees improve their competencies and adaptability, creating an innovative and flexible workforce.*

*At BAS2A, we create customized training that meets the specific needs of government organizations. Using our experience in instructional design and advanced learning technologies, we offer different types of educational programs—from short, focused learning modules to detailed, realistic simulations.*

*With Dr. Brantley's expertise, our training programs are tailored to the changing needs of our clients, giving them the tools and knowledge they need to face current and future challenges. Our goal at BAS2A is to create a lasting culture of learning and improvement within your agency, ensuring long-term success and innovation.*