



Unite the Enterprise

Bridging the Chasm; How Rally Unites People, Teams, and Organizations With Connected Planning and Investment Execution

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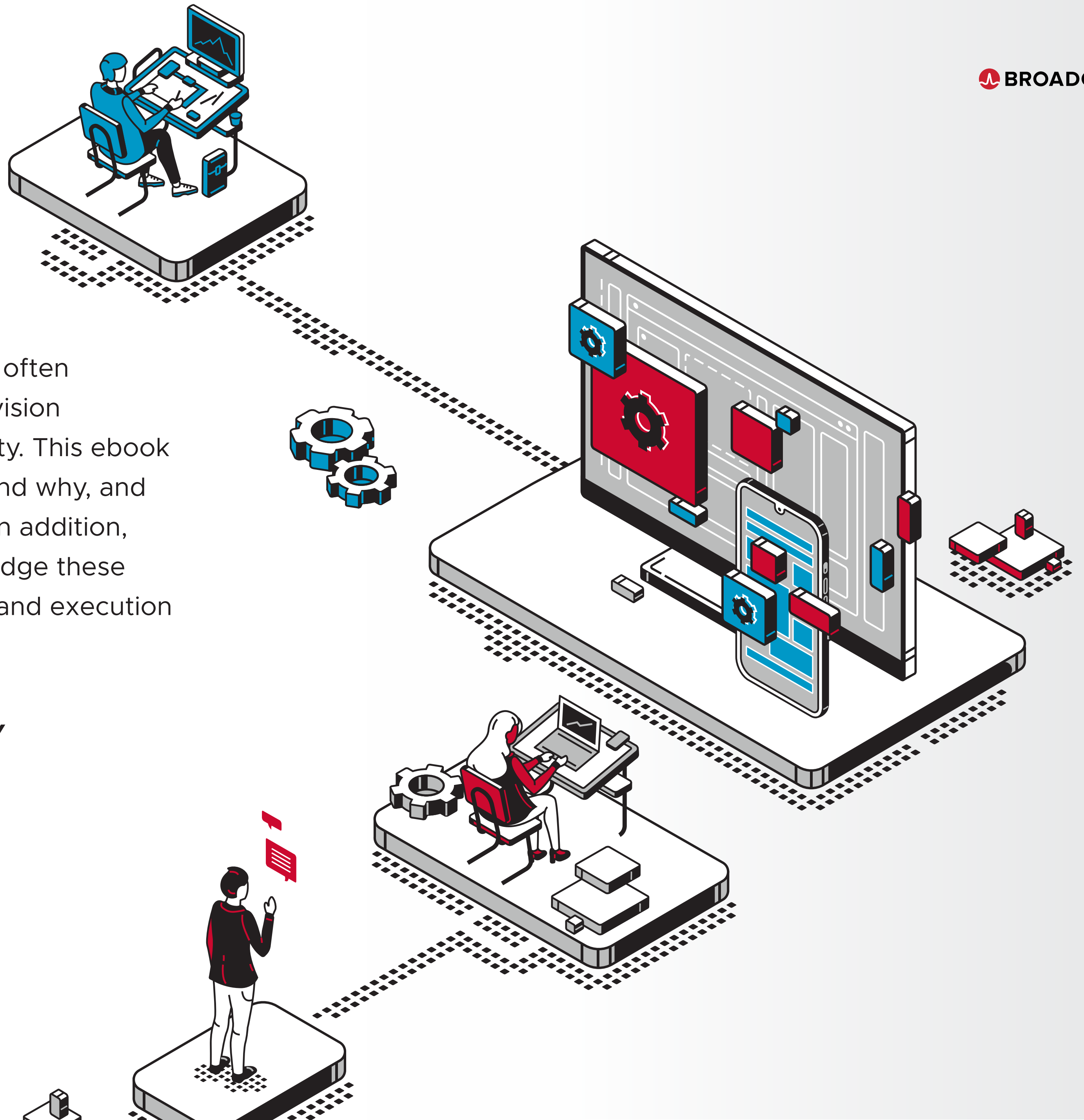


Executive Summary

Within today's enterprises, teams often find there are often fundamental gaps, or chasms, between the strategic vision established and what ultimately gets executed in reality. This ebook looks at these chasms, including where they appear and why, and how they impose a significant cost for organizations. In addition, the paper reveals how Rally Software can help you bridge these chasms, improving strategic alignment, work visibility and execution efficiency within your enterprise.

LEARN HOW ONE ORGANIZATION ESTIMATED THEY WERE LOSING **\$9.5 MILLION PER YEAR DUE TO INSUFFICIENT TOOLING.**

LEARN MORE!



The **Steep Penalties** of Chasms

A chasm is a disconnect between the initial vision or objectives that are established and what ultimately gets delivered. Chasms can be introduced any time there's a failure in communication or collaboration.

Chasms can exist at various levels of an organization:

ACROSS THE ORGANIZATION

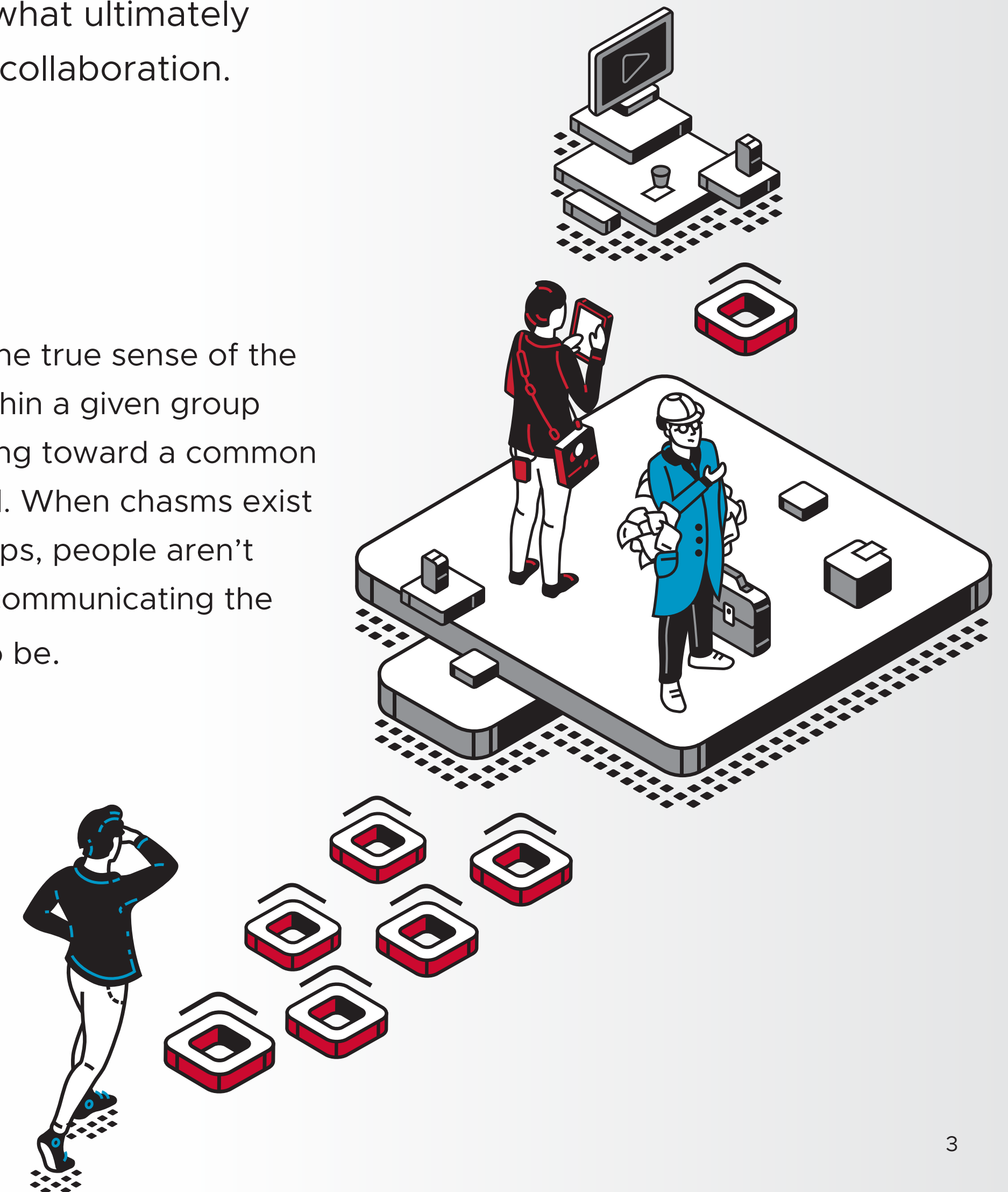
Silos can be easy to create, and hard to eradicate. Initially, for example, the focus will be on building a strong engineering organization. It is easy to forget that in an organization, business units are just one piece of the overall puzzle. What we need to build is a strong and unified organization, and not just strong silos within an organization.

TEAM OF TEAMS

An organization may have an Agile Release Train or Value Stream in which multiple teams need to be working together to deliver a solution. When chasms exist, collaboration and communication among these groups are suboptimal. Synergy, efficiency, and productivity all suffer.

TEAMS

To be a team in the true sense of the world, people within a given group need to be working toward a common purpose and goal. When chasms exist within these groups, people aren't collaborating or communicating the way they need to be.



Data sharing can be a common cause of these chasms. Often, teams rely on spreadsheets to produce roll-up reports that get distributed to management. This information is stagnant, has limited enterprise visibility, and gets outdated immediately. Different groups use different tools and collect and report on this data in different ways, which sets the stage for misunderstandings, lack of information alignment, errors, and faulty interpretations. Further, the recurring cost and effort associated with these reporting mechanisms can be significant.

A FORTUNE 250 FINANCIAL COMPANY IN THE US FOUND THEY WASTE \$9.5 MILLION EACH YEAR ON ROLLING UP DATA IN SPREADSHEETS AND TRYING TO RECONCILE DIFFERENT SETS OF INFORMATION—AND THAT WAS WITHIN A SINGLE BUSINESS UNIT. ALL TOLD, IT'S ESTIMATED THOSE COSTS EXCEED \$100 MILLION ACROSS THE ENTIRE ORGANIZATION.

LEARN MORE!

These chasms have a significant human impact too. They stifle efficiency and productivity and destroy morale. Individuals' and teams' contributions aren't valued or understood, miscommunications and misunderstandings breed conflict, and motivation gets sapped. Valuable people leave or do the bare minimum.

These chasms introduce:

LOST OPPORTUNITIES.

When execution and deliverables don't align with the original vision, opportunities are missed.

DIMINISHED VALUE.

Deliverables don't fulfill all their potential, or capabilities are delivered that customers don't want.

How Rally **Can Help**

It is important to recognize that while chasms exact a steep cost, they can be difficult to spot and address. With its leading ValueOps solutions and the deep expertise of our industry recognized thought leaders, Broadcom can help.

ValueOps features Rally, an enterprise-class platform that is purpose built for scaling Agile development practices, from a single team to programs and portfolios that span an organization. With Rally, teams can recognize potential chasms, assess their impact, and detail their progress in bridging them.

Rally is an enterprise agility platform that provides visibility into progress, roadblocks, and dependencies across multiple teams, projects, and programs. It is available on-premise or in the cloud. This allows you to align your strategic goals to the work and create better business results—and do it all in a single system of record. With its automated data roll-up and ability to facilitate planning and tracking across multiple teams and Agile release trains, Rally takes Agile practices beyond the team level. Rally offers these critical capabilities:

ALIGN WORK WITH STRATEGIC OBJECTIVES

Rally aligns portfolio and team-level planning with strategic objectives and OKRs, providing a clear line of sight between the work being done and the organization's goals. This helps eliminate chasms, by ensuring that everyone is working toward the same objectives and reduces unnecessary work.

MAKE MORE INFORMED DECISIONS

Rally provides real-time metrics and reporting, enabling executives and stakeholders to make informed decisions based on visible empirical data. This data can be used to track progress, identify bottlenecks, and measure the impact of changes.

COMMUNICATE AND COLLABORATE MORE EFFECTIVELY

Rally facilitates communication and collaboration between leaders and teams through real-time data aggregation and visualization at every organizational level, helping to break down silos and foster a culture of teamwork, uniting the enterprise.

BOOST CAPACITY MANAGEMENT

Rally provides visibility into team capacity, enabling leaders to manage the flow of work more effectively and maximize team alignment, throughput and predictability. With Rally, teams can better ensure that the right people are working on the right work at the right time.

In the following sections, we'll outline the distinct features in Rally that unite the enterprise and enable value streams to bridge chasms.

Organization

Rally offers a unique ability to automatically roll up data, from the individual team level, to the team-of-teams level, and to the entire organization. Several pages under the Portfolio menu can help an organizational leader plan, track execution, and manage the overall portfolio.

PORTFOLIO/ KANBAN PAGE

The Portfolio Kanban page provides a view of your big work (Portfolio Items) on a Kanban board. The columns for the Portfolio Kanban correlate to the defined states for the Portfolio Item type in your workspace. Exit Agreements and WIP Limits can be defined for each state at the workspace level, and Work Rules can be reviewed as well. This allows you to visualize and collaborate more effectively with every level of work (Portfolio Items) in your organization. The Search Work Items dialog is available on most Rally pages, giving you a quick way to find a work item within the content and scope of the page.

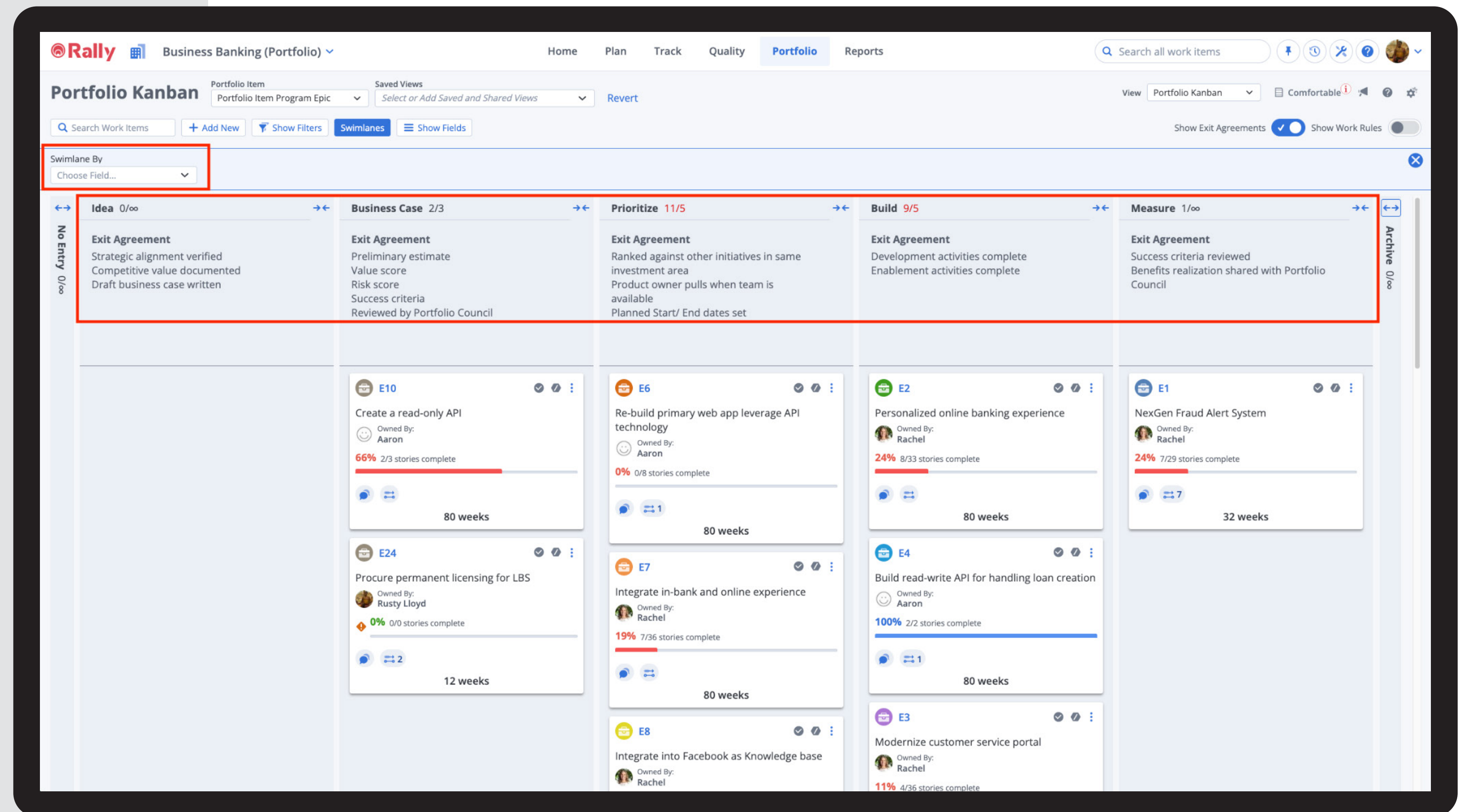


Figure A. Portfolio Kanban page

PORTFOLIO/ OBJECTIVES PAGE

Rally features an Objectives page that provides a way to identify, document, track, and associate work with Objectives and Key Results (OKRs). In Rally, Objectives, like Portfolio Items, have a hierarchy structure.

Within a workspace, users can define up to five levels of an Objective’s hierarchy. Each level can be associated with a Portfolio Item type. This allows you to connect each level of work specifically to the outcomes you wish to capture. With this visibility, you can better ensure that the work you are doing is aligned to all of the value you want to deliver, eliminating any disconnects (chasms) between vision and execution. Teams can focus on what the work actually means, instead of just trying to complete discrete tasks.

As shown on the far right of figure [B], Rally provides information on the current progress of Objectives. (Within Rally, these information grids are fully configurable). Similar to the Portfolio Items page, you can drill down through the Objective Hierarchy as well.

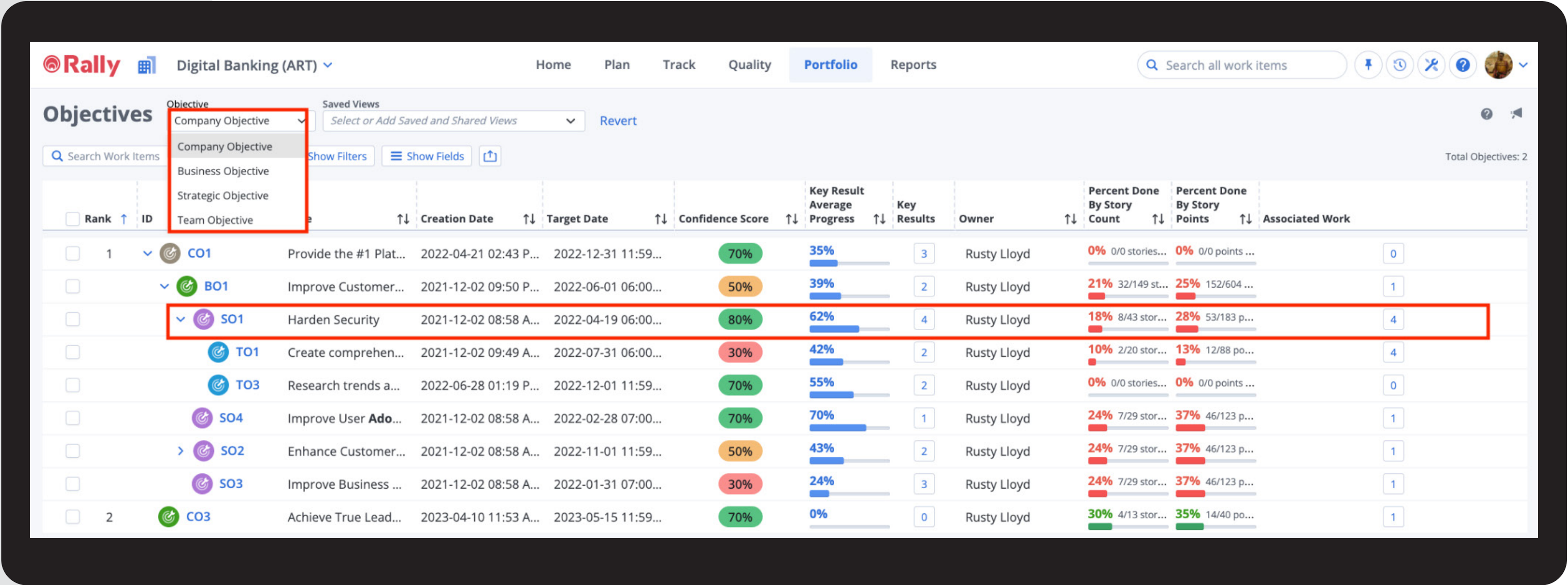


Figure B. Objectives page

OBJECTIVES AND PORTFOLIO ITEMS: UNDERSTANDING THE SIMILARITIES AND DIFFERENCES



In Rally, Objectives and Portfolio Items have important similarities and differences. Both have a hierarchical structure, allowing users to take large goals or concepts and decompose them into smaller, more achievable goals or concepts.

Objectives allow an organization to describe the OKRs they want to achieve. In this case, the focus is on tracking outcomes. Portfolio Items are focused on organizing and tracking the activities, or work, of the organization, its groups, and teams.

Tracking value realization is different from tracking work progress, and having the two perspectives helps executives to make more informed decisions.

By selecting an Objective, a user can see the Key Results, Associated Work (Portfolio Items), Sub Objectives, and Discussions associated with the objective. In addition, they can view the current progress of each Key Result, and whether or not the Key Results are on track to be completed successfully. Actuals can be added for a specific date, or even a series of dates for more complete results visualization.

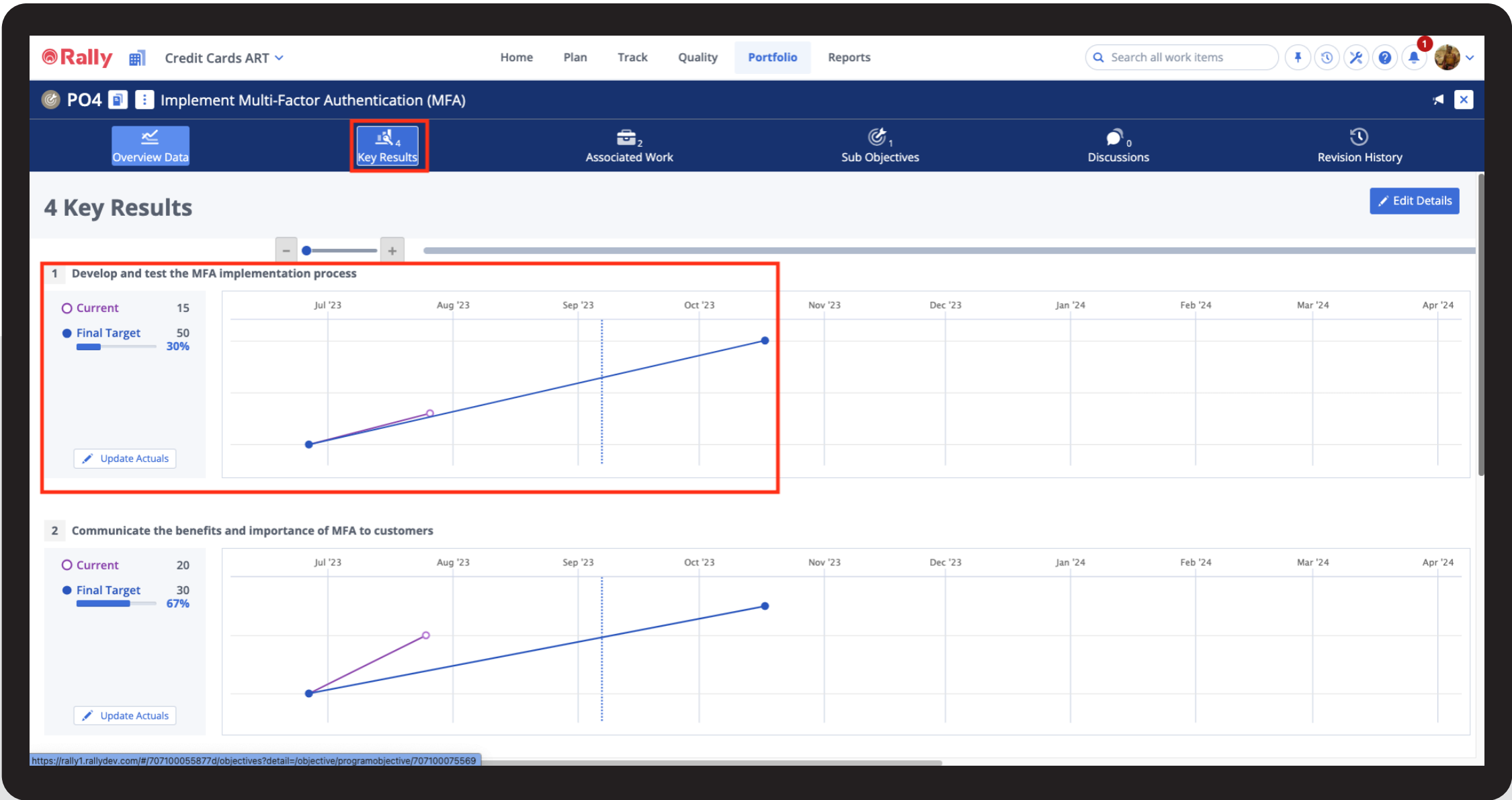


Figure C. Objectives Key Results page

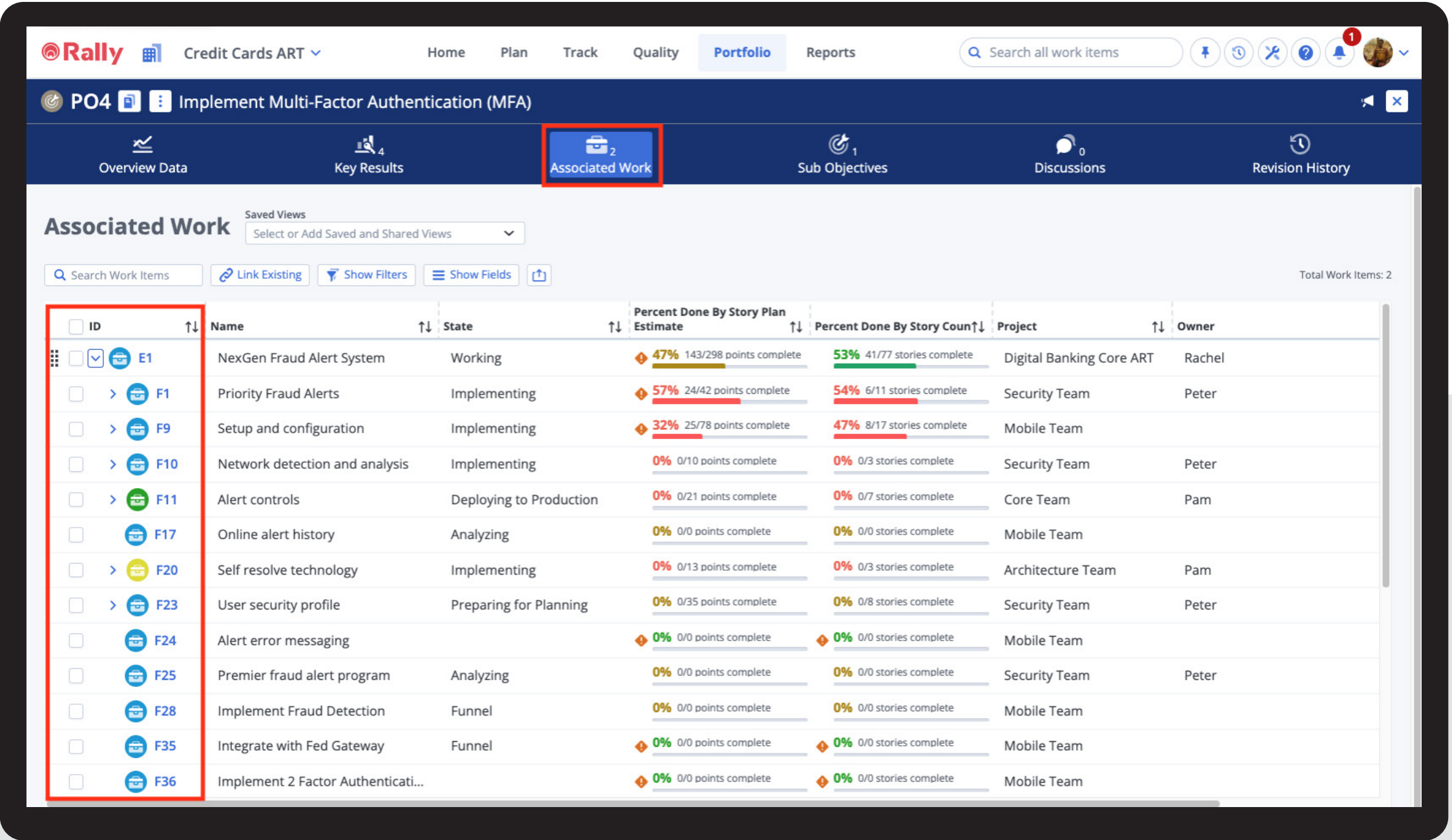
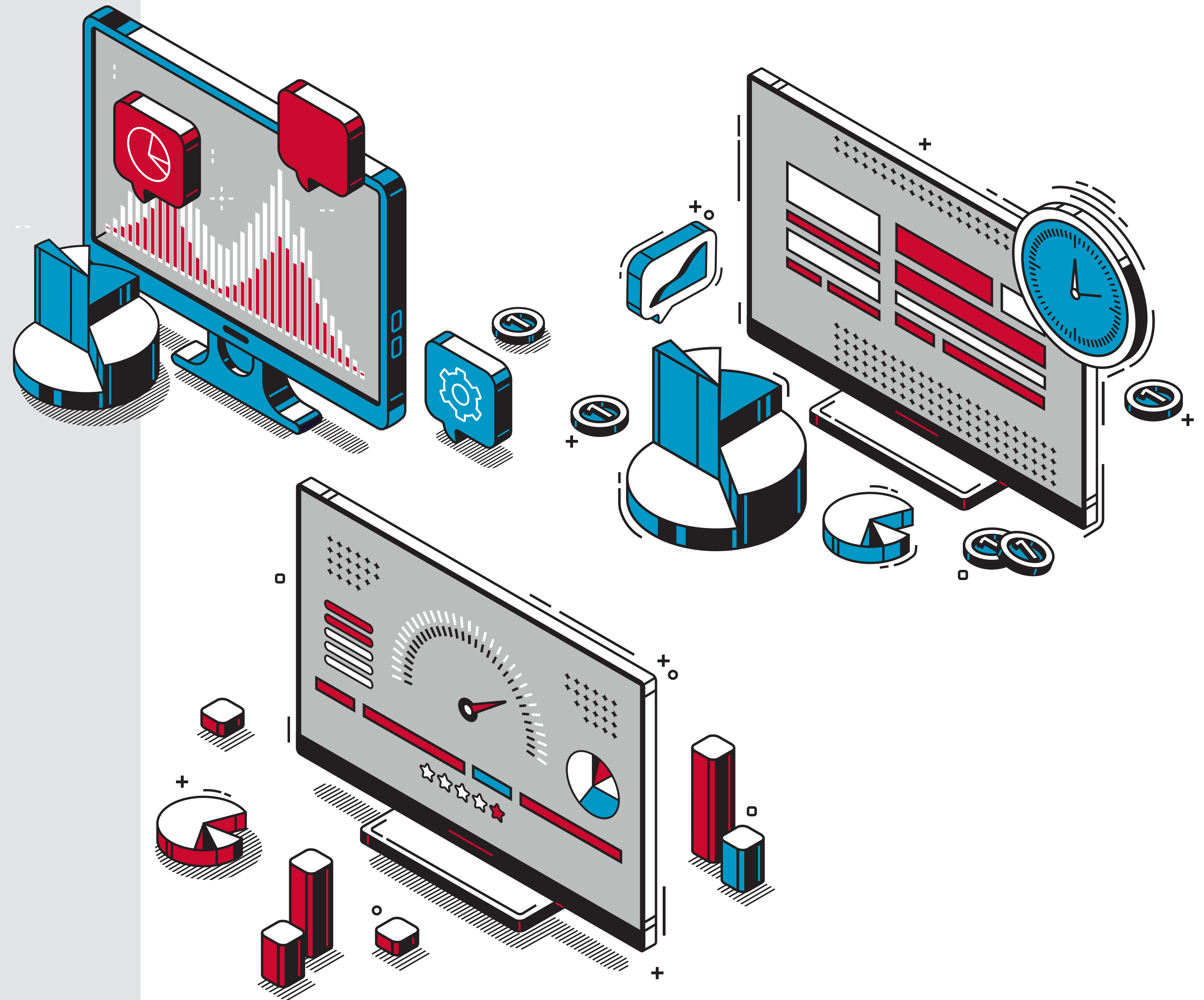


Figure D. Associated Work page

DASHBOARDS

In addition to providing standard pages, Rally also enables you to create custom information pages, often referred to as Dashboards. This is particularly helpful when trying to look across your entire organization, and organize relevant information so you can understand how your teams, programs, and portfolios are doing, better uniting your enterprise. With these insights, you can implement any specific changes to course correct effectively, reduce waste, ensure day-to-day activities run smoothly, and eliminate chasms.

A custom page consists of one or more applications from the Rally App catalog. The Rally App catalog features more than 100 applications, which provide a wide range of functionality and information. Many of these apps can specifically help you reduce inefficiencies and eliminate chasms.



HISTORIC INVESTMENT ALLOCATIONS DASHBOARD

The Historic Investment Allocations Dashboard is a collection of apps that can help you understand how different types of investments are distributed over time.

LONG TERM WORK IN PROGRESS (WIP) DASHBOARD

The WIP Dashboard provides a set of apps that provide historical information on the progress of long-term Portfolio Items.

RALLY INSIGHTS

Rally Insights is a tool that helps you analyze the performance of teams and your organization as a whole. The Insights data can identify trends that help you understand and improve software development performance.

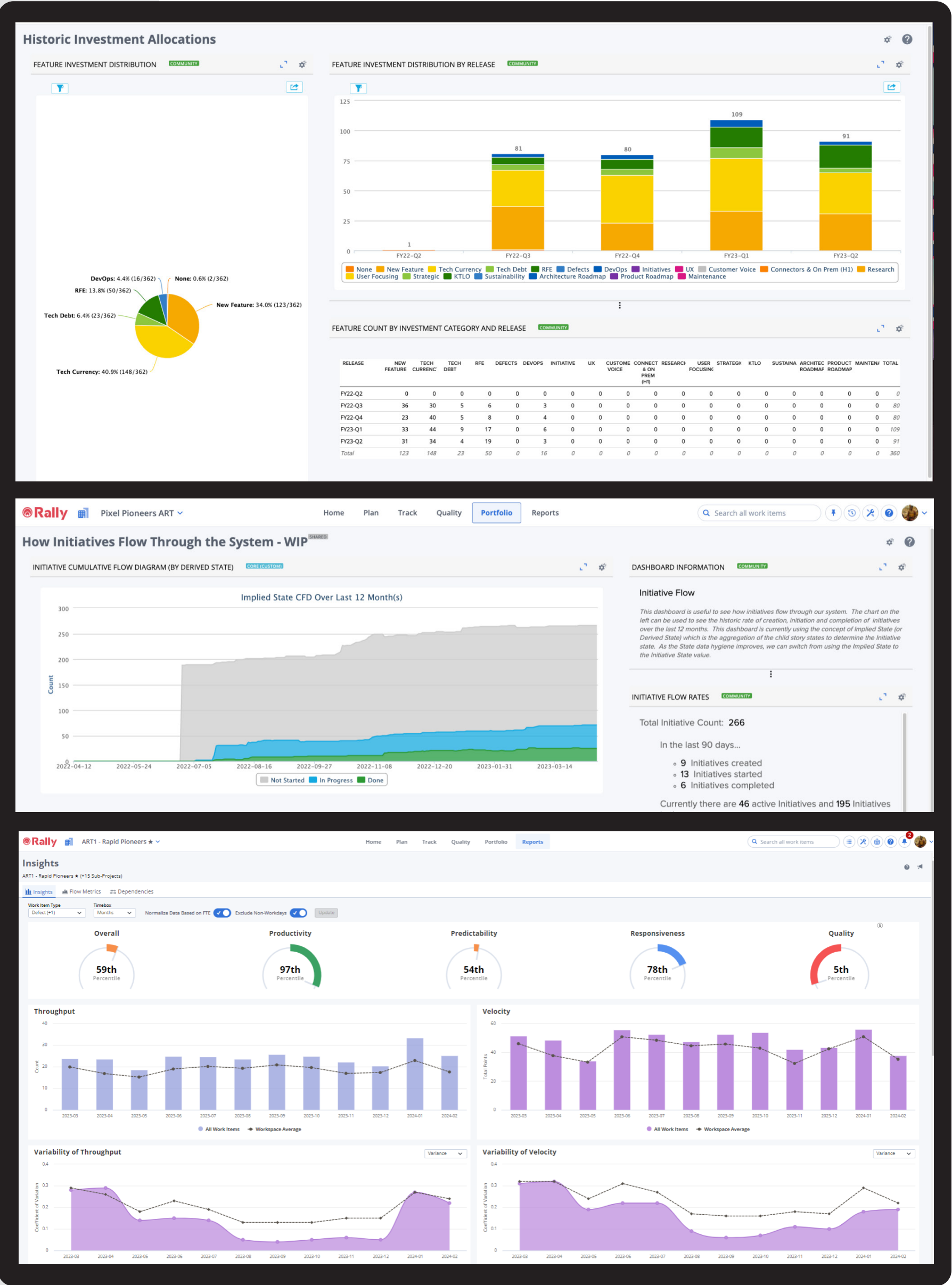


Figure E. Custom Dashboard: Historic Investment Allocations

Figure F. Custom Dashboard: Long-Term WIP

Figure G. Rally Insights SDPI Dashboard

PORTFOLIO LEVEL FLOW METRICS

Rally delivers a number of metrics that help you focus on how efficiently your teams are delivering work, at both the Team and the Portfolio Levels. This allows you to make more informed decisions with both real-time and historical data. Within the Flow Metrics view on the Insights page, you can access these Portfolio Level Flow Metrics:

- **Throughput.** This metric tracks the number of work items (including user stories and defects) that were marked completed in the selected timebox.
- **Work in Progress.** This tracks the Work in Progress (WIP) for each timebox in the chart for all work items.
- **Lead Time.** This item tracks how long it takes, on average, for work items to flow from the start state to the end state.
- **Flow Efficiency.** This measure provides insight into your team’s delivery in terms of value add and non-value add time.
- **Flow Predictability.** This metric provides insight into your team’s cycle times and predictability.

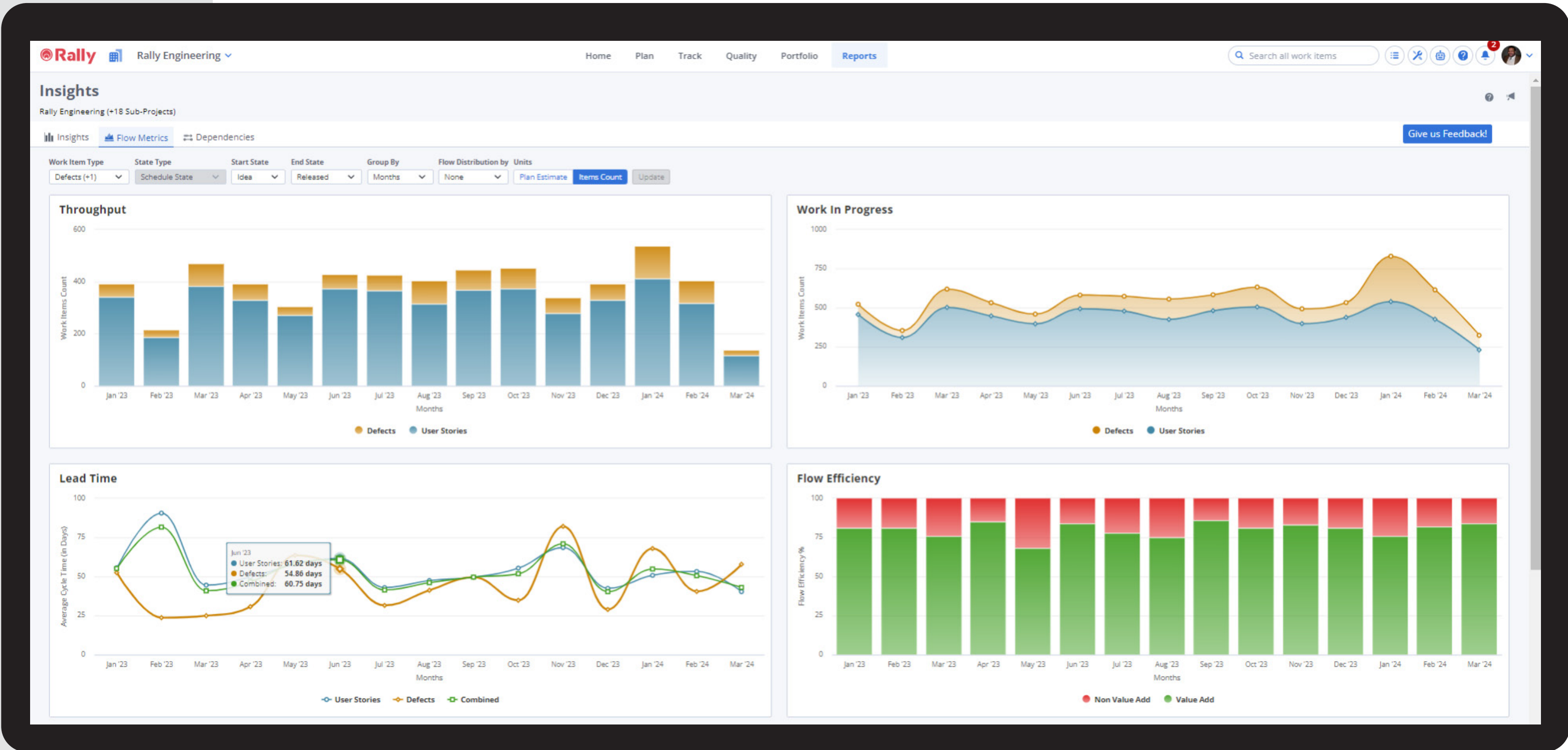


Figure H. Rally Insights Portfolio Level Flow Metrics view

CROSS-TEAM DEPENDENCIES

The Dependencies tab on the Insights page helps to identify any cross-team dependencies for the selected team or project. It also shows you sequencing issues for those dependencies (scheduling conflicts, etc.).

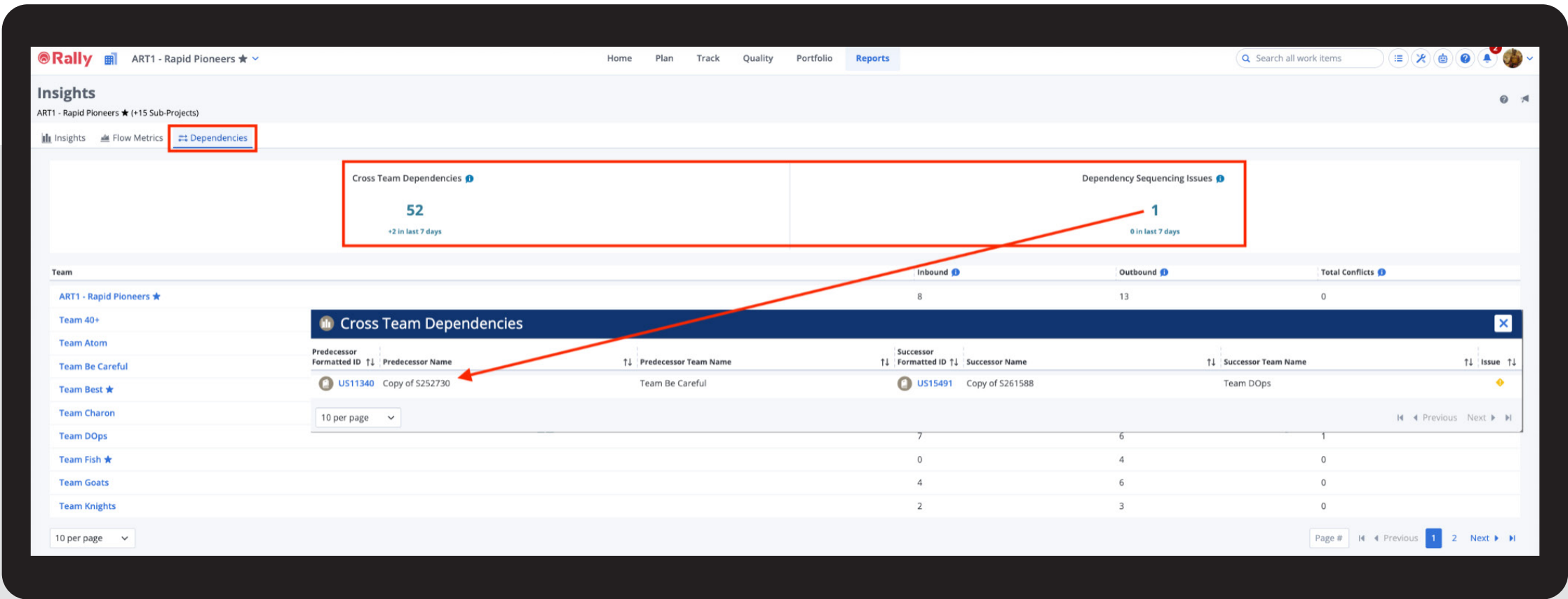


Figure I. Cross Team Dependencies view on the Insights page

PORTFOLIO LEVEL CUMULATIVE FLOW DIAGRAM CHARTS

The Cumulative Flow chart is a powerful tool at both the Team and the Portfolio levels. These portfolio level analytics help you and your teams interpret data and identify action items for continuous improvement.

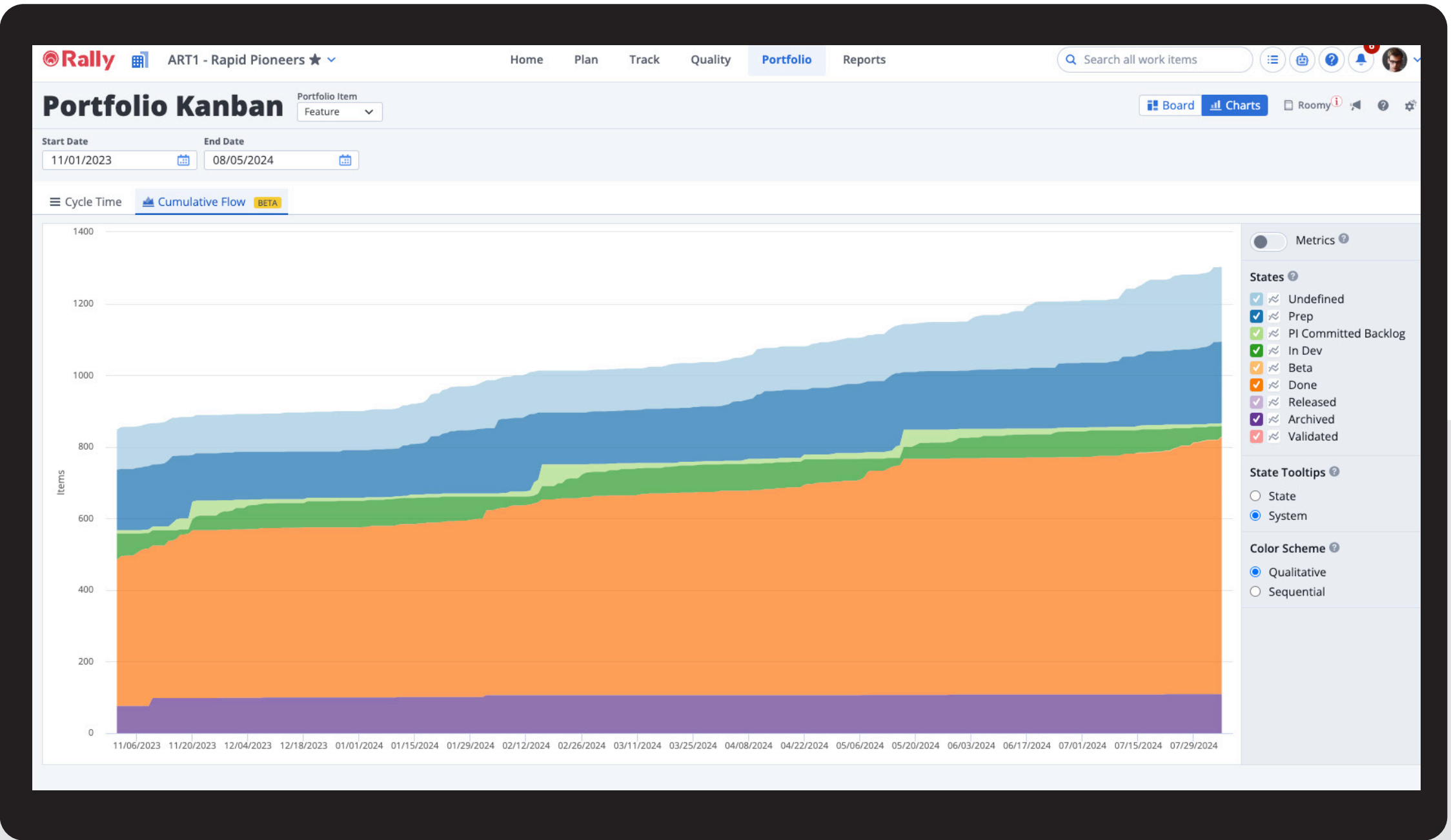


Figure J. Cumulative Flow Diagram from the Portfolio Kanban page

Team of Teams (Agile Release Trains/Value Streams)

Rally features a number of pages that help you identify and mitigate chasms at the team-of-teams level. Several pages within the Portfolio menu also help you visualize the big picture, but still let you drill down to access the details you need. These pages include the Portfolio/Portfolio Kanban, Portfolio/Portfolio Items, Portfolio/Release Tracking, and Portfolio/Timeline pages.

These pages boost capacity understanding and management by equipping you with a view of larger pieces of work (such as Portfolio Items), one that is scoped to the specific area you focus on within your organization's Portfolio Item Hierarchy. Any level of this Hierarchy can be selected, so you can see your area's features or highest-level work. The Portfolio Items page also allows you to drill down into any portfolio item, level by level, all the way down to the team level work items that deliver the Portfolio Item.

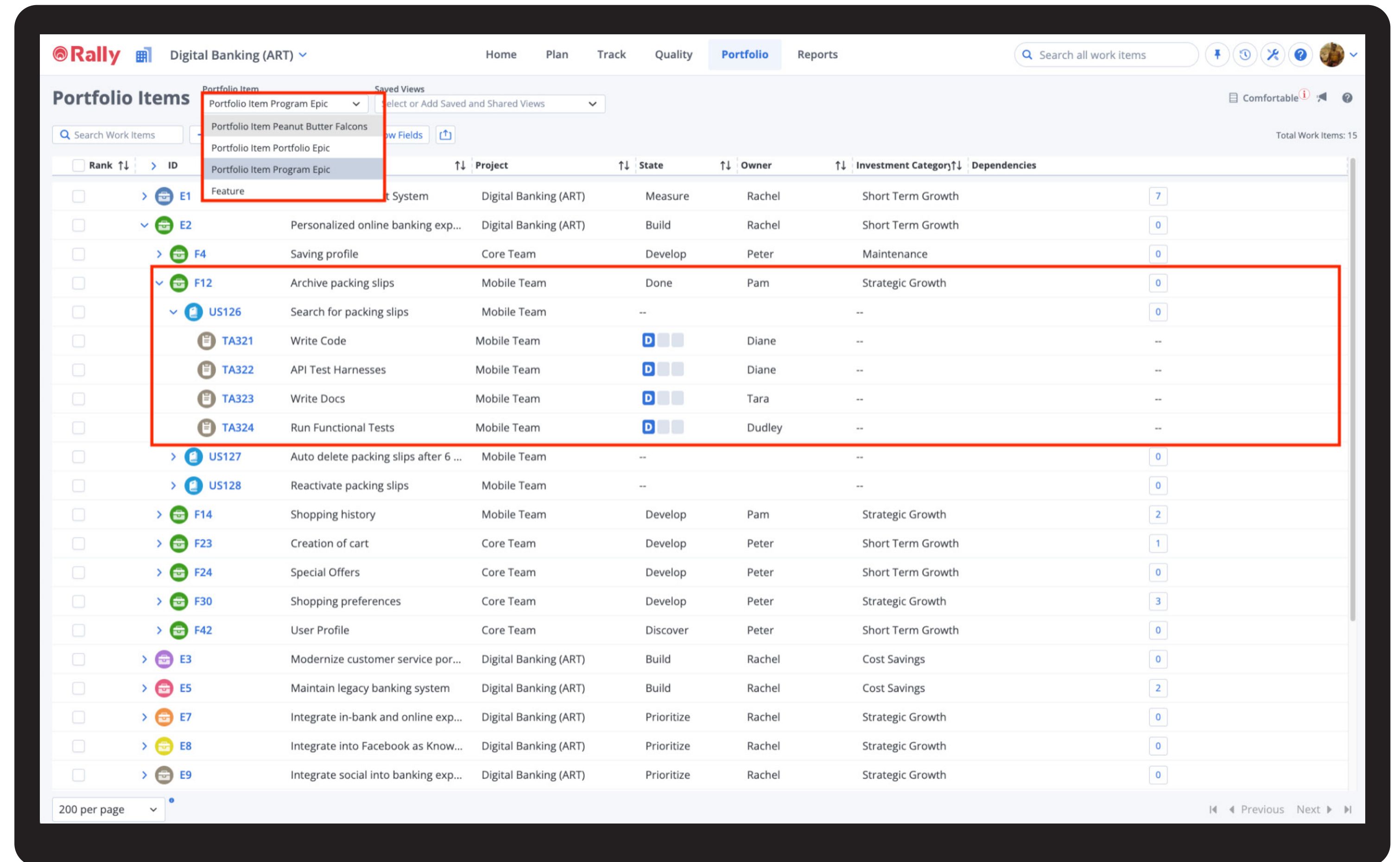


Figure K. Portfolio Items page

PORTFOLIO/ TIMELINE PAGE

Rally features a Timeline page. This page gives you a timeline or Gantt view of your organization's work, or a work execution roadmap. This visual information radiator can help your teams communicate and collaborate more effectively by quickly recognizing which items are on track to be delivered by their planned end dates and which ones are not. Dependencies between items are clearly visible.

PORTFOLIO (TEAM- OF-TEAMS) PAGES

There are a number of additional pages that can help you understand how your teams are working in concert. These pages increase portfolio alignment and give you additional information for inspecting and adapting the work that a team is doing. Further, it enables you to track all teams that are working together in a Release or Program Increment better uniting the enterprise.

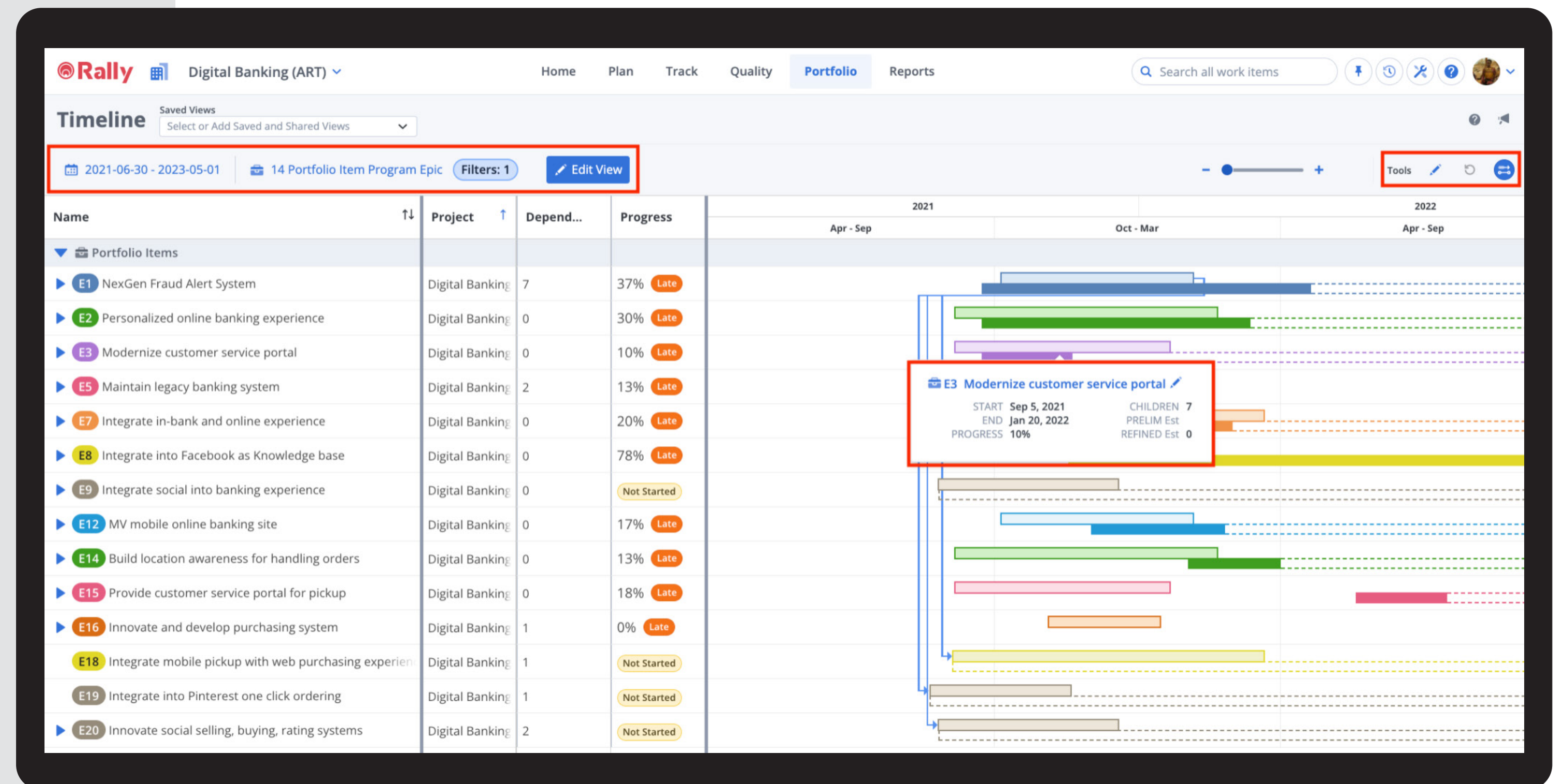


Figure L. Timeline page

PORTFOLIO/RELEASE TRACKING PAGE



Rally offers multiple ways to assess and understand overall content, progress, and trends for a Release timebox. These views are often used for mid-term (quarterly) planning, which is analogous to a Program Increment.

Rally offers a Release Tracking page with a number of different views. With this page, you can track, on an iteration-by-iteration basis, how features for the mid-term plan are scheduled and their current progress across all the teams that are a part of that plan. In addition, you can also see a view of all currently identified dependencies.

Figure [N] shows the Chart view on the Release Tracking page in which trend lines are mapped to ongoing progress. At any point in time, you can use this view to see if the organization is on track to deliver against its mid-term plan.

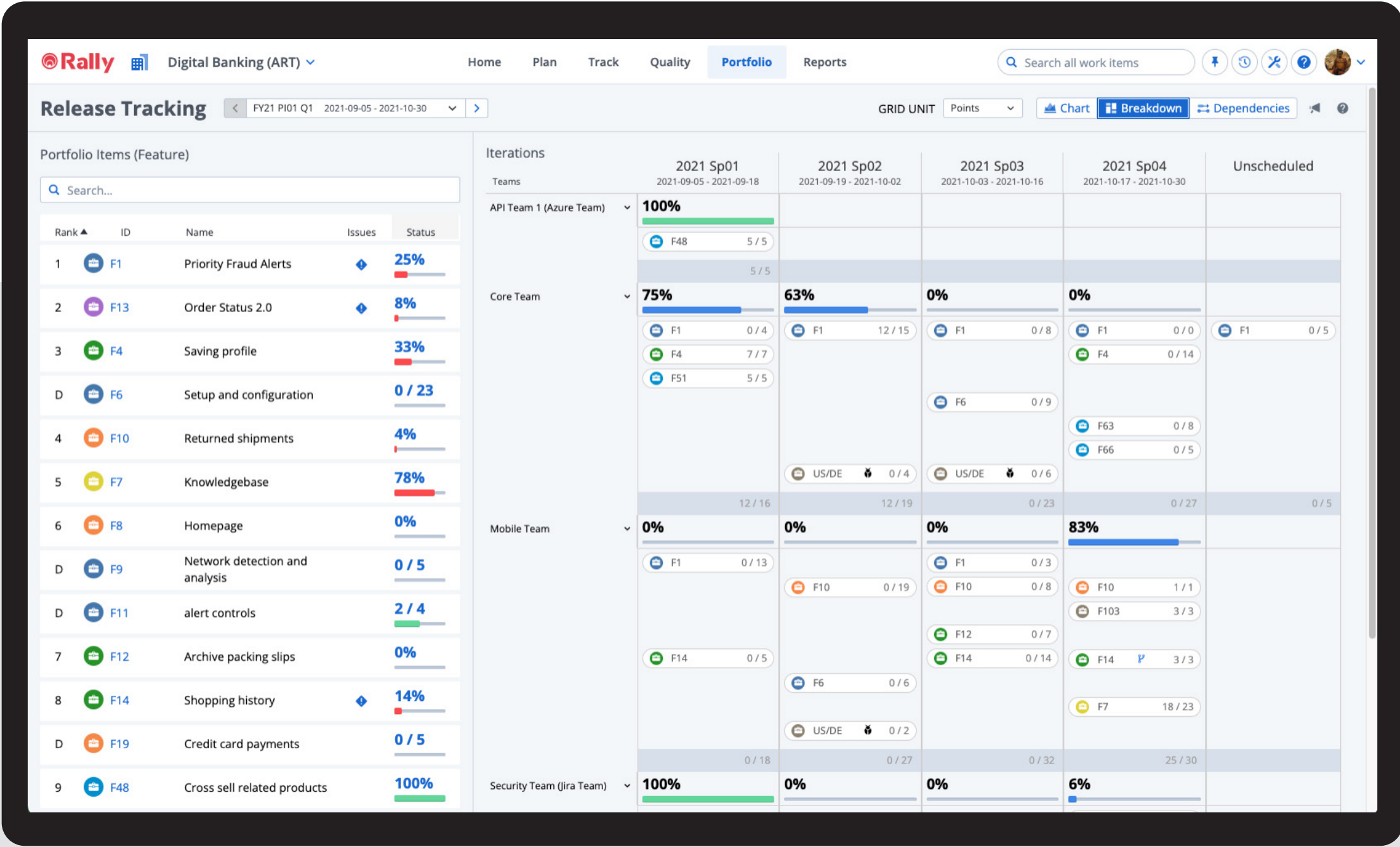


Figure M. Release Tracking page

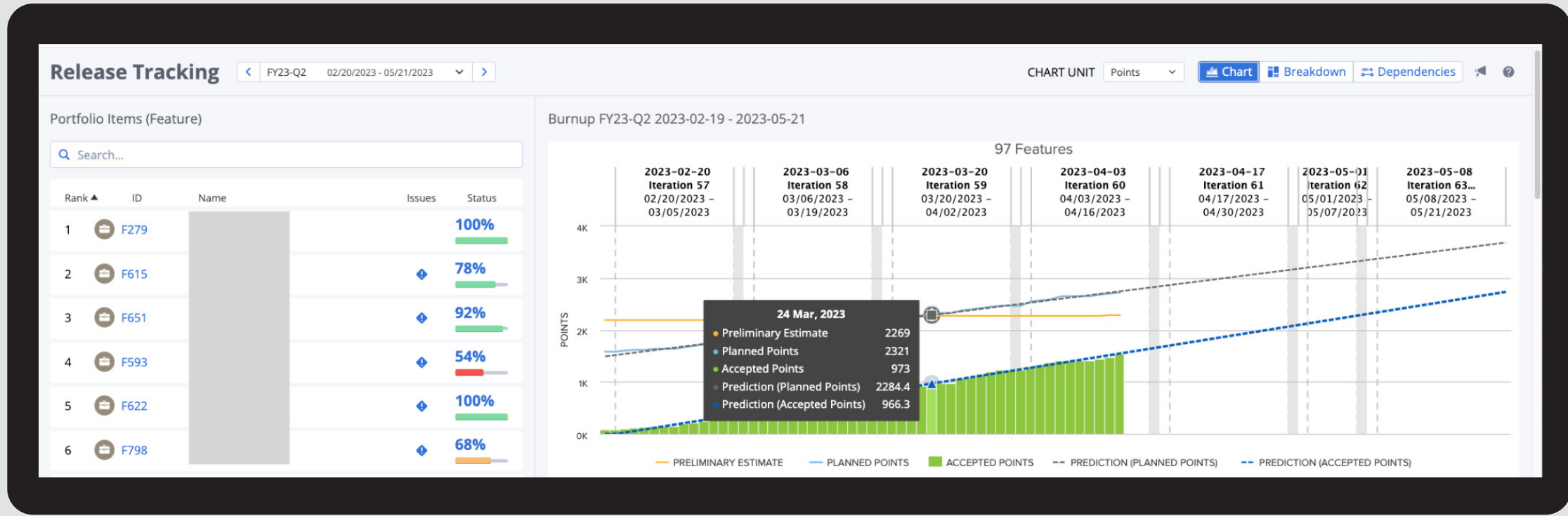
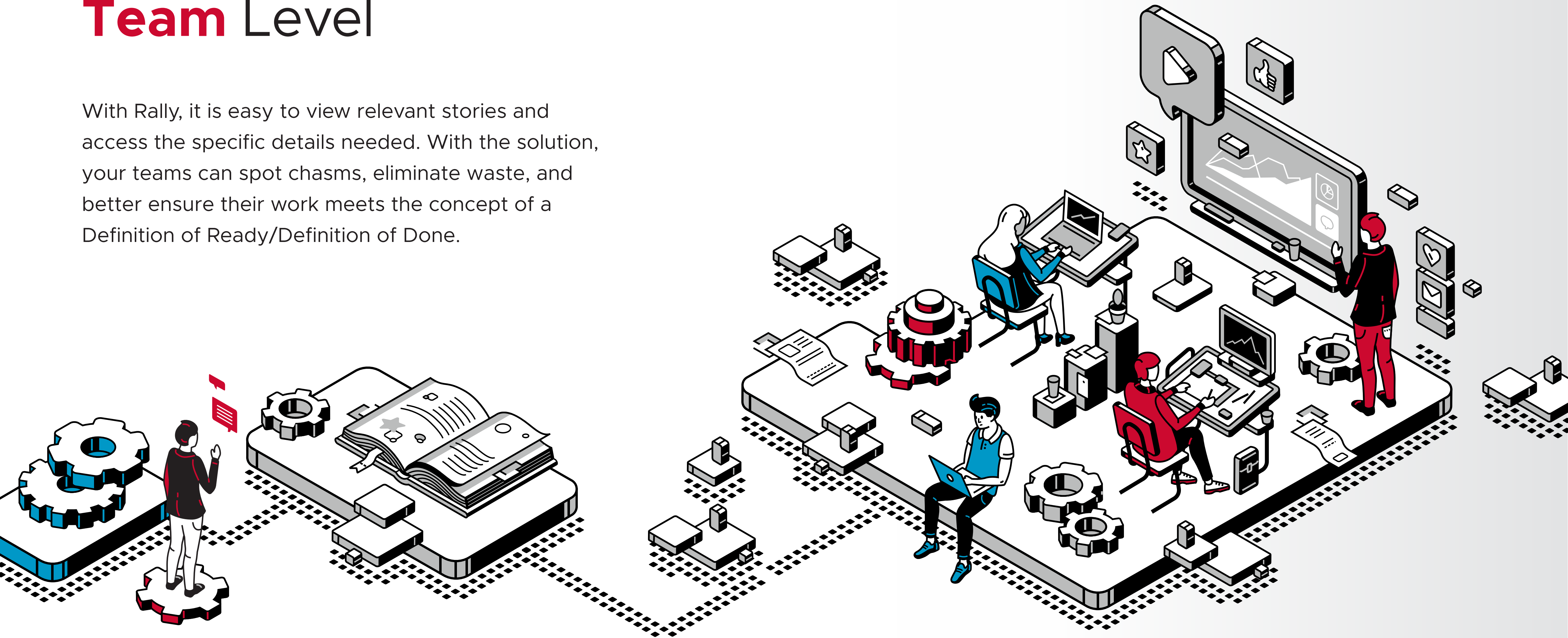


Figure N. Release Tracking page - Chart view

Team Level

With Rally, it is easy to view relevant stories and access the specific details needed. With the solution, your teams can spot chasms, eliminate waste, and better ensure their work meets the concept of a Definition of Ready/Definition of Done.



PLAN/USER STORIES PAGE

Rally has a feature rich User Stories page. You are able to see the inventory of all User Stories in the current Project or scope of Projects (depending on what level of the Organizational Hierarchy you are currently at). You are also able to:

- View information around user stories (estimates, etc.) as well as parent and child information for any parent user stories.
- Customize how you wish to display your user stories so you can easily find and manage your work.
- Assemble your stories into meaningful information radiators by creating your own custom views.
- Rank parent and child user stories.

This page gives you not only the visibility to view individual user story details at various levels of scope, but also helps you with team level alignment by letting you see all of the associations to a particular user story. This helps you eliminate chasms from the bottom up by insuring your work continues to be aligned to your objectives and overall strategy.

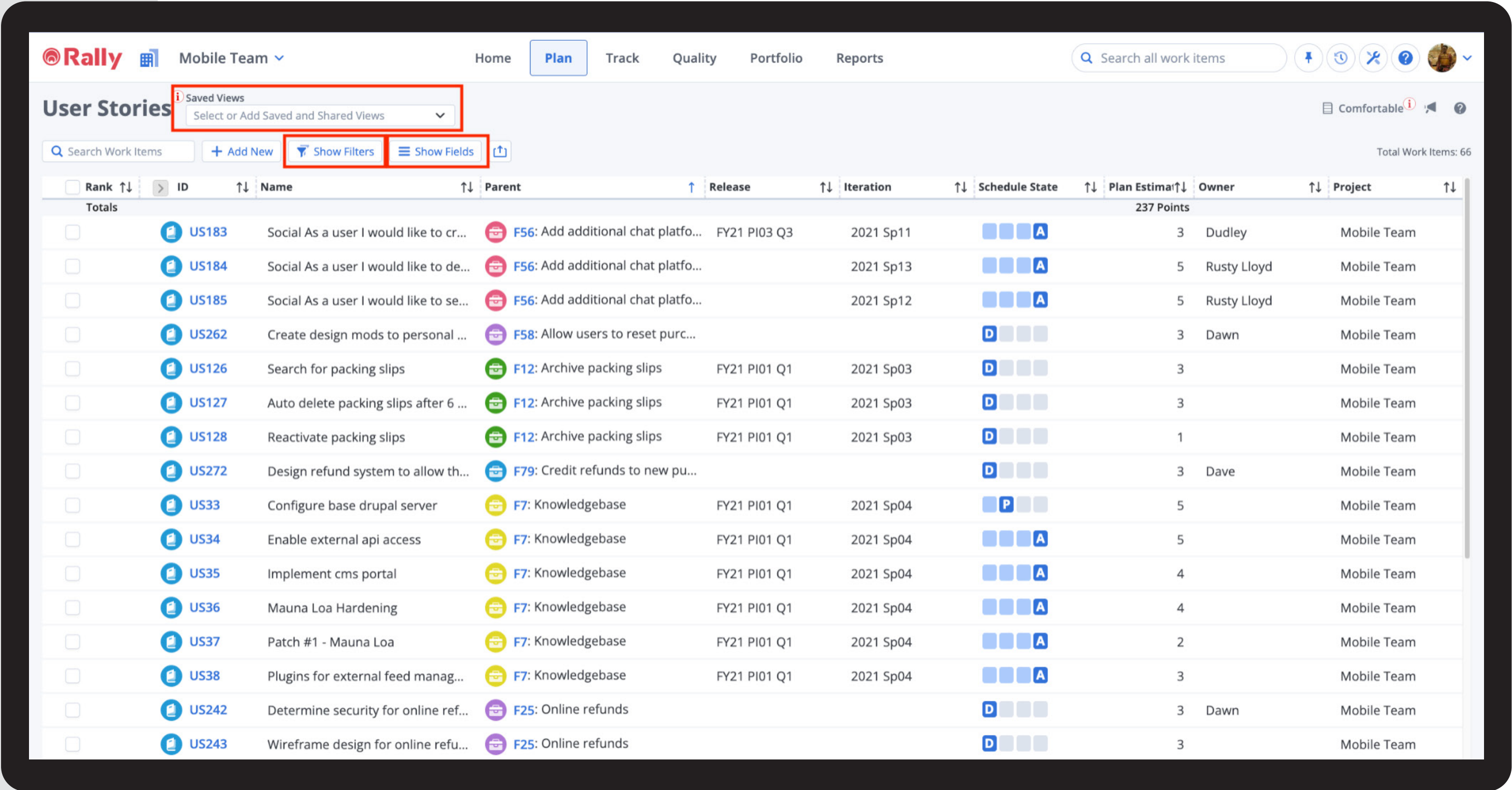


Figure O. User Stories page

PLAN/TEAM PLANNING PAGE

Rally features a robust Team Planning page. On this page, users can map out a plan for a longer time span than a single iteration or sprint. Through this page, users can perform these tasks:

- View their backlog from a variety of perspectives, including stories, defects, features, test sets, and unfinished/unscheduled work.
- Set a plan for their team within one or more iterations or sprints, and within a release or program increment.
- Track any issues that may arise, such as a lack of work estimates.

This visibility can help you remove communication barriers between teams, make more informed decisions, and gain the transparency needed to align work efforts.

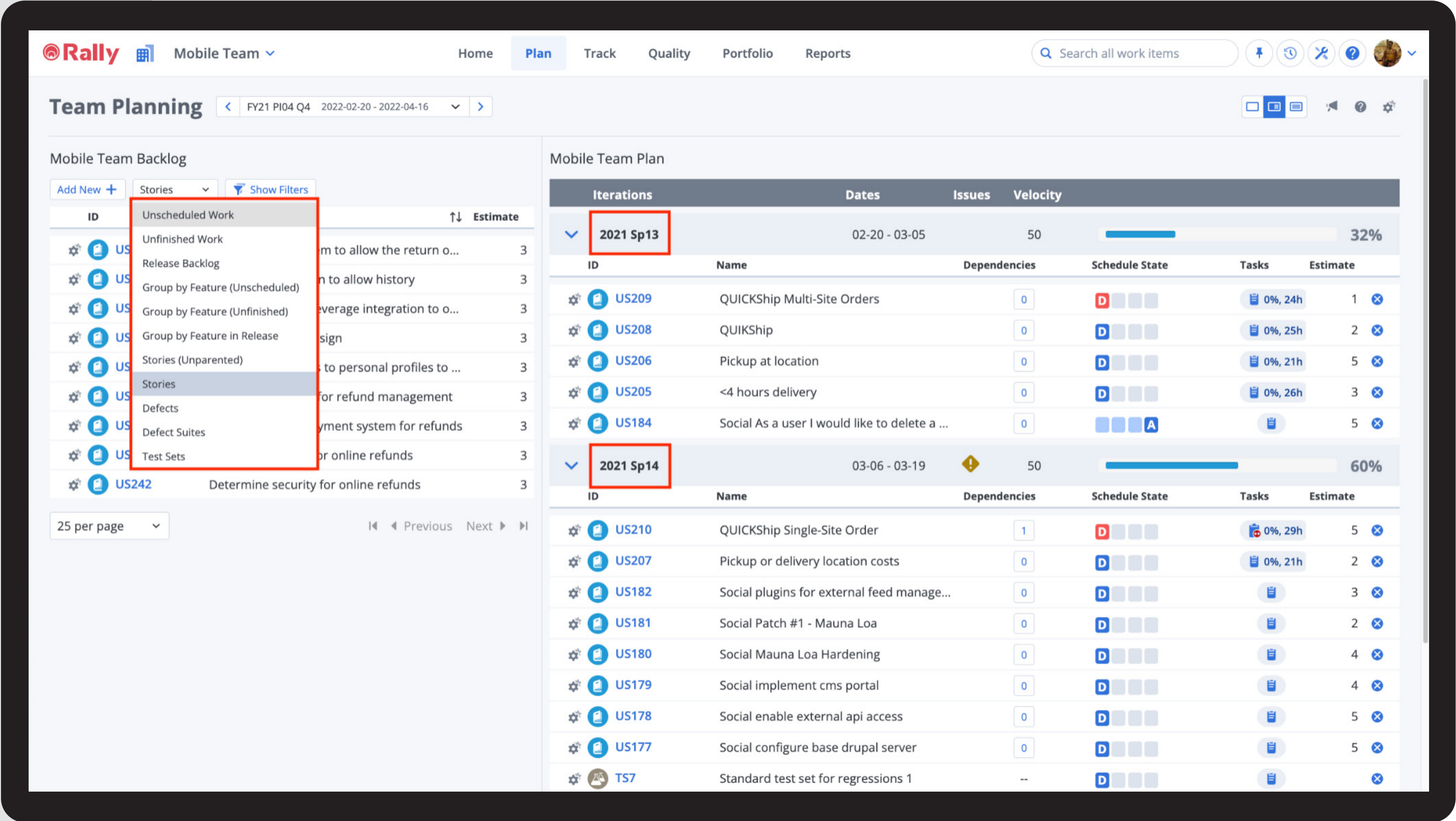


Figure P. Team Planning page

TRACK/TEAM BOARD – ITERATION STATUS

Rally’s Team Board page equips you with a time- and execution-focused view of work. You can use this visibility (while Iterations are shown, you can also review Releases and Milestones) to disseminate real-time status and other information to your teams. This is a really powerful capability, as it gives you the ability to view team information from a variety of time based perspectives. In summary, this page improves communication and collaboration by giving your teams an effective view to assess current progress, review iterations (and other timeboxes) that you have previously worked on, and plan for work in future iterations/timeboxes.

Focusing on communication and collaboration is essential in bridging chasms in an organization. Through these pages, users can see a summary of the selected iteration, including planned and delivered velocity, timebox burndown, flow state, and other widgets. In addition, more details on the iteration can be viewed in a list or board view.

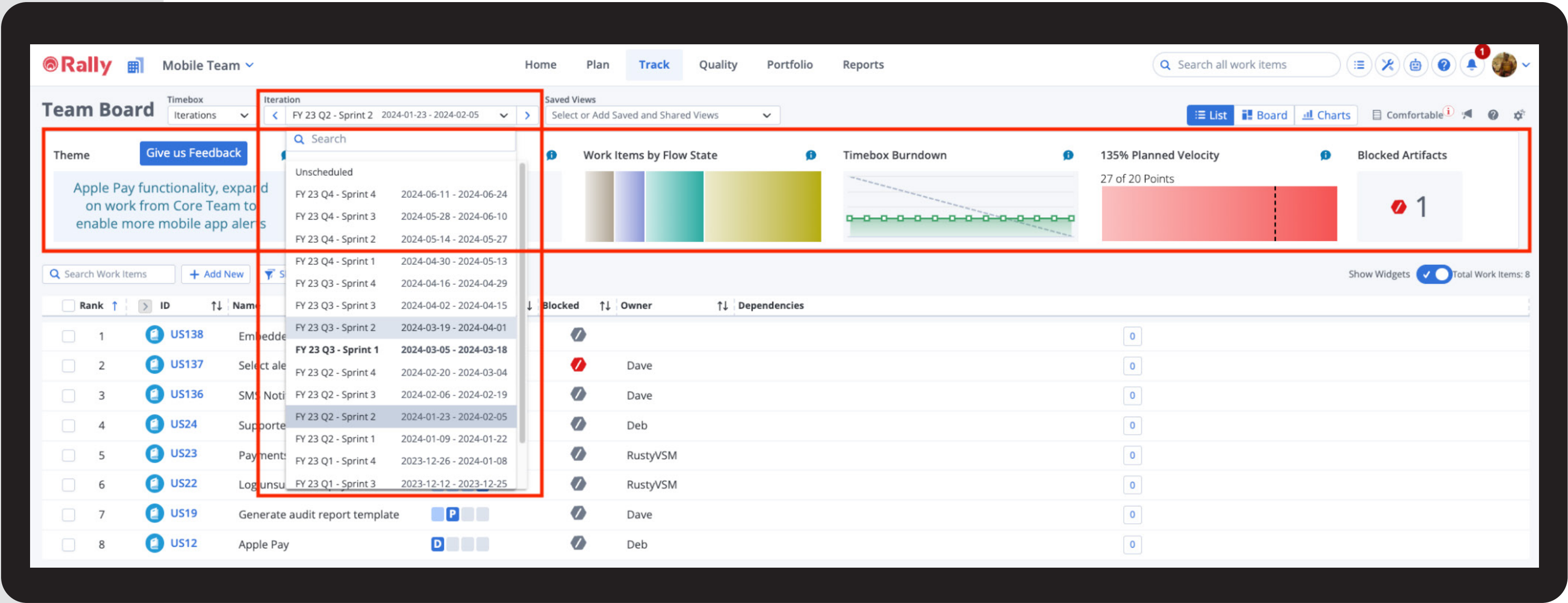


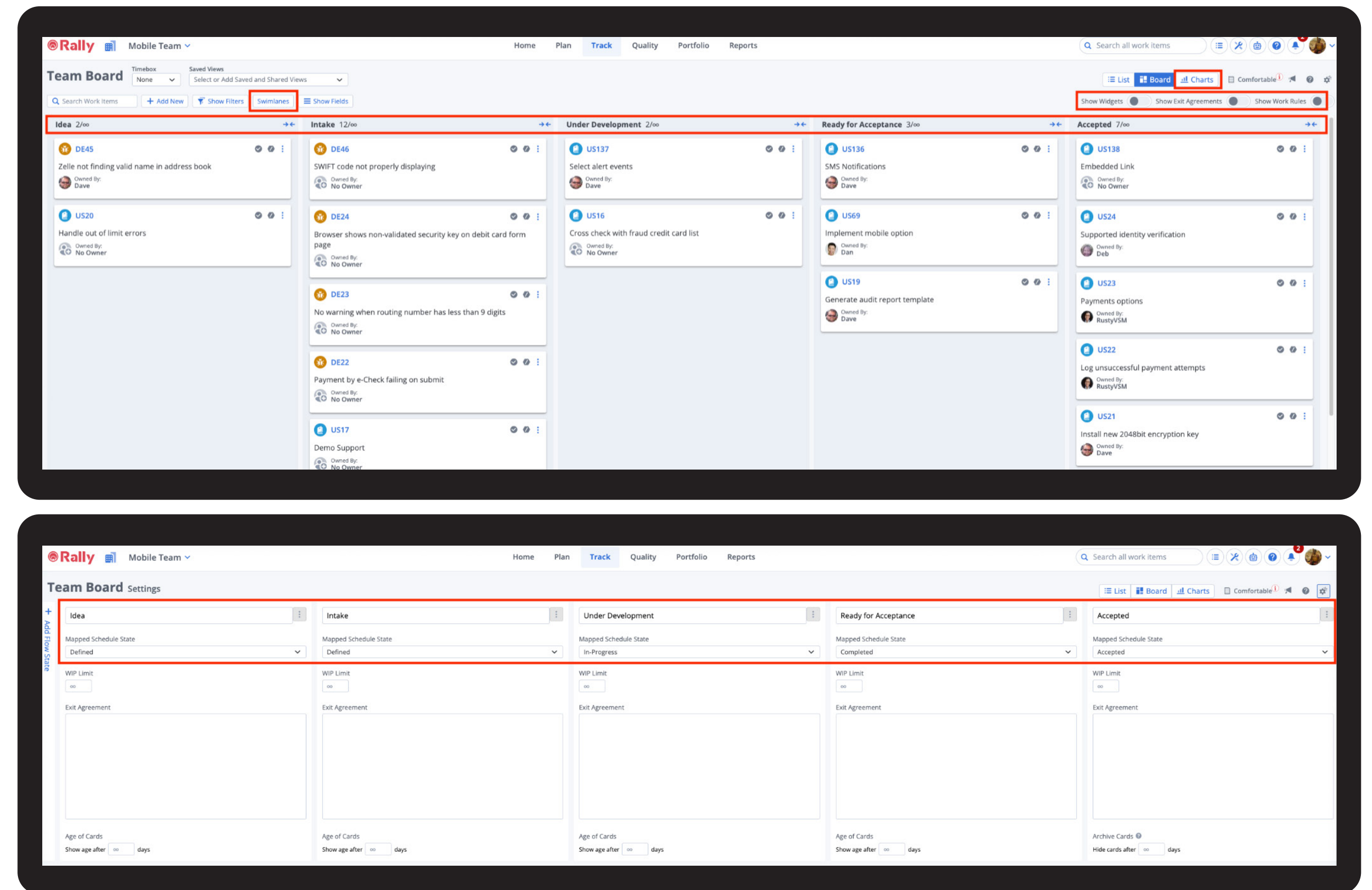
Figure Q. Team Board page - Iteration Status

TRACK/TEAM BOARD – KANBAN BOARD

For teams looking to track their work from a Kanban (flow) perspective, Rally offers this option as well on the Team Board. Through this board, you can create a customized workflow (way of working) for each team and then associate that back to your Organization’s standard schedule states. You can also track exit agreements, employ governance via work rules, and leverage swimlanes for more pinpoint information about the work that you are doing.

With these capabilities, you can gain the real-time visibility needed to enhance communication, improve efficiency, reduce waste, and eliminate chasms.

It is also important to note that Rally is the only platform that lets you aggregate information across different ways of working, whether you are focusing on time or flow based ways of work delivery and execution. This is evidenced by the fact that you can use either time or flow based ways of working on the same page.



Figures R and S. Team Board page - Kanban Board with a Customized Workflow

Several specific pages will also help users recognize and address chasms at the team level, including these pages: Plan/Backlog, Quality/Defects, and Quality/Test Plan. While we will not detail the pages in this document, Rally has robust online help information which will aid you in learning more about the importance of using these pages in your day to day team level efforts.

TRACK/TEAM BOARD – FLOW METRICS CHARTS

Rally delivers a number of metrics that help you focus on how efficiently your teams are delivering work, allowing you to make more informed decisions with both real-time and historical data. Within the Team Board page, you can access these Flow Metrics:

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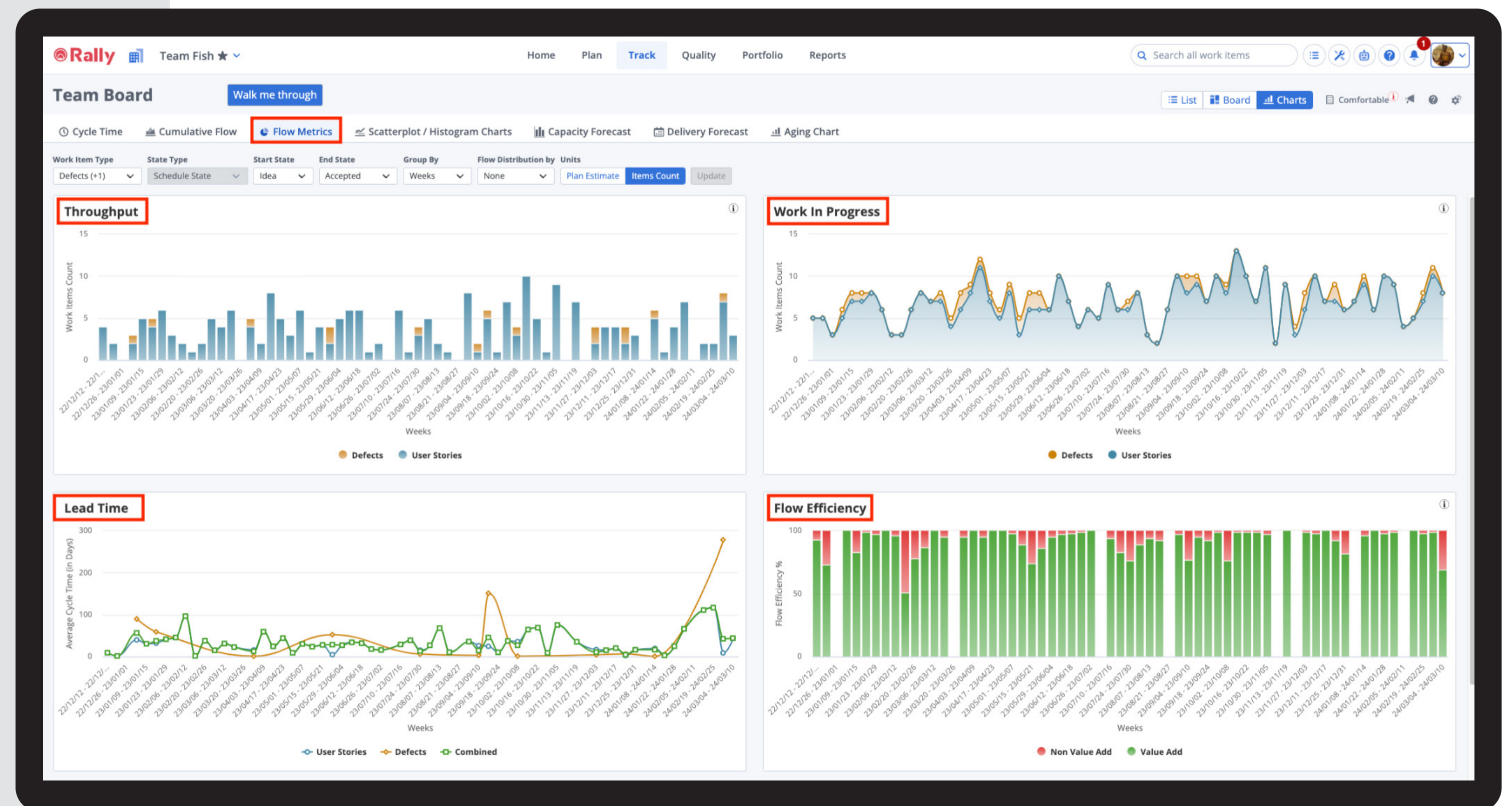


Figure T. Flow Metrics within the Team Board page

TRACK/TEAM BOARD – CUMULATIVE FLOW DIAGRAM CHARTS

The Cumulative Flow chart is a powerful tool. The chart features smart analytics that detect workflow patterns and offer coaching advice. These analytics help you and your teams assess impact, and make more informed decisions by interpreting data and identifying action items for continuous improvement. You can click on a pattern to see a brief description. Then you can click on Show Guidance to see pattern insights and recommended actions.

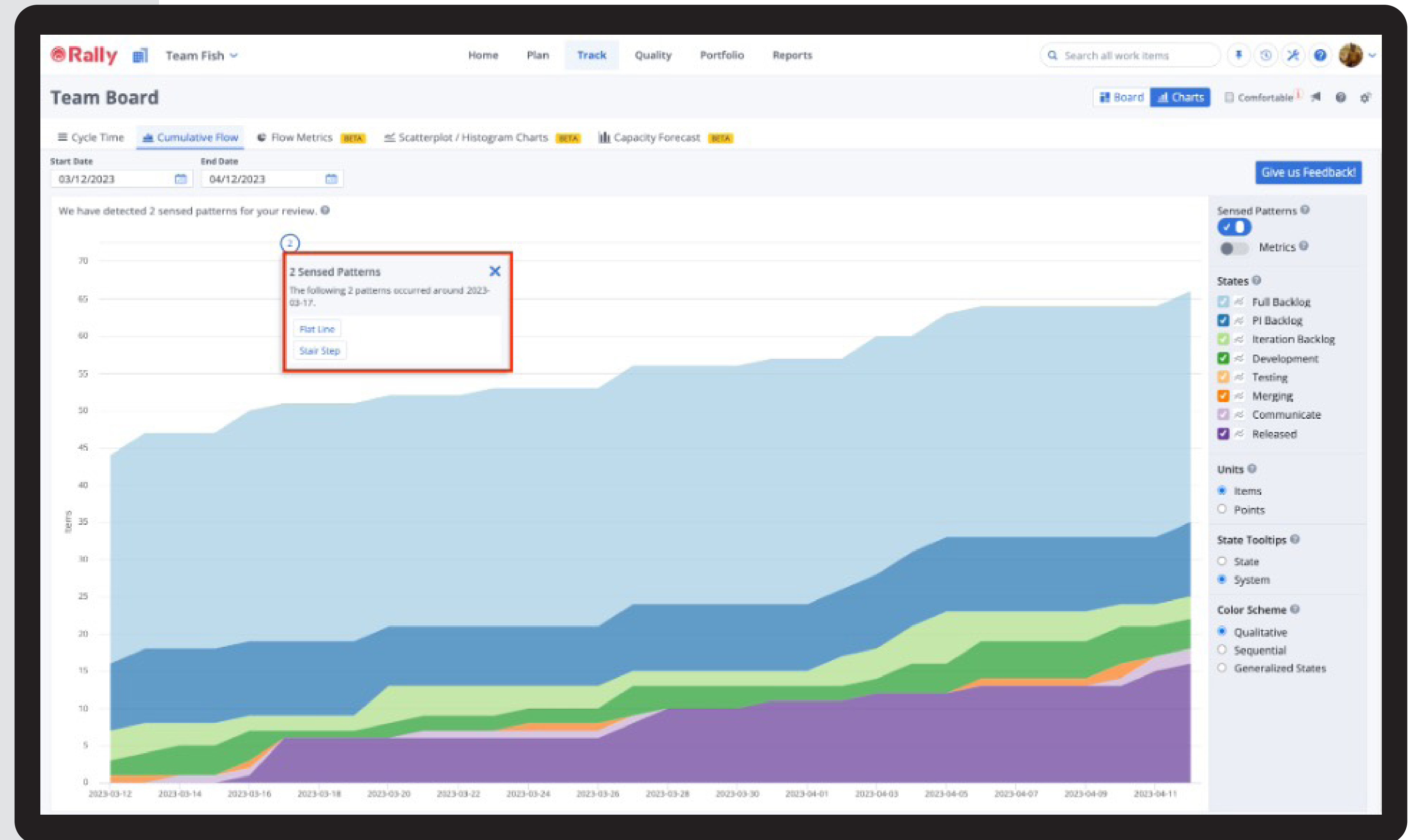


Figure U. Cumulative Flow Diagram from the Team Board page

Conclusion

Chasms may be costing your organization dearly. Rally can help.

Rally provides automatic data rollup and information aggregation, as well as real-time metrics and reporting from the team level to the team and teams level in an organization. This enables team members, executives and other stakeholders to visualize information across their organization, align data at every level, and make informed decisions based on visible empirical data. Rally enables you to plan, prioritize, manage, track, and continuously improve your work. With the solution, your teams can spot—and address—the chasms that keep your business from executing effectively.

**PLEASE DON'T HESITATE TO REACH OUT TO
LEARN MORE ABOUT HOW RALLY CAN HELP YOU
UNITE YOUR ENTERPRISE.**

