

### CALMS Values

**C: Culture** - emphasizes shared vision collaboration, communication, learning and continuous improvement.

**A: Automation** - CI/CD toolchains, and infrastructure-as-code enable automation, consistency, velocity and fast recovery.

**L: Lean** - Maximize customer value while minimizing waste and improving flow.

**M: Measurement** - Value-driven metrics for people, process and technology support trust and performance improvement.

**S: Sharing** - Leaders and teams share ideas, and skills, improve communication, collaboration and performance.

### The Three Ways

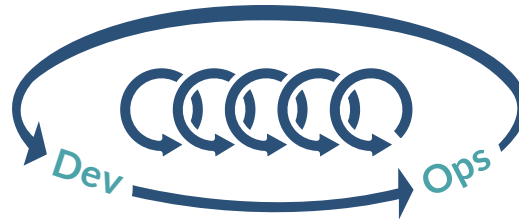
1st Way: Continuous Flow

2nd Way: Feedback

3rd Way: Continuous Improvement  
(Experimenting and Learning)

### Organization

Cross-function teams focus on business goals. Ops work with Dev, supporting each other to improve flow towards production and monitor results.



### Benefits

Improved release cadence, velocity, throughput, efficiency and stability, quality, security and team satisfaction.

### Principles & Practices

Frequent small releases using continuous integration, testing, delivery, deployments and monitoring reduce lead time, costs and risks.

### Related Frameworks

Agile: Lean Development  
ITSM: Processes  
Lean: Reduce Waste  
Value Stream Management: End-to-End