Journey to the Connected Enterprise with Jira Align

Author: Dean MacNeil, Head of Agile at Scale Practice, Valiantys
Co-Author: Daniel Kuperman, Head of Product Marketing,
Enterprise Agility, Atlassian

Table of contents

Executive summary

At Atlassian, our mission is to help unleash the potential of every team through software that makes teamwork work. We believe that by giving teams the tools they need to improve their ways of working, companies can make better products, people receive the care they need, and humanity achieves greater heights. In the current environment where work has been disrupted and remote collaboration is the new norm, having the right culture and the right technology can mean the difference between just surviving and successfully thriving in the new economy. This paper takes you through this changing work landscape and provides ideas on how to transform your organization so that you can harness the forces changing the market dynamics for the benefit of your customers and your competitive advantage.

Valiantys has been helping companies with agility by integrating Atlassian tools since 2006. Organizations rely on us to discuss agile foundations, agility at scale, integrating value stream management and mapping, culture, lean portfolio management, and more. Many of them look for guidance on their journey to become what Atlassian calls a connected enterprise.

Working with global organizations of different sizes, with various agile maturity levels and verticals, has allowed Valiantys to carefully structure our expertise around agility at scale. By discussing the best path to the right technologies and systems, processes, and practices, Atlassian and Valiantys can help your organization become a connected enterprise.

We will embark on a journey that will cover:

- What market drivers are pushing companies to focus on digital transformation, agility at scale, and value stream management for product development.

- Where the industry stands on these topics and what we can learn from the current state of affairs and from our clients.

- The Valiantys solution and approach to the connected enterprise, with a focus on Jira Align and the services required to successfully implement it.

Product development and digital transformation drivers

Digital transformation or the integration of digital technologies into all areas of a business changes the way companies operate but also generates value. Companies invest heavily in their digital transformation to provide fundamental new capabilities enabling new business models, strategies, and products. Key components of this transformation for product development are agility, agility at scale, and value stream management, all of which will be the focus of this paper.

Technology and the need to enable new strategies, business models and ways of working to better measure the value an organization creates is a key driver for digital transformation. All these changes are happening at a staggering pace. If we take a moment to step back to understand what drives those changes, we identify three major external forces.

The pervasiveness of software and the need for enterprise-size agile frameworks

Software is a major component of any product or service today. All companies now need to excel at software development in order to run their operations, develop new products and services, and compete with disruptive newcomers, as well as traditional competitors. Software can make or break an organization's ability to stay ahead. If you are a CEO, software should be at the top of your priority list.

Software is eating the world

Everybody in the tech industry knows this brutal sentence from Marc Andreessen[1] (founder of Netscape and partner at the VC firm he started with Ben Horowitz more than ten years ago). This sentence can be understood in many ways, all having a deep and lasting impact on all businesses.

- As of January 2021, the internet has 4.6 billion users worldwide – with more than 90% of the users accessing the internet through mobile devices. The cost of infrastructure access has plummeted exponentially in the last ten years, which means that access to a global marketplace is easier than ever, with low barriers to entry, increasing competitive pressure.

- Since Apple invented the iPhone and replaced a physical keyboard with a piece of software and a screen, the integration of software and hardware has come a long way. Dashboards on modern cars are just screens, replacing complex mechanical systems, and bringing more flexibility and upgradability. All companies in the automotive supply chain, for example, had to become experts in developing and integrating software and hardware to the point that today, cars have firmware updates, similar to phones, watches, TVs, electric bicycles, and soon refrigerators and washing machines. All the subsystems in a car today use more than 100 million lines of code, coming from a myriad of suppliers and requiring robust integration, not to mention QA.

- An increasing number of physical artifacts (books, pictures, music, movies, invoices, CVs, and even money) are becoming digital. One of the main reasons for Netflix's success (and the eventual demise of Blockbuster) has been their focus on removing the physical DVDs from the movie-watching experience and integrating the whole movie supply chain digitally. Starting from a front end of digital movie cameras able to generate and store digital images, to optimized streaming apps including advanced compression algorithms and multiple codecs, the end goal enabled viewing on any device, making the customer experience seamless and deceptively simple.

---

1. Why software is eating the world – Marc Andreessen's blog. https://a16z.com/2011/08/20/why-software-is-eating-the-world/

- This situation gives a tremendous edge to technology companies compared to traditional players. Today, Apple sells more watches than the entire Swiss watch industry, including traditional players who have been in the industry for 150+ years. The largest retailer in the world, Amazon, is first and foremost a software company. Tesla has been developing major software features for their cars that they will be able to upsell to existing clients by upgrading cars[1].

- Regardless of the industry you are in, software is required to run your operations, interact with your customers, and build the necessary capabilities into your products and services to stay competitive and attractive to customers.

With Kent Beck's "Extreme Programming" in 1996[2] and the "Agile Manifesto" in 2001[3], agile practices have increasingly captured the attention of the software development community in the largest enterprises, particularly over the last decade. Back then, Atlassian was a pioneer in offering tools like Jira, that would support this dramatic change in the efficiency of development teams. But agility works optimally for teams of seven to ten people – it's the famous "two pizza rule." So how can companies get organized when they want hundreds or thousands of developers to cooperate efficiently?

---

1. Tesla's business advantage is software – Business Insider. https://www.businessinsider.fr/us/tesla-fsd-software-advantage-over-other-automakers-gene-munster-2020-12

2. Kent Beck, Extreme Programming. https://www.amazon.com/Extreme-Programming-Explained-Embrace-Change-dp-0321278658/dp/0321278658/

3. Agile Manifesto. http://agilemanifesto.org

Being agile or doing agile?

Agile can look simple on the surface. Hire a Product Owner, a Scrum Master, do daily stand-ups and sprints, and you're there. We have seen many teams who claim to be agile, and truly think they are. They have adopted the agile practices, but the mindset is still the same (yearly budgets, top-down, command and control, etc.) and in effect, the agility is just an illusion – making it impossible to reap the benefits of this new way of developing software. We cannot stress the fact enough that agility is much more than a couple of artifacts, it really requires a new mindset that needs to permeate the whole organization, and not stay confined to the Dev and Ops departments.

They turn to agile frameworks – sets of guidelines and principles enabling the value and benefits of agility with teams of teams, eventually expanding to the whole organization. Agile frameworks such as SAFe® are becoming the new "operating system" for efficient companies. They provide guiding principles to focus on what really matters: cutting the waste and focusing on the value generated for the client, and recommendations for tightly integrating DevOps and Value Stream Management into those new practices.

Scaling agile

As the saying goes: "Agile is hard, scaling agile is harder." First, before attempting to scale, the organization has to be truly agile at the team level, with some level of unification, and a consensus around semantics. So when you build your team of teams, or program, or agile release train, everybody is talking the same language and has consistent ways of working. If teams have inconsistent sprint cadences (two weeks vs one month) and methods (agile vs. waterfall or agile hybrid - yes, we have seen this), then it is not the best recipe for success. No tool can magically fix it. Last, scaling cannot just be decided at the c-level and implemented top-down – you don't implement a mindset change. People have to experience it, use it, make mistakes, learn from them, and progress. Scaling agile is a huge cultural change at the enterprise level, and requires carefully planned change management with a strong focus on cross-functional teams.

Value Streams

A value stream is the step-by-step process that an organization uses to provide value to a customer. In other words, all activities done to plan, design, build and deliver business value. It's a key concept in SAFe® and a very powerful tool to analyze how an organization works, and, more critically, how it can be improved to deliver more value, faster, and with less waste.

It seems obvious: a company is the sum of processes that should all be geared toward client value. So, all companies have value streams but most organizations are not structured around them. A typical company will have multiple departments (sales, marketing, engineering, quality, finance, etc.) which are focused on their own operational goals and therefore have a natural tendency to work in insulation from the others, while the value stream is cross-functional by nature. That's called organizational silos, as described in The Silo Effect[1]. The issue is that it's quite natural for a growing organization to get structured in specialized departments. A sales rep is not a developer. Companies want the best specialists in their respective fields to create value, but the conundrum is that value creation requires cross-functional teams, because that's how the value stream works. And silos create hands-off and delays, difficult communication, and a lack of common perspective. That is why it's so critical to change the perspective and focus on the value streams.

SAFe® defines two types of mutually dependent value streams[2]:

- Operational value streams contain the steps and people who deliver end-user value using solutions created by the development value streams.

- Development value streams contain the steps and the people who develop solutions used by operational value streams.

Identifying a company's value streams and organizing around them will accelerate time to value and reduce waste. But where to start?

Value Stream Identification: All companies have value streams, but where are they? We call this "organizing around value," and usually help our clients start the process. It is a key element of the Level Up service offered by Valiantys. SAFe® also has recommendations on how to do it.[3]

---

1. Scaling Agile with Jira Align, Dean MacNeil and Aslam Cader. https://www.packtpub.com/product/scaling-agile-with-jira-align/9781800203211

2. Value Streams, Scaled Agile Framework.https://www.scaledagileframework.com/value-streams/

3. Identifying Value Streams, Scaled Agile Framework. https://www.scaledagileframework.com/identify-value-streams-and-arts/

Value Stream Mapping (or Value Stream Optimization): This is the analysis of the efficiency of the activities that deliver customer value. Once the current state is identified (probably with many underlying inefficiencies, bottlenecks, etc.) we can design the desired future state, trying to limit the waste and be as lean as possible.

Value Stream Management and Flow Metrics: Once the Value Stream Mapping has been performed and teams organized accordingly, the next logical step is to monitor its efficiency toward the end goal, consistently delivering business value. That's called Value Stream Management (VSM). It can be a bit confusing though, as the same acronym is used for the previously mentioned activity, Value Stream Mapping. The indicators used for Value Stream Management focus on the efficiency of the flow delivering value to the customer; they are called flow metrics in SAFe® semantics. As for many other SAFe® concepts, the inspiration comes from lean kanban manufacturing – flow metrics are similar to assembly line metrics, with a different name, due to the fact that flow is virtual. Throughput becomes "flow velocity" and WIP "flow load." The end goal is to visualize the flow of business value and expose bottlenecks, in order to continuously optimize business value delivery. Jira Align, with its reporting module Enterprise Insights, can pull all the required data to build a Flow Metrics dashboard tailored to your needs.
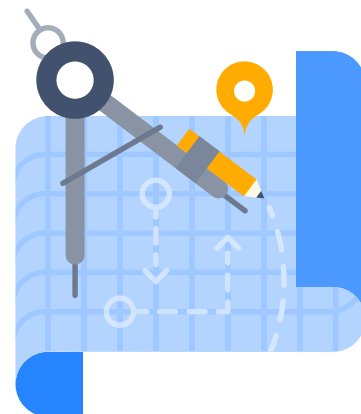
Instability, disruptions, and dealing with VUCA

Leading a company and making decisions in the current business environment is not for the faint of heart. The world is VUCA (Volatile, Uncertain, Complex, and Ambiguous) and disruptions happen every day. The COVID-19 pandemic was and still is a global event that forced all companies to review their plans in days instead of months. The ones capable of adapting quickly actually benefited from the pandemic. If you cannot prepare for something, you need to be ready for anything. This means increased agility, resilience, and antifragility, as well as relevant, accessible data to support your decision process.

Demanding clients

Another driver toward digital transformation is the increased focus on customer experience and value. Clayton Christensen, in his last book, Competing against luck – the story of innovation and client choice[1] sums it as: "clients don't buy products or services, they 'hire' them to get a job done." Understanding how a product or a service can help people get their jobs done, in their daily lives or at work, is the key to successful innovation. This means focusing on the value that the customer receives from the product or the service. Understanding what and how the value is delivered is the key to optimizing products and services and also in identifying new ways of delivering that value. Amazon, having obsessed over streamlining the job of "buying anything and everything with utmost simplicity" is a good example. As Jeff Bezos famously said, "the single most important thing is to focus obsessively on the customer" and "we're not competitor obsessed, we're customer obsessed." Customer value has to become the driving force behind every investment in a company and the way that success is measured. This is often aided by the mindset shift from projects and yearly budgets to value streams and business outcomes.

---

1. "Competing against luck – the story of innovation and client choice", Clayton Christensen. https://www.amazon.com/Competing-Against-Luck-Innovation-client/dp/0062435612

Our vision is that successful companies will have all their teams connected through large-scale agility and work toward the same customer-centric business outcomes. This though requires a significant mindset change, starting at the c-suite. Implementing the right tools – specifically, Jira at the team level and Jira Align at the program (teams of teams) and portfolio levels – to support agile practices and enable the transformation is a foundational step in the journey to the connected enterprise.

Agile at scale, or business agility, is the way to achieve critical business outcomes. The companies leading the charge will be the first to achieve higher performance in innovation and growth and will reap greater benefits.
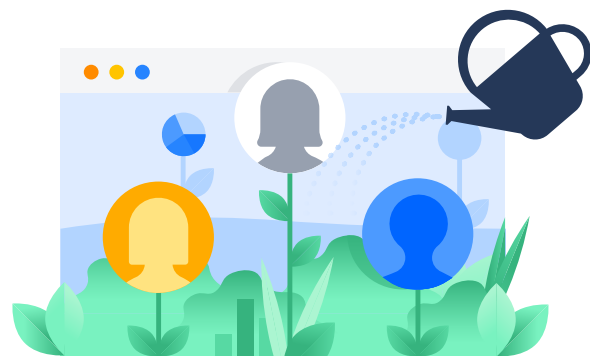
Trends in the industry and clients today

When it comes to product and software development excellence, many companies are already accelerating the pace of change. We will go through the 2021 State of Agile report, a yearly study of over 1,000 companies worldwide, and compare the results with Valiantys' direct experiences with clients using Jira Align.

Agile and agile at scale experience

- 65% of companies have more than three years experience with agile

- Agile adoption is soaring, from 37% in 2020 to 86% in 2021

- More than two-thirds of companies have DevOps and Value Stream Management connected to their agile transformation

- The top tools for agility include Jira, Trello, and Jira Align

- The most popular framework for agility at scale is SAFe®

The Atlassian-Valiantys take

We are not surprised with this growth! We would add that Confluence is also a fantastic tool for teamwork, especially for remote collaboration and ideation. The same goes with Bitbucket for DevOps.

---

1. State of agile report 2021. https://stateofagile.com/#

Expected benefits of Agile and agile at scale

The expected benefits summarized below are aligned with the identified business drivers we listed above. The overall goal is the same: efficient teams of teams delivering strategically aligned, higher quality products, faster to market, in a world where priorities can shift abruptly.

Benefit	Percentage
Enhance ability to manage changing priorities	64%
Accelerate software delivery	64%
Increase team productivity	47%
Improve business and IT alignment	47%
Enhance software quality	42%

The Atlassian-Valiantys take

We have noticed that the expected benefits above are consistent with what we see working alongside our clients, but with an additional focus on the value that tools can provide. Broadly, it is about aligning strategy with execution and expecting a two-stage approach with experienced benefits. We can call them tactical benefits (short term) and strategic benefits (longer-term with higher value).

Tactical, quantifiable benefits

- **Reduce alignment waste, work not aligned with client value, or duplicated.** Jira Align will enable your organization to have total visibility of your team's work and remove all the guesswork.

- **Streamline and automate reporting, and get it on time**. Slides decks and spreadsheets are time-consuming and never accurate, but better than nothing, right? Jira Align provides a centralized system for your record of work, saving you time, money and getting you the actionable data that you need for improved decision-making.

- **Reduce tool spending.** A myriad of tools from multiple vendors managed by different teams can be time-consuming and costly. Bringing all those tools together and building a well-connected infrastructure will help you achieve better and more efficient ways of working.

Qualitative benefit

- **Increase sense of purpose.** By linking work to specific goals and expected outcomes, Jira Align gives team members a sense of purpose and connection to the work being done in support of the company's objectives. This is a very powerful motivational driver, as demonstrated by Daniel Pink in his book about motivation, Drive[1]. Purpose is one of the top three elements of motivation at work.

Strategic benefit

An essential strategic benefit is to accelerate your digital, agile at scale transformation. Having the mindset and the toolset to pivot quickly when the environment changes is now a matter of survival. The faster you get there, the better off you are. This journey is a significant investment, therefore reaching your goals even 10% or 20% faster will generate tremendous returns.

Measurements of success

As the overall goal is to increase the value delivered and improve outcomes simultaneously, the top three measures of success, according to the report, are:

Business value	58%
Client/user satisfaction	60%
Business objectives achieved	50%

1. Drive, Dan Pink. https://www.amazon.com/Drive-Surprising-Truth-About-Motivates/dp/1594488843/)

The Atlassian-Valiantys take

We find it great to see that the indicators are focused on value and business outcomes rather than internal team KPIs, which is a true sign of agile maturity. Here is a refresher on how OKRs and KPIs should work in synchronicity.

Key Performance Indicators (KPIs) are measures used to track the operation of your organization. You can think of OKRs as giving the KPIs a direction, focusing on what you want to accomplish. In other words, OKRs point you in the right direction, while KPIs tell you how fast you are going, how much fuel you are using, and how many miles you've traveled.

Let's use an example of how this works in Jira Align. Let's say you have an objective to improve your NPS score from five (current) to nine (target) by the end of the year. The key results (KRs) would be measuring elements that are directly correlated to reaching this objective, and could be:

- Improve product usability to 90% customer satisfaction

- Increase system processing time to generate reports in less than three seconds

As we look at the KRs, you will notice that they have specific measurements. Customer satisfaction is a specific performance indicator and the system processing time is another. In addition, each KR could have different KPIs that you need to track internally as a way to get to that specific KR (report processing time may require a look at system uptime, concurrent queries, and so on that your team may need to monitor).

When you set up OKRs in Jira Align, the system guides you through this process. You start by defining your company's mission and vision, and then you configure objectives and tie them with specific key results. As you connect Jira Align with Jira Software, you will provide your teams with a direct connection between the work they are doing daily with the key goals and results set by leadership. By providing context to their work, teams become more empowered and aligned toward the ultimate vision for their company.

Challenges

Transformation is not trivial. Respondents of the report mention many challenges, mostly centering around culture and practices.

Inconsistent processes and practices across teams	**46%**
Organizational culture at odds with agile values	**43%**
General resistance to change	**42%**
Lack of skills/experience with Agile methods	**42%**
Not enough leadership participation	**41%**

The Atlassian-Valiantys take

We have seen all of these challenges when engaged with clients. Some of them are reasonably easy to tackle. Lack of skills can be remediated through Agile coaching and training. Inconsistent processes and practices can actually be revealed through a deeper analysis of how teams use their tools (typically Jira), and once audited and put on the table, we can begin building a common structure for all the teams who are going to scale together. An initial focus on the toolset at the team level can be very revealing and powerful for the next steps.

Changing culture is long-haul work and requires some heavy lifting. In our experience, the best approach is to drive change by example – let resistant teams see the results the others are getting to motivate them to join and embrace the change.

While we value individuals and interactions over processes and tools, the fact is that tools matter. We can build a virtuous circle, driving change using tools analysis and optimization as a cornerstone, concurrent with training, coaching, and leadership workshops.

Toolsets

Top tools being used:

Tool	Percentage
Kanban boards	77%
Taskboards	67%
Spreadsheets	66%
Agile Project management tool	64%
Bug Tracker	62%

The Atlassian-Valiantys take

We find it remarkable that spreadsheets are used by two-thirds of the total respondents. We know from experience that they are quite often used for reporting – a data set and a couple of pivot tables can shed some light on loosely structured data. But, obviously, there are much better ways to manage information flow within an organization. Jira Align can reduce reliance on manual spreadsheets by automating reporting and two-way communications while enabling transparency across teams in a single source of truth that the whole organization can rely on.

In order to scale agile and successfully transform a company, it is necessary for teams that used to work in isolation to improve the way they collaborate with other teams. This means improving cross-team transparency and generating visibility into cross-team dependencies. Executives also need to change the way they invest and track budgets. For this to take place companies need to look for ways of connecting disparate work and roll it up into programs and portfolios. Jira Align was made to help with this rollup view and while teams continue working in their team-level tools like Jira, their work items are connected across the different teams into live roadmaps with multi-product views. There, dependencies can be easily identified and resolved. For executives, portfolio-level views provide key insights into their initiatives which become easier to manage with all the related data on people, work, time, and outcomes connected. This, in summary, is the beginning of achieving the vision of the connected enterprise.

The increasing focus on Value Stream Management

As a complement to agility at scale, Value Stream Management is becoming increasingly popular, as described in the VSM Report 2021[1].

Here are some key findings of the report:

A value stream is "the sequence of activities an organization undertakes to deliver on a customer need."[2] Mapping a value stream gives a holistic view of how work flows through entire systems and the ability to develop a strategic direction for improvements to deliver value to customers.

- Organizations are identifying value streams and organizing around them. As organizations need to continuously innovate, it is essential to understand the key value streams, gain visibility into them, and organize around them to then improve value delivery.

- Product-oriented teams are more effective than project-oriented teams. Product focus binds the team more closely to the producer-consumer relationship. Value is determined by the product's consumer utilization, rather than abstract outputs defined by the project, or program.

- People have roles specifically focused on value stream-centric ways of working. By defining organizational roles in terms of their value stream, individuals know their spheres of responsibility. Having specifically defined roles who own the adoption helps drive teams to think about value and change how it is managed.

Structuring the activities around value streams is also a significant change that demands c-suite attention, as it requires changing the organization:

- Flattening the hierarchy to distribute authority and empower individuals within teams. The idea is to have few or no levels of intervening management between individuals and leaders with the goal to promote individual contributors' involvement through a decentralized decision-making process. The advantage is that this generates an environment of creative discussions, ideas, and comments so that feedback flows fast across the team and up to the next level.

---

1. VSM report 2021. https://www.vsmconsortium.org/the-state-of-value-stream-management-report-2021
2. Value Stream Mapping, Karen Martin and Mike Osterling. https://www.amazon.com/Value-Stream-Mapping-Organizational-Transformation/dp/0071828915

- Breaking down silos for improved collaboration. When silos are eliminated, the flow of information is unencumbered and can be directed to reduce cognitive load. Additionally, unnecessary handoffs can be avoided as typically the group functions as a team. Critically, this shift means that the team can work autonomously with very little dependence on other teams and therefore can make necessary changes and adjustments quickly.

- Systems thinking to promote end-to-end lifecycle management. Practicing systems thinking means observing and understanding problems more completely and accurately before acting, and requires the willingness and availability of information to see a situation, problem, or product more interrelated and fully.
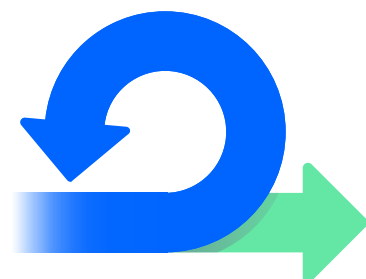
The Atlassian-Valiantys take

As you embark on a digital transformation initiative, take inventory of the value streams and start to rethink how teams and goals are formed. Moreover, ask yourself, are the tools being used today aligned to provide visibility into how the work is impacting each value stream? Is this visibility accessible to both executives and individual team members?
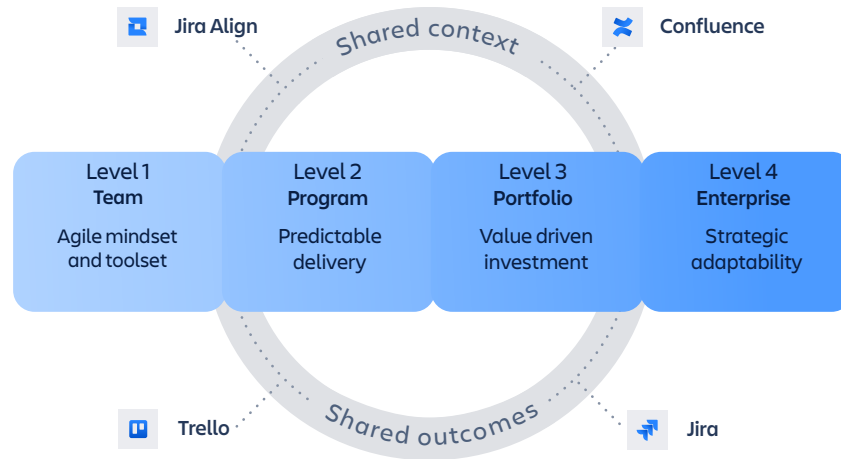
The solution:
The connected enterprise

What exactly is a connected enterprise? A connected enterprise is all of the organizational levels (team, program, portfolio, c-suite) seamlessly working on strategy, product, and development. A fully connected enterprise is where people, work, time, and outcomes are synced at every level. This allows real-time analysis and a single source of truth. The technical backbone of the connected enterprise is a well-structured and organized toolset, for example, Jira Software connected to Jira Align and Confluence with development teams on Bitbucket. The connected enterprises focus on teams and their tools, providing them with a shared context to generate the expected business outcomes.

The agility levels from the team to the portfolio are interconnected and each level is a prerequisite for the next one. A connected enterprise starts with a predictable delivery engine at the team level. This is absolutely foundational before you can transform anything else. Once teams are working together harmoniously, delivering predictably, it is possible to align work to value-driven investments to see how funding generates business outcomes. And then those capabilities enable strategic adaptability, where you can learn faster, make bets, create and respond to change with true agility. All of this together creates shared ownership of outcomes for teams at every level when work is connected, aligned, and measured in real time.

Connected Enterprise
The four levels of scale

Jira Align · Shared context · Confluence

Level 1 **Team** Agile mindset and toolset	Level 2 **Program** Predictable delivery	Level 3 **Portfolio** Value driven investment	Level 4 **Enterprise** Strategic adaptability

Trello · Shared outcomes · Jira

Jira Align for the connected enterprise

Jira Align is Atlassian's solution for agility at scale, empowering companies to connect business strategy to tactical execution. Gartner named Atlassian a market leader[1] for providing end-to-end visibility into the flow of work and tying it back to value streams for improved client outcomes.

Built from the ground up for scaling agile, Jira Align helps you to:

- Obtain real-time visibility: aggregate team-level data to make all work visible across your enterprise in real-time.

- Align every team to strategy: get everyone on the same page to determine objectives, roadmaps, and dependencies across teams and portfolios.

- Optimize for client value: connect strategic investments with customer value to drive outcomes faster and more reliably.

---

1. Magic Quadrant for Enterprise Agile Planning Tools, Gartner, 2021.

There's a difference between implementing agile practices and truly becoming an agile enterprise. Business agility means being able to quickly identify changes happening in the market and respond by adapting the entire organization to new ways of working, making pivot-or-persevere decisions, and shifting investments rapidly. In order to do that you need to shift the executive mindset and ensure teams are empowered to make decisions on their own. For this to work, transparency and visibility into what is being worked on and how work is progressing is critical. For example:

- Portfolio managers need to communicate the value of funding strategic initiatives;

- Product managers need to manage idea intake, prioritize feature backlogs, and track progress;

- Program managers need to track and resolve program risks, impediments, and dependencies while keeping everyone informed;

- Finance needs to ensure initiatives maximize value and ROI;

- Product delivery teams need to execute against sprint objectives that connect to the organization's high-level strategy;

- Executives need to align the organization around key value drivers, ensure the company's mission and vision are understood and strategy is connected to execution across all teams.

Regardless of the agile at scale framework you use, the right tool can help or hinder your transformation efforts. That's why Atlassian's Jira Align continues to lead the market helping companies unlock agility within their organizations.

> " Jira Align is a truly transformative solution that helps technology enterprises connect strategy to execution, make all work visible, and enable fact-based collaboration between Portfolio, Program, and Product organizations. Getting the full benefit of agility at scale and Jira Align requires enterprises to adopt an agile mindset which is accelerated by engaging specialists. Valiantys is a trusted Atlassian Solution Partner that has proven they have the service capabilities to fully support clients through their agile transformation journey, from a coordinated tools, processes and teams perspective.
>
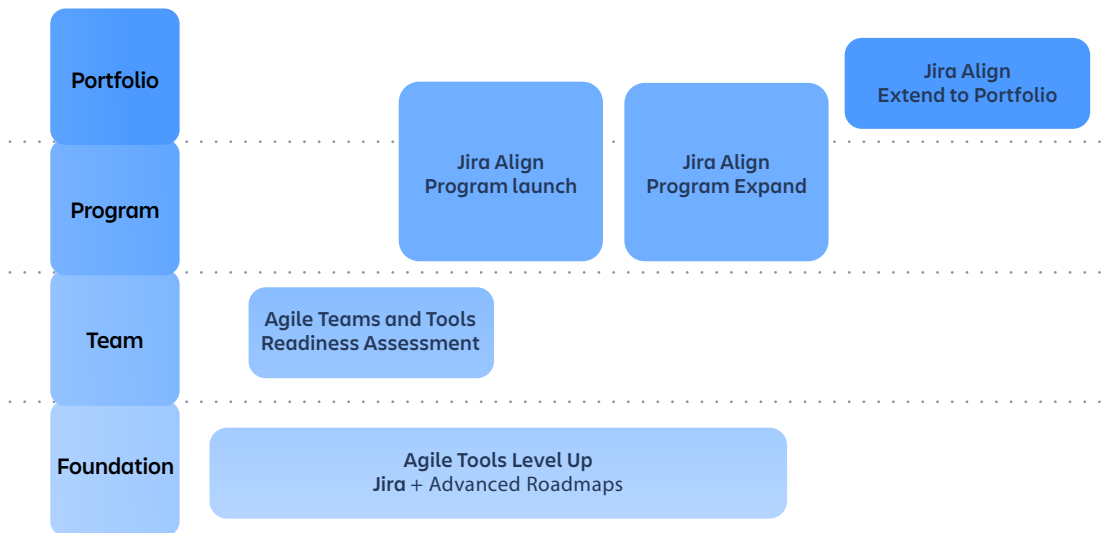> **RICK COBB, HEAD OF ATLASSIAN ENTERPRISE SOLUTION SALES**

Accelerating the transformation journey with Atlassian tools and Valiantys services

What Valiantys brings to the table:

- Extensive experience on Jira Software, Jira Align, and the full suite of Atlassian solutions.

- A holistic, 360° service approach designed to support clients every step of their journey to the connected enterprise.

Our services are inspired by Dean MacNeil and Aslam Cader's book, Scaling Agile with Jira Align[1]. Each service package is focused on a specific agility level (team, program, portfolio) layered on top of four key dimensions (people, work, time, and outcomes).

Service Packages
from foundation to the Connected Enterprise

Portfolio				Jira Align Extend to Portfolio
Program		Jira Align Program launch	Jira Align Program Expand	
Team	Agile Teams and Tools Readiness Assessment			
Foundation	Agile Tools Level Up **Jira** + Advanced Roadmaps			

---

1. Scaling Agile with Jira Align, Dean MacNeil and Aslam Cader. https://www.packtpub.com/product/scaling-agile-with-jira-align/9781800203211

Our services are delivered with an Agile approach, in two week sprints, and backed by a Statement of Work to allow service expectations to be set from the beginning. Our philosophy is to help you become autonomous with your Agile playbook and ensure a robust knowledge transfer each step of the way. We build the right foundation and agile governance to lead the way together. Getting the best of Jira and Jira Align in an agile at scale transformation does not happen overnight. Valiantys has outlined the journey to the connected enterprise with proven steps for your organization's current and target levels of agility.

The journey to the connected enterprise

Assessment: Agile Teams and Tools Readiness

The Agile Teams and Tools Readiness Assessment combines multiple stakeholder interviews and an in-depth technical analysis of your selected Jira instance. Our proven approach allows for a quick turnaround – typically a couple of weeks. We bring together industry-leading agile transformation coaches and certified Atlassian consultants with state-of-the-art applications and our own scripts to analyze your Jira instance. We leave no stone unturned. We will assess your agile readiness at the tool, team, and company level, in the four dimensions of the connected enterprise: people, work, time, and outcomes.

Foundation: Agile Tools Level-Up

The Agile Tools Level-Up service is a consulting package that prepares you to deliver value more efficiently and effectively at scale and connect strategy with execution. Beginning with analysis and optimization of your Jira configuration, so all teams can work in a consistent manner and data can be consolidated, we help you organize around value for effective delivery and introduce elements of the portfolio level, all with the required agile training and coaching when appropriate. As with all our other Agile services, we leverage our 4-dimensions analysis framework: people, work, time, and outcomes.

Value experience: Jira Align Program Launch

Program-level agility is the sweet spot of a connected enterprise. Valiantys configures Jira Align to support the top-ranking business drivers and goals for an organization. We then launch one or two of the organization's highest-performing programs (teams of teams) in Jira Align, working closely with them to support quarterly planning and execution. Within 90 days, organizations experience the benefits of empowering their teams, making all work visible,

aligning the work to purpose, and driving shared outcomes. With these short-term wins, Valiantys partners with you to consolidate gains and produce more wins when expanding to more programs.

Maximize ROI: Jira Align Expand

Building on the success of the initial Program Launch, Valiantys scales laterally to as many programs as required in support of the organization's top-ranking business drivers and goals. This may require additional Level-Up services and coaching. In our experience, there is a wide variety when it comes to agile maturity in a large organization, and the last programs to get onboard may require a significant amount of change management and coaching.

Connect the enterprise: Jira Align Extend to Portfolio

Now the organization's program teams are consistently delivering product features, demonstrating efficient and effective value delivery. The organization is now ready to level up to the portfolio level, to link execution with top-level strategy. The Extend to Portfolio service is customized to meet the specific business drivers and goals for the organization. It includes capabilities like stack ranking your investment backlog using WSJF (weighted shortest job first), planning and monitoring investments by OKR on live roadmaps, limiting WIP to increase throughput using the portfolio kanban, and much more, up to and including full support of LPM (lean portfolio management).

The value of working with Valiantys and Atlassian

VALIANTYS

Valiantys is the leading global consulting and services firm dedicated to Atlassian. We accelerate business transformation by digitizing processes and modernizing teamwork, using the best Agile methods and tools. Our Atlassian technical expertise is unparalleled, and we support our clients across the entire spectrum of their projects on those platforms. Because teamwork requires more than just tools, we help them bridge the gap between their applications and strategic practices such as SAFe® and ITIL. Over the last 15 years, we have helped in excess of 5,000 clients to achieve their desired business outcomes at a reduced time to value, through improved team collaboration.

- Unparalleled experience on the Atlassian toolset and the foundational aspects of agility at scale

- The only Agile at Scale and Cloud Specialized Atlassian partner

- SAFe® certified with a plethora of SAFe® Program Consultants available

- Global coverage – with teams in North America and Europe, we efficiently and effectively deliver on the largest scale transformation efforts

- Holistic, 360° approach encompassing tools and practices, with top Agile transformation coaching services through our partnership with Eliassen

- Focused Agile at Scale practice led by one of the industry thought leaders, Dean MacNeil, who co-authored the only book on Jira Align – Scaling Agile with Jira Align

Find out how we can help you get the results you need at **valiantys.com**

Atlassian is known as the company that brought a new way of working for software teams when Jira was first launched in 2002 but from our inception, our mission has been much larger – to unleash the potential of every team, not just software teams. We believe that the key to transforming your business is to unlock the potential of each and every one of the teams inside your organization.

Atlassian is uniquely positioned to harness the power of digital transformation and enable new ways of working in your organization because we're the only company that:

- Has an open platform through Jira to unify work across your entire organization, even from 3rd party tools. With Atlassian, you'll never be locked into one vendor's toolchain.

- Atlassian is also the only company to give clients a blueprint to bring about meaningful cultural change. We know products alone can't change culture so we continually invest in research of our own high-performing teams as well as our clients, in order to codify the practices that make them successful.

- Finally, we have a unique combination of support from our own teams, a global partner network, and an active, online community of clients who share best practices and answer questions for other clients.

Atlassian's solutions include:

- Agile and DevOps: empowering software teams to ship better products, faster, from concept to code to clients, with JIRA, Jira Align, Bitbucket, and Confluence.

- ITSM and ITOps: enabling dev and IT build, change and resolve incidents faster, with Jira Service Management, Opsgenie, and Statuspage.

- Work Management: helping non-technical teams adopt agile ways of working with Trello, Confluence, and Jira Work Management so that all the teams in your organization can go through their own digital transformation and ultimately deliver innovation faster.

That's why the world's most iconic brands and the fastest growing startups – over 200,000 clients and growing – choose Atlassian. Atlassian enables new ways of working with the employees you have today, and it helps you attract the employees you want tomorrow.

For more information on Atlassian's products and solutions please visit Atlassian.com. If you would like to watch a demo of Jira Align and learn more, go to **atlassian.com**
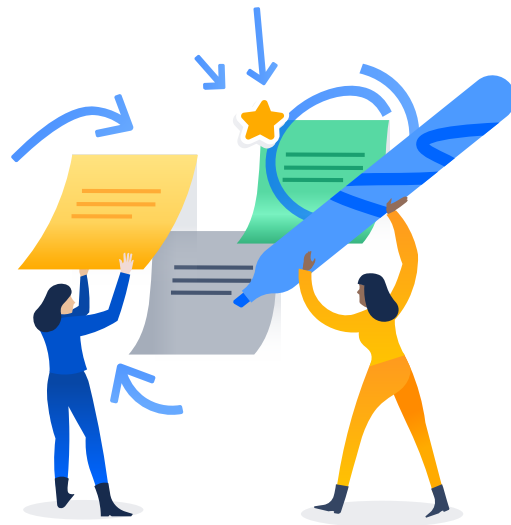
Contact us

Valiantys

US & CA

Matt Orend
Head of Sales
matt.orend@valiantys.com

Northern Europe, UK & BX

Luc Boucher
Head of Sales
luc.boucher@valiantys.com

FR & CH

Erwan Leverrier
Sales leader, Agile at scale
Erwan.leverrier@valiantys.com