

# The Five Phases of Enterprise Agility



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## Executive Summary

Like a long and winding mountain road, the journey to enterprise agility is neither fast nor straightforward. And if you try to take a shortcut, you'll likely find yourself lost. On the other hand, you're sure to reach your destination with a map in hand and a skilled navigator by your side.

In this white paper, we want to share that map: a clear description of what you should expect to see across all Five Phases of Enterprise Agility. And, like a trusted navigator, we share valuable advice about negotiating the turns, avoiding roadblocks, and enjoying the ride. Plus, we'll talk about the optimal vehicle for each phase of your journey — enterprise product management software.

If you're ready to head out, let's go.

## Challenges Executives Face on the Road to Enterprise Agility

Organizations that haven't yet reached Agile maturity share many challenges in common:

- Having difficulty delivering value to the market quickly
- Struggling to pivot in response to customer feedback and industry change
- Aligning Objectives and Key Results (OKRs) to work being delivered
- Aligning day-to-day activity with high-level business strategy
- Relying on multiple tools, making cohesive planning difficult
- Gaining visibility into what's working and what's not

Experiencing these issues doesn't mean you're necessarily doing anything wrong, but they indicate a level of immaturity in business agility. There's always room to grow and improve.

These and many other pain points can and will be addressed as the enterprise moves through the Five Phases of Enterprise Agility described in this white paper.

## Introduction to the Common Elements

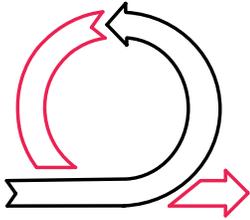
The Five Phases of Enterprise Agility are not absolute – the boundaries between them can be fuzzy. Rather than focusing on a starting point and finishing line for each phase, think of them as a continuum based on milestones and degrees of maturity in various business areas.

We've outlined each phase in terms of common elements that will naturally evolve as you progress through the five phases:



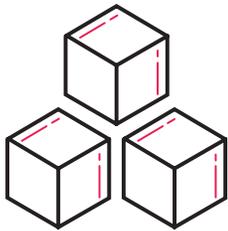
### Agile Culture

The building blocks of an agile enterprise; this element is about the people who will deliver the value your customers need. And they must be empowered to do so with autonomy and be engaged to accomplish that purpose.



## Common Agile Framework

A system that makes it possible to scale Agile practices across the enterprise. (NOTE: Because it's the most common framework in use today, we will use terms based on the [Scaled Agile Framework](#) (SAFe®). But, it's important to note that the principles discussed apply to any framework, including one you create yourself. In our experience, companies find the most success starting with an established framework and evolving it after they have some experience under their belt.)



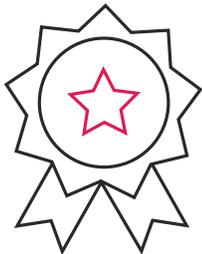
## Value Stream Alignment

Organizing the business around value delivery is a sea change in most companies, but this alignment is necessary to maintain customer-centricity and support true enterprise agility.



## Value Delivery and Predictability

Where the rubber meets the road; this element involves productivity employing an aligned strategy and optimized value streams.



## Built-in Quality

Without a focus on quality, all the other work you do to become more agile will be for naught; building quality into everything the organization does becomes an integral piece of *who you are*, not just *what you do*.

As you'd expect, organizations in Phase One display little if any success with these five elements. As they make the necessary changes and evolve across all the common elements, they move on to Phases Two, Three, and Four. Once all five elements have been mastered, the organization is at the pinnacle of enterprise agility, Phase Five, and has become a Scaling Agile Enterprise.

## A Word About Tooling

As we discuss the Five Phases of Enterprise Agility, we'll include references to powerful software tools that will support the organization's evolution and make it possible in tangible ways. The recommended tools include:

**Jira Align** - the premier solution for planning, managing, and reporting on work in the scaled Agile enterprise. Jira Align works in conjunction with Jira to provide enterprise-wide visibility into past, current, and future work. It ties together day-to-day story-level tasks and overarching business strategies and vision, offering unparalleled visibility and actionable insights.

**Jira Software** - the industry-standard ticketing and workflow management software. Jira is popular among Agile organizations of all sizes and is the go-to solution for Agile development, marketing, and operations teams.

**Jira Applications/Add-Ons** - (for specific functionality not in Jira Align) - Hybrid setups utilizing core Jira software along with one or more add-ons from the Atlassian Marketplace. These may also include integrations with third-party applications.

That's not to say these tools are the only options if you want to achieve Phase Five maturity, but they are the best vehicles we – your trusty navigator – can recommend as you undertake your journey.

## A Word about Business Consulting Services

In addition to helping you understand the journey and choose the right vehicle, the benefit of a navigator is in the ongoing guidance and course correction that makes it possible to reach the destination quickly and confidently.

Organizations don't generally have all the necessary skills in-house to transform successfully. Optimally, they will bring in the right experts at the right time to minimize churn and risk while maximizing performance.

We want you to recognize value from your investment faster. Aligned efforts from an experienced and well-rounded consultancy can quickly and effectively bridge the gap between an agile transformation and tooling. So, we'll also mention various business consulting and coaching services that can do wonders for your journey to Agile maturity.

We'll start the deep dive by breaking down the five common elements by which you will be able to judge which phase of Agile maturity your organization fits into.





# Elements of Enterprise Agile Maturity

There are Five Phases of Agile maturity that an organization can pass through to become a Scaled Agile Enterprise. Each phase is influenced and enabled by critical elements of growth and maturity. We have identified five common elements broken down in the chart to highlight how they interact with each other and enable mature enterprise agility.

	Agile Maturity Areas	Business Processes & Integration	Success Metrics	Supporting Tool Stack
<b>Agile Culture</b>	Agile Mindset: <ul style="list-style-type: none"> <li>• Psychological safety</li> <li>• Transparency</li> <li>• Feedback loops</li> <li>• Career paths</li> </ul>	Supported by Servant Leadership: <ul style="list-style-type: none"> <li>• Change management</li> <li>• Communication</li> <li>• Facilitation</li> <li>• Approved experimentation</li> </ul>	Measure By: <ul style="list-style-type: none"> <li>• Growth</li> <li>• Retention/churn</li> <li>• Assessments</li> <li>• Surveys</li> <li>• Inspect and adapt</li> </ul>	<ul style="list-style-type: none"> <li>• HR toolsets</li> <li>• Survey and polling tools</li> </ul>
<b>Common Agile Framework</b>	Business Agility: <ul style="list-style-type: none"> <li>• Aligned to common business outcomes</li> <li>• Proven ability to deliver valuable outcomes</li> </ul>	Scaling Framework: <ul style="list-style-type: none"> <li>• Adoptable pre-existing terms and processes</li> <li>• Common lexicon</li> <li>• Common processes</li> <li>• Common roles/responsibilities</li> </ul>	Measure By: <ul style="list-style-type: none"> <li>• Lead and cycle times</li> <li>• Avg percent delivered against plans</li> <li>• Values delivered to market</li> </ul>	Supported By: <ul style="list-style-type: none"> <li>• Jira Align</li> <li>• Jira + Add-ons</li> </ul>
<b>Value Stream Alignment</b>	Lean Thinking: <ul style="list-style-type: none"> <li>• Organizationally aligned to value delivery</li> <li>• Kaizen</li> <li>• Retrospectives</li> </ul>	Product Agility: <ul style="list-style-type: none"> <li>• Ideation / innovation</li> <li>• Value-based development</li> <li>• Journeys and maps</li> <li>• Product canvases and personas</li> </ul>	Measured by: <ul style="list-style-type: none"> <li>• OKRs / KPIs</li> <li>• Revenue increase</li> <li>• Reduced dependencies</li> <li>• Improved lead and cycle times</li> </ul>	Supported By: <ul style="list-style-type: none"> <li>• Jira Align</li> <li>• Jira + Add-ons</li> </ul>



	Agile Maturity Areas	Business Processes & Integration	Success Metrics	Supporting Tool Stack
<b>Value Delivery &amp; Predictability</b>	Team Agility: <ul style="list-style-type: none"> <li>• Scrum &amp; Kanban</li> <li>• Test-driven development</li> <li>• Predictable, stable, velocity/throughput</li> </ul>	Team Processes: <ul style="list-style-type: none"> <li>• Pre-planning</li> <li>• Shared planning</li> <li>• Tracking</li> <li>• Closing</li> <li>• Learning</li> <li>• Improving</li> </ul>	Measure By: <ul style="list-style-type: none"> <li>• Velocity / throughput</li> <li>• Percent delivered</li> <li>• Scope change / percent plan interrupt</li> <li>• Defect escape ratio</li> </ul>	Supported By: <ul style="list-style-type: none"> <li>• Jira Align</li> <li>• Jira + Add-ons</li> </ul>

<b>Built-In Quality</b>	Technical Agility: <ul style="list-style-type: none"> <li>• DevOps</li> <li>• Center of excellence</li> <li>• Community of practice</li> <li>• Alignment to product value outcomes</li> </ul>	DevOps: <ul style="list-style-type: none"> <li>• Systems architecture</li> <li>• Automated testing integrations</li> <li>• Environmental management</li> <li>• Code deployment &amp; release management</li> </ul>	Measure By: <ul style="list-style-type: none"> <li>• Percent automated tests &amp; integrations</li> <li>• NPS</li> <li>• Defect density &amp; age</li> <li>• Decreased technical debt</li> </ul>	Supported By: <ul style="list-style-type: none"> <li>• Jira + Add-ons</li> <li>• Test management tools</li> <li>• DevOps tools</li> </ul>
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Each element has distinct characteristics and importance as the organization increases agility. Let's look into each aspect to understand the factors better.

## Agile Culture

According to Daniel Pink in his book *Drive: The Surprising Truths About What Motivates Us*, knowledge workers who receive adequate pay are motivated by the following empowering factors:

- **Purpose** - a bigger picture their work fits into
- **Mastery** - the opportunity to excel in what they do
- **Autonomy** - control over their activity

Enterprises that struggle with team motivation and empowerment tend to have employees who are not fully engaged. Enterprises that do not focus on employee engagement may risk low retention or retention of the wrong people.

### Cultural Enhancement

A quick look indicates that these are not questions of tooling or training. Providing employees with a purpose, supporting the mastery of their skill set, and offering autonomy are all aspects of a company's culture. Without a supportive environment (culture), people and teams are not engaged and are generally not invested in the outcomes they are working toward.

Each person has their own set of values as unique as their fingerprints. The true power of culture is unleashed when leadership clearly articulates a set of values for the company based on values and not marketing fluff. People can then learn how their values are supported and aligned with leadership's values and vice versa.

### Servant Leadership

This cultural evolution must begin with leadership getting behind the strategy that supplies purpose and the logistics that support mastery and autonomy. Without leaders focused on serving their employees, engagement will remain low and agility will be unattainable.

## Common Agile Framework

People work better together and enjoy their work more when they share the same context and standards. Thus, they produce more value because of shared confidence in an outcome and shared responsibility.

*Responsiveness comes from a known rate of value delivery which, in turn, provides predictability. These are critical in ensuring the teams can plan, collaborate, and deliver predictably enough to meet commitments.*

### Business Agility

Business agility simply means that the business (representing an element or all of an enterprise) is responsive in its ability to adapt to changes in the market. Responsiveness comes from a known rate of value delivery which, in turn, provides predictability. These are critical in ensuring the teams can plan, collaborate, and deliver predictably enough to meet commitments.

### Scaling Agile Framework

Scaling frameworks exist to provide team-level processes and measures, and extend the predictability of those processes to the larger organization. There are multiple frameworks; SAFe, DA, LeSS, S@S, Nexus, and Enterprise Kanban to name a few. All have common elements that can facilitate agile transformations. It is critical to leverage the chosen framework and processes to deliver more value with greater efficiency.

To reiterate, it's certainly possible to create a custom framework, but we don't recommend that as the starting point as most organizations are not experts in developing frameworks. Starting with an established framework allows you to leverage improvement feedback loops contributed by thousands of existing organizations. Likewise, high-quality training courses and supporting materials already exist that might cost the average organization several hundred thousand dollars or more to create from scratch.

## Value Stream Alignment

For a business to be agile and scale that agility across the enterprise, it needs to understand the value it delivers and how. This includes how things have been organized to quickly deliver maximum value with minimum effort.

It's important to note the difference between perception and reality here. Value Stream alignment will actually negatively impact an organization's current productivity model, which is typically based on individual resource utilization metrics (checking off tasks) rather than actual productivity (actual value delivered to customers). But, improvement and speed will come as it reconfigures to a more agile, value-aligned means of delivery.

### Example:

Back when people called on a phone to sign up for life insurance there was a company that was doing well, but not outstanding. A potential client called in and after answering a series of questions they were told they would receive a decision within a week. (Note: Based on utilization-based productivity measures, the company was very productive, as everyone was busy.) After leaning out the process (a key aspect of value stream alignment) the company was able to provide a decision within fifteen minutes.

How did they do it? A 52-step process with many handoffs and decisions was reduced to capturing the minimum required information and making two decisions. The company went on to quickly capture significantly more market share while increasing margins. Needless to say, their value-based metrics improved significantly.

### Lean Thinking

Identification and alignment of value streams is an integral part of lean thinking. Lean thinking involves holistically viewing the enterprise's pursuit of deliverable value and pushing for continuous improvement every step of the way. Strategic roadmaps and sprint retrospectives are tools that can contribute to lean thinking across the enterprise.

## Product Agility

The concept behind product agility is that the business on its own can't know what's best for the product once it hits the market. The market and consumers can inform the company of product value and whether the product should progress or pivot. Product agility relies on focusing on value by understanding what it means to the consumers. Sources for this information include:

- Personas
- Competitors and their products
- Product canvases
- Journey mapping
- Ideation

## Value Delivery and Predictability

Effective and predictable delivery of value is the daily goal for Agile teams at any scale. The more consistently teams can do the right things quickly and efficiently – while responding to change as needed – the more agile the entire business can be.

*Effective and predictable delivery of value is the daily goal for Agile teams at any scale.*

## Team Agility

When agility is adopted organically at the team level in an effort to bring some sanity to their lives, there is often little consideration as to which scaling agile framework would best support the organization since many teams are too busy trying to make the team-level Agile processes succeed.

## Team Processes

Team-level processes are often adopted by a scaling framework to make the adoption and scaling of agility easier – it is far harder to create it all from scratch than to embrace that which exists and then modify it for team- or organization-specific use. It helps to reframe the development process into a codified set of roles, events, outcomes, and measures so team members can redirect their energies to creating the intended value. Scrum or Kanban are common starting points.

### Built-In Quality

Quality is a focus of every aspect of delivery to ensure that the processes exist to support the delivery of a high-quality product.

For an example of built-in quality, consider the quality gap between Japanese and American cars throughout the 1980s. Japanese manufacturers had mastered built-in quality – prioritizing quality at every step of the manufacturing process – while American manufacturers only inspected vehicles for quality issues at the end. The result was a Japanese car that ran better and lasted longer than its American counterpart, almost without exception. This gap only closed when American manufacturers also began incorporating built-in quality principles.

*Quality is a focus of every aspect of delivery to ensure that the processes exist to support the delivery of a high-quality product.*

### Technical Agility

Technical agility goes beyond architecture and tools and into the realm of agile teams having the technical competence and confidence to manage their code from design to deployment. It involves the extrapolation of technical knowledge and practices from the teams to help drive Centers of Excellence (COEs) for cross-pollination, feedback, and refinement, continuously ensuring that the Enterprise has the very best tools and architecture to support the evolving values being delivered to the market.

## DevOps

DevOps is a mix of cultural, process, and tool changes designed to bring teams closer together to build and operate software in as streamlined and automated a fashion as possible. It is the ultimate blending of Development and Operations teams and is a vital component of scaled agility. A well-integrated DevOps team has the autonomy to understand the value being asked of the business and apply the technology to:

- Design
- Code
- Test
- Refine
- Accept
- Pre-Stage
- Integrate
- Deploy

## The Five Phases of Enterprise Agility

Successful paths to enterprise agility include a holistic approach, a broad set of tools, commitment, and expertise in several areas to support growth and maturity. Organizations often have varying paths to Enterprise Agility and this whitepaper will cover key elements and considerations including:

- The phases of enterprise agility maturity
- How the key elements discussed above factor into each phase
- How to measure maturity so you'll know when you've reached the next milestone
- How the features and functionality of agile tools (especially Jira Align) serve as a forcing function around Agile at scale
- Enabling services for each phase of maturity

Common Elements	Phase One: <i>The Agile Team</i>	Phase Two: <i>Team of Agile Teams</i>	Phase Three: <i>The Scaling Agile Organization</i>	Phase Four: <i>The Agile Enterprise</i>	Phase Five: <i>The Scaling Agile Enterprise</i>
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**Agile Culture**

Adopting and norming on Agile culture

- Individuals adjusting to the new way of working
- Teams norming and storming

Team of Teams formed and begin planning against outcomes

- Start defining OKRs
- Team-of-teams formed, and cross-team collaboration has begun
- Servant leadership becomes normalized

Agile culture has normed and cross-organization standards form

- Objectives and Key Results are adopted
- Organization starting to work across previous silos
- Teams developing autonomy within the framework
- Certifications and accreditations are standards for leaders in the organization

Agile Culture exists in various stages of maturity in multiple organizations and cross-organization

- Leaders are more forward looking and start to articulate vision
- T-shaped skills start to develop in pockets
- Certifications and accreditations are normalized and funded
- HR is transforming to Agile HR

Agile culture is the standard for language, behavior, values, and practices

- The learning enterprise has formed; leaders are forward-looking and articulate the vision throughout all levels of the enterprise
- Self-sustaining learning culture
- Agile values are reflected in how all teams work, act, and learn at all levels

**Common Agile Framework**

Developing Agile taxonomies and processes

- Organization seeing what supporting processes and priorities need to be adjusted
- Starting to work with product management and DevOps teams and how that impacts the framework

Teams have adopted agile and are starting to scale

- Scaling frameworks identified, evaluated, and applied
- Release trains and supporting roles and ceremonies are formed
- Beginning to integrate with business and product teams

The organization has adopted and scaled

- Frameworks and processes adopted and normed
- Core Center of Excellence established
- Tooling architecture and administration rolled into Centers of Excellence (COE)

Leading organizations continue to evolve Framework and Process, early-stage organizations leverage the learnings and best practices

- 1 - 2 ARTs are aligned in Value Streams
- Value steam coordination is in place for key planning events
- EA Advocates and Champions help support and drive shared Centers of Excellence (COE)

Enterprise-wide standard framework has been adopted and optimized across all levels

- Center of Excellence (COE) evolves framework, processes, toolscape, data network
- Value streams are aligned to a 3-year strategic plan
- Product alignment drives value delivery

**Common Elements**

**Phase One:  
The Agile Team**

**Phase Two:  
Team of Agile Teams**

**Phase Three:  
The Scaling Agile Organization**

**Phase Four:  
The Agile Enterprise**

**Phase Five:  
The Scaling Agile Enterprise**

**Value Stream Alignment**

Organized towards scaling agile, aligning on Agile principles

- Organized in Delivery Teams/ Groups
- Developing the ability to focus on Value Delivery

Delivery Groups begin aligning to value

- Shared services teams form
- Value flow challenges identified
- Product focus begins to occur

Establishing value stream delivery to product value outcomes

- Organization starts to apply Lean Portfolio Management
- Product sophistication grows
- Lean-Agile mindset starts to develop

Value Streams are clearly defined in Portfolios

- Value Stream Coordination events and roles are normalized
- Operational value stream alignment is being discussed/ developed
- Products and Service strategic roadmaps are produced
- Product Agility fully embraced: ideation, Personas, Competitors, etc., normalized and adopted
- Product and Service values inform funding delivery work (OKRs)

Organizations are operationally aligned and have autonomy over their value stream

- Product(s) Suites and Services are contained within each value stream with minimal need for cross-portfolio dependencies
- Ideation applied at macro & micro levels
- Gemba is a core philosophy of product

**Value Delivery & Predictability**

Teams are learning how to estimate and commit to work

- Team delivery is inconsistent as they learn the agile processes and expectations
- Tools may not be optimized for each team or across teams on shared goals/ initiatives

Teams start to operate in a consistent manner

- Team delivery is consistent and improving
- Roadmaps are generated
- Planning cadences begin to normalize
- Teams begin cross-pollinating healthy processes
- Fragmented tooling stack and administration

The organization established value delivery and productivity

- Team and roadmap delivery improve
- Organization baselines WiP, Cycle, and Lead Times
- Centers of Excellence (COE) established

Value Stream Coordination planning includes all levels in clear alignment

- Team delivery is consistent and optimized
- Roadmap Delivery is at 50% range and is improving
- Lead Time at Quarterly delivery boundary normed to a known % Confidence to deliver value from Idea to Delivery
- OKRs measure Value Delivery and drive Pivot or Persevere decisions
- WIP managed at all levels to deliver the right levels of Value with Quality

Organizations are harmonized in planning and delivery

- Roadmap delivery is consistent, high quality, and repeatable
- Teams are high performing and reflect strong agile practices
- Lead time is optimized and teams can pivot to deliver new market value with confidence
- OKRs drive value development and measure the delivered value

Common Elements	Phase One: <i>The Agile Team</i>	Phase Two: <i>Team of Agile Teams</i>	Phase Three: <i>The Scaling Agile Organization</i>	Phase Four: <i>The Agile Enterprise</i>	Phase Five: <i>The Scaling Agile Enterprise</i>
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**Built-In Quality**

Teams are focused on the delivery of work around the agile processes and principles

- Starting to integrate test management into their agile processes
- Implementing and optimizing their DevOps pipeline
- Focused on managing tech debt

Testing moves to the Teams

- QA begins integrating with Dev Teams
- Bug and defect processes are refined
- Tech debt challenge is identified with progress in some areas

Teams adhere to agreed-upon agile testing and defect management processes

- Leading teams adopt DevOps processes
- Defect and delivery groups are formed and developed
- QA metrics are normalized
- Tech Debt is planned into program increments and progress is made

DevOps and CI/CD are unified and norms are established within the framework

- Automated Testing and Environment Deployment is encompassing
- Defects are analyzed by: Product, Age, Density, Type, Severity, etc.
- Tech Debt is minimized in new delivery
- Existing Tech Debt reduced by an appreciable measure
- Centers of Excellence provide refining feedback

DevOps & CI/CD are normalized to the Enterprise

- Center of Excellence (COE) refine and evolve the state of DevOps and feedback
- Defect Management and tech debt budgets normalized and carried into planning cycles
- Tech Debt stabilized to a healthy value

**Atlassian Product Solutions**

- Jira Software & Key Add-ons

- Jira Align

- Jira Align
- Enterprise Insights

- Jira Align
- Enterprise Insights

- Jira Align
- Enterprise Insights



<b>Common Maturity Elements</b>	<b>Phase One: <i>The Agile Team</i></b>
<b>Agile Culture</b> <ul style="list-style-type: none"> <li>• Cultural Engagement</li> <li>• Servant Leadership</li> </ul>	<b>Adopting and norming on Agile culture</b> <ul style="list-style-type: none"> <li>• Individuals adjusting to the new way of working</li> <li>• Teams norming and storming</li> </ul>
<b>Common Agile Framework</b> <ul style="list-style-type: none"> <li>• Business Agility</li> <li>• Scaling Framework</li> </ul>	<b>Developing Agile taxonomies and processes</b> <ul style="list-style-type: none"> <li>• Organization invests in industry standard Agile training and education (CSM, CPO, etc)</li> <li>• Organization seeing what supporting processes and priorities need to be adjusted</li> <li>• Starting to work with product management and DevOps teams and how that impacts the framework</li> </ul>
<b>Value Stream Alignment</b> <ul style="list-style-type: none"> <li>• Lean Thinking</li> <li>• Product Agility</li> </ul>	<b>Organized towards scaling agile, aligning on Agile principles</b> <ul style="list-style-type: none"> <li>• Organized in delivery teams/groups</li> <li>• Developing the ability to focus on value delivery</li> </ul>
<b>Value Delivery &amp; Productivity</b> <ul style="list-style-type: none"> <li>• Team Agility</li> <li>• Team Processes</li> </ul>	<b>Teams are learning how to estimate and commit to work</b> <ul style="list-style-type: none"> <li>• Team delivery is inconsistent as they learn the agile processes and expectations</li> <li>• Tools may not be optimized for each team or across teams on shared goals/initiatives</li> </ul>
<b>Built-In Quality</b> <ul style="list-style-type: none"> <li>• Technical Agility</li> <li>• DevOps</li> </ul>	<b>Teams are focused on the delivery of work around the agile processes and principles</b> <ul style="list-style-type: none"> <li>• Starting to integrate test management into their agile processes</li> <li>• Implementing and optimizing their DevOps pipeline</li> <li>• May be focused on managing tech debt</li> </ul>

## Software Features and Functionality

Teams at this phase are just starting to form and use Agile concepts for the first time. They need flexible, collaborative tools like **Jira Software** to help them move out of spreadsheets and manage Scrum and Kanban processes. As they progress toward Phase Two, **Jira add-ons** like Advanced Roadmaps, EazyBI, or Arsenale Dataplane will extend Jira's functionality to support scaling. **Confluence** could also be used for team-level epic objectives, building business cases, roadmaps, sprint retrospectives, and demos.

Jira Align is optimally used by organizations with well-defined program-level teams, at least one team of teams, and some Portfolio level capabilities. As a result, Jira Align is not generally recommended for this phase since the organization is not yet structured around Agile roles or processes to best leverage Jira Align functionality.

## Enabling Services

At this stage, help from knowledgeable and experienced Agile coaches and trainers can be invaluable. While they can help your teams build agile technical skills and set up initial processes, they can also help guide the organization through the necessary transformation to move on to Phase Two.

If you're in a Phase One organization, Cprime experts can meet you where you are to avoid common pitfalls, minimize risk during the transformation, and continue evolution and growth. Click to learn more about:

- [Executive/Leadership Coaching](#)
- [Team Agile at Scale/Scrum/Kanban Coaching](#)
- [Jira Configuration and Optimization](#)
- [Agile Training](#)
- [Atlassian Quickstart Setup](#)
- [and more...](#)



## Phase Two - The Team of Agile Teams

This phase focuses on growing Scrum, Kanban, or Scrumban across multiple teams and forming a team of teams. With this level of maturity, the organization is expanding its ability to plan and deliver at the program level through forming a release train (and its core roles and responsibilities), facilitating Planning Increment (PI) Planning, and starting to align work to business value at the Portfolio level.

This is also the time to begin investing in Product Management and DevOps skills and tools to support and improve continuous delivery, but they are in the early stages of this phase. Additionally, there's a focus on Agile leadership development to ensure guidance and support as the organization scales.

<b>Common Maturity Elements</b>	<b>Phase Two: <i>The Team of Agile Teams</i></b>
<b>Agile Culture</b> <ul style="list-style-type: none"> <li>• Cultural Engagement</li> <li>• Servant Leadership</li> </ul>	<b>Team of Teams formed and they begin planning against outcomes</b> <ul style="list-style-type: none"> <li>• Start defining OKRs</li> <li>• Team-of-teams formed, and cross-team collaboration has begun</li> <li>• Servant leadership becomes normalized</li> </ul>
<b>Common Agile Framework</b> <ul style="list-style-type: none"> <li>• Business Agility</li> <li>• Scaling Framework</li> </ul>	<b>Teams have adopted agile and are starting to scale</b> <ul style="list-style-type: none"> <li>• Scaling frameworks identified, evaluated, and applied</li> <li>• Release trains and supporting roles and ceremonies are formed</li> <li>• Beginning to integrate with business and product teams</li> </ul>
<b>Value Stream Alignment</b> <ul style="list-style-type: none"> <li>• Lean Thinking</li> <li>• Product Agility</li> </ul>	<b>Delivery Groups begin aligning to value</b> <ul style="list-style-type: none"> <li>• Shared services teams form</li> <li>• Value flow challenges identified</li> <li>• Product focus begins to occur</li> </ul>
<b>Value Delivery &amp; Productivity</b> <ul style="list-style-type: none"> <li>• Team Agility</li> <li>• Team Processes</li> </ul>	<b>Teams start to operate in a consistent manner</b> <ul style="list-style-type: none"> <li>• Team delivery is consistent and improving</li> <li>• Roadmaps are generated</li> <li>• Planning cadences begin to normalize</li> <li>• Teams begin cross-pollinating healthy processes</li> <li>• Fragmented tooling stack and administration</li> </ul>
<b>Built-In Quality</b> <ul style="list-style-type: none"> <li>• Technical Agility</li> <li>• DevOps</li> </ul>	<b>Testing moves to the Teams</b> <ul style="list-style-type: none"> <li>• QA begins integrating with Dev Teams</li> <li>• Bug and defect processes are refined</li> <li>• Tech debt challenge is identified with progress in some areas</li> </ul>

## How Jira Align Supports The Team of Agile Teams

If you're not familiar with Jira Align, read [Introducing Jira Align – Agile Scaled for the Enterprise](#) and explore the linked resources.

In Phase Two, organizations do well to seriously consider Jira Align. It offers incredible visibility through real-time and historical reporting and robust planning tools. As we move forward, we will approach the use of Jira Align in terms of the following levels that make up the Agile enterprise.

*Organizations do well to seriously consider Jira Align. It offers incredible visibility through real-time and historical reporting and robust planning tools.*

We will frame an organization's use of Jira Align and other tools in terms of five basic levels within which core competencies need to be developed. The levels are explained below.

- **Strategic Level** - Cross-enterprise, connecting strategy to execution; six-month to five-year planning horizon
- **Portfolio Level** - Group of programs; three-month to 18-month planning horizon (usually in quarters)
- **Product Level** - Product driven development, supports portfolio, program, and team levels
- **Program Level** - Team of teams; planning horizon from now to 12 months, planned in PIs and sprints
- **Team Level** - Agile team; planning horizon from now to six months, planned in PIs and sprints

Beginning in Phase Two, the focus is on coordinating between teams with an emphasis on value delivery by an Agile Release Train (ART). The primary focus in Jira Align at this phase is the program level.



### Strategy Level

This is not the focus yet. It is more critical for Phase Two organizations to get teams working and planning together. Strategy documentation is often maintained in **Confluence** rather than Jira Align.



### Portfolio Level

In Phase Two, the portfolio level is not yet a focus. For many organizations entering or transitioning through Phase Two, the main focus is modeling portfolio epics as a collection of features that deliver some system or capability. Some Phase Two organizations may even start modeling portfolio epics based on benefit hypotheses and lean business cases instead of waterfall projects with fixed budgets and deadlines.



### Product Level

While most Phase Two organizations may not be product development-focused yet, those that are will find a friend in Jira Align. You can develop product road maps supported by journey maps, experience maps, personas, and even value-versus-effort points.



### Program Level

Here, leaders of teams-of-teams and the teams' Scrum masters and product owners will be focused on coordinating delivery across the train in a prioritized, synchronized manner to measure and deliver business value to end-users. The platform measures both output and business value delivered, unlike other platforms or tools that focus on output (stories completed, etc.) alone. In Phase Two, many organizations are still learning and are focused on output and delivering specific functionality within a PI.



## Program Level Continued...

Jira Align provides key support with:

- Robust dependency management between teams
- Coordinated quarterly planning with the *program board* to plan out delivery of prioritized features, related dependencies, objectives, and risks.
- Business value measurement through program and team level objectives to measure predicted and delivered business value
- A *program room*, which can be thought of as the train's cockpit or control center, allows stakeholders to quickly determine the health and progress of the program as a whole and individual teams, as well as accurately predicting delivery issues in advance.
- Other rich planning support is available in the form of a multi-level backlog and program-level diagnostics via the *PI progress view*. This view clearly shows progress against what was planned versus progress against actual work in flight. (The plan doesn't always reflect what is executed.)



## Team Level

Phase Two organizations will find themselves leveraging the flexible functionality of **Jira** for much of the team activities, combined with the program level views in Jira Align to coordinate better across teams. Scrum masters and product owners might find themselves using some of Jira Align's team-level functionality for conducting estimation poker, core sprints ceremonies, and some key analytics. To minimize the change impact, we recommend keeping the team in Jira to focus on what they do best – developing excellent software.



## Enabling Services

At this stage, all the services recommended in Phase One still apply. Although they're further along in the journey, adding new skills, ceremonies, and requirements means Agile training and coaching are still beneficial for teams and leaders alike. More advanced training and coaching may be called for, such as product dojos or training for in-house Agile coaches.

Jira Align is an incredibly powerful solution, but it's easy for organizations to make the investment and then use a small percentage of the capabilities. Jira Align training and technical enablement will ensure the organization gets maximum return on investment. So, services specific to Jira Align will be invaluable if the organization decides to adopt the solution in preparation for Phase Three.

If you're working in a Phase Two organization, let Cprime experts help maximize your growth and maturity:

- [Jira Align Readiness Assessment and Implementation Services](#)
- [Value Stream Alignment](#)
- [Product Dojos](#)
- [Agile Coach Certification](#)
- [Training around Agile at Scale](#)
- [and more...](#)

## Phase Three - The Scaling Agile Organization

In this phase, the organization has adopted Agile at scale in one business group and is looking to expand it to other departments and supporting functions (like HR, Marketing, Finance, etc.) The Portfolio level has been developed and matures as they align on portfolio strategy, vision, and supporting roles. The organization is starting to see the value of Lean Portfolio Management (LPM) and OKRs, but they are aspirational as they focus on alignment to value streams and product delivery.

Enterprise Maturity Elements	Phase Three <i>The Scaling Agile Organization</i>
<p><b>Agile Culture</b></p> <ul style="list-style-type: none"> <li>• Cultural Engagement</li> <li>• Servant Leadership</li> </ul>	<p><b>Agile culture has normed and cross-organization standards form</b></p> <ul style="list-style-type: none"> <li>• Objectives and Key Results are adopted</li> <li>• Organization starting to work across previous silos</li> <li>• Teams developing autonomy within the framework</li> <li>• Certifications and accreditations are standards for leaders in the organization</li> </ul>
<p><b>Common Agile Framework</b></p> <ul style="list-style-type: none"> <li>• Business Agility</li> <li>• Scaling Framework</li> </ul>	<p><b>The organization has adopted and scaled</b></p> <ul style="list-style-type: none"> <li>• Frameworks and processes adopted and normed</li> <li>• Center of Excellence (COE) established</li> <li>• Tooling architecture and administration matured</li> </ul>
<p><b>Value Stream Alignment</b></p> <ul style="list-style-type: none"> <li>• Lean Thinking</li> <li>• Product Agility</li> </ul>	<p><b>Establishing value stream delivery to product value outcomes</b></p> <ul style="list-style-type: none"> <li>• Organization starts to apply Lean Portfolio Management</li> <li>• Product sophistication grows</li> <li>• Lean-Agile mindset starts to develop</li> </ul>
<p><b>Value Delivery &amp; Productivity</b></p> <ul style="list-style-type: none"> <li>• Team Agility</li> <li>• Team Processes</li> </ul>	<p><b>The organization established value delivery and productivity</b></p> <ul style="list-style-type: none"> <li>• Team and roadmap delivery improve</li> <li>• Organization baselines WiP, Cycle, and Lead Times</li> </ul>
<p><b>Built-In Quality</b></p> <ul style="list-style-type: none"> <li>• Technical Agility</li> <li>• DevOps</li> </ul>	<p><b>Teams adhere to agreed-upon agile testing and defect management processes</b></p> <ul style="list-style-type: none"> <li>• Leading teams adopt DevOps processes</li> <li>• Defect and delivery groups are formed and developed</li> <li>• QA metrics are normalized</li> <li>• Tech Debt is planned into program increments and progress is made</li> </ul>

## How Jira Align Supports The Scaling Agile Organization

The focus is on coordinating between trains and value delivery at a larger scale by several aligned ARTs. The primary focus in **Jira Align** at this phase is the portfolio level.

Calling out a specific feature that ties back to Pink's focus on purpose - Align's "Why?" functionality is starting to allow team members to understand (in a concise view) how what they are building ties back to the bigger picture via portfolio epic purpose, feature, benefits, and even (potentially) themes. Combined with ongoing agile training and empowering teams, the organization is starting to align with what drives us as individuals.



### Strategy Level

The organization is starting to model strategy in Jira Align as a multi-level goal structure over multiple time horizons via *strategic snapshots*. These are linked through strategic themes down to team execution of stories. Real-time measurement of strategic progress occurs using strategy- and goal-level key results and *themes* with related *portfolio-level objectives* housed in Jira Align. The organization now has the potential for full-stack, multi-dimensional visibility into strategy execution at all levels across the portfolio of trains through Jira Align.



### Portfolio Level

The organization is starting to implement Jira Align at the portfolio level with a focus on modeling the funding of groups of related portfolio epics and measuring value delivered through strategic themes modeled as Jira Align *themes* and *portfolio objectives*. There is a focus now on modeling portfolio epics based on benefit hypotheses and lean business cases, as well as prioritizing these epics based on concepts similar to SAFe®'s **WSJF** or Align's customizable *value scorecard*. MVPs can be defined for portfolio epics to include the required features. Align's intake process for strategic level work (themes and portfolio epics) can be implemented for visibility and governance.



### Product Level

At Phase Three, product becomes more prominent as an area of focus. Phase Three organizations may develop – and model in Align – *product visions* as well as *product roadmaps* they want to see developed using *personas* and *journey maps* with a tie-back to value delivered by product and value stream.



### Program Level

At Phase Three, the organizational agility competency has grown significantly. The program level focus is shifting from predictable output to predictable delivered business value, as measured by [program predictability](#) and other business value-focused metrics. The use of lean metrics starts to be explored through various Jira Align views. More ARTs are on-boarded into Align to provide greater cross-training visibility, dependency management, and initial value stream alignment.



### Team Level

At Phase Three, the organization continues to improve team-level Agile practices using the combination of Jira and Jira Align. Teams will work in the platform (Align) or tool (Jira) that best supports their personal choices and needs. Scrum masters will typically work in both. Product owners often migrate to 90 - 100% focus in Align for their needs.

## Enabling Services

Organizations at Phase Three have matured beyond needing some of the foundational services but may want to focus on broader and deeper services to help enterprise agility continue to develop.

These include tool-specific training, intensive workshops or dojos to upskill team members, and coaching that focuses on optimization and scaling, governance, and quality.

If your organization is operating in Phase Three, contact Cprime to take advantage of these support services:

- [Jira Training](#)
- [Jira Optimization](#)
- [Confluence Optimization](#)
- [Jira Align Optimization and Training](#)
- [Product Dojos](#)
- [Product Workshops](#)
- [DevOps Coaching, Training, and Tooling](#)
- [and more...](#)

## Phase Four - The Agile Enterprise

Phase Four highlights the success of scaling agile across multiple teams and business units and developing a culture around agile at all levels. This enterprise has invested in developing the people and processes needed to scale Agile, specifically around cultural norms, annual and quarterly planning cadences, value stream delivery, and baseline OKRs and measures.

The increased value delivered through their products helps drive greater engagement and adoption of enterprise agility. Product value becomes a unifying lens for the enterprise to accelerate their Agile at Scale evolution.

*Phase Four highlights the success of scaling agile across multiple teams and business units and developing a culture around agile at all levels.*



Enterprise Maturity Elements	Phase Four <i>The Agile Enterprise</i>
<p><b>Agile Culture</b></p> <ul style="list-style-type: none"> <li>• Cultural Engagement</li> <li>• Servant Leadership</li> </ul>	<p><b>Agile Culture exists in various stages of maturity in multiple organizations and cross-organization norms have formed</b></p> <ul style="list-style-type: none"> <li>• Leaders are more forward looking and start to articulate vision</li> <li>• T-shaped skills start to develop in pockets</li> <li>• Certifications and accreditations are normalized and funded</li> <li>• HR is transforming to Agile HR</li> </ul>
<p><b>Common Agile Framework</b></p> <ul style="list-style-type: none"> <li>• Business Agility</li> <li>• Scaling Framework</li> </ul>	<p><b>Leading organizations continue to evolve Framework and Process, early-stage organizations leverage the learnings and best practices</b></p> <ul style="list-style-type: none"> <li>• 1 – 2 ARTs are aligned in Value Streams</li> <li>• Value steam coordination is in place for key planning events</li> <li>• Advocates and Champions help support and drive shared Centers of Excellence (COE)</li> </ul>
<p><b>Value Stream Alignment</b></p> <ul style="list-style-type: none"> <li>• Lean Thinking</li> <li>• Product Agility</li> </ul>	<p><b>Value Streams are clearly defined in Portfolios</b></p> <ul style="list-style-type: none"> <li>• Value Stream Coordination events and roles are normalized</li> <li>• Operational value stream alignment is being discussed/ developed</li> <li>• Products and Service strategic roadmaps are produced</li> <li>• Product Agility fully embraced: ideation, Personas, Competitors, etc., normalized and adopted</li> <li>• Product and Service values inform funding delivery work (OKRs)</li> </ul>
<p><b>Value Delivery &amp; Productivity</b></p> <ul style="list-style-type: none"> <li>• Team Agility</li> <li>• Team Processes</li> </ul>	<p><b>Value Stream Coordination planning includes all levels in clear alignment</b></p> <ul style="list-style-type: none"> <li>• Team delivery is consistent and optimized</li> <li>• Roadmap Delivery is at 50% range and is improving</li> <li>• Lead Time at Quarterly delivery boundary normed to a known % Confidence to deliver value from Idea to Delivery</li> <li>• OKRs measure Value Delivery and drive Pivot or Persevere decisions</li> <li>• WIP managed at all levels to deliver the right levels of Value with Quality</li> </ul>
<p><b>Built-In Quality</b></p> <ul style="list-style-type: none"> <li>• Technical Agility</li> <li>• DevOps</li> </ul>	<p><b>DevOps and CI/CD are unified and norms are established within the framework</b></p> <ul style="list-style-type: none"> <li>• Automated Testing and Environment Deployment is encompassing</li> <li>• Defects are analyzed by: Product, Age, Density, Type, Severity, etc.</li> <li>• Tech Debt is minimized in new delivery</li> <li>• Existing Tech Debt reduced by an appreciable measure</li> <li>• Centers of Excellence (COE) provide refining feedback</li> </ul>

## How Jira Align Supports The Agile Enterprise

While a tool like Jira Align offers excellent value to the Phase Three enterprise, once the organization achieves Phase Four, it becomes indispensable. At this stage, every level of the organization must be aligned – from overarching business strategy at the 30,000-foot level to the day-to-day work each team undertakes – and Jira Align can provide the real-time visibility that makes that possible. Their tooling needs focus on strategic alignment, OKR definition and measurement, and alignment to agile product delivery across portfolios. Data is pulled from across the organization’s systems for maximum visibility within Align. The tools are an integral part of how the Agile process is managed and reflect the team’s reliance and adoption.

***While a tool like Jira Align offers excellent value to the Phase Three enterprise, once the organization achieves Phase Four, it becomes indispensable.***

Continuing the call out to Align’s “Why?” functionality: At Phase Four, the “Why?” functionality/visibility is more complete and ties to more aspects of the company’s vision, strategy, and chosen execution method. Combined with an evolved agile culture embracing continuous improvement and further empowering teams, the organization is more aligned with what drives us as individuals.





## Strategy Level

As organizations move to Phase Four, the focus on aligning strategy with execution across the enterprise – not only within individual portfolios – becomes more critical. The ability for the enterprise to have a *prioritized strategic backlog*, that can be adjusted as needed, moves up in importance.

Strategic modeling in Align, linking strategy to team execution of stories, is becoming a core competency. The organization now has full-stack, multi-dimensional visibility into strategy execution at all levels across the portfolios of trains through Align. *Agile Enablement Framework Maps* and *Checklists* are implemented in Align, allowing agile organizations to embed framework and process guides within the system, ensuring consistency across the enterprise while allowing for variability within guidelines as needed.

The Phase Four organization is implementing Align's *Business Insights module* for business intelligence. Connected to an organization's preferred BI visualization tool, this capability allows organizations to combine data sources from across various systems (financial, logistical, etc.) to provide more holistic insights.



## Portfolio Level

The organization is implementing Align in multiple portfolios across business units. The focus on modeling execution of strategy via *themes* and *portfolio epics* now includes cross-portfolio efforts, if applicable. Modeling portfolio epics based on MVP and lean business case thinking is embedded in the pilot portfolios and spreading to other business units. Align's intake process for strategic level work (themes and portfolio epics) is now implemented for cross-portfolio visibility and governance.



## Product Level

At Phase Four, product-driven thinking is embedded in everything, and therefore all aspects of Align's product functionality are being leveraged. This includes lean use cases and prototypes. Phase Four organizations are product-driven and leverage Align's *product roadmaps* and *product room*, also known as the "product control console."



## Program Level

The Phase Four organization now has agility competency at the program level embedded throughout. These organizations can start running train-level experiments over several quarters to see the impact of improved or enhanced processes and ceremonies to improve value delivery and track real-time progress metrics across various dimensions – lean cycle time, business value delivered, and quality levels. The improvement ideas can come from many sources, including industry innovations, inspect-and-adapt, and Jira Align's *ideation intake*.

Entire portfolios of trains are on-boarded into Jira Align as a unit, providing greater cross-portfolio visibility, dependency management, and enterprise value stream alignment.



## Team Level

At Phase Four the organization has standardized team-level agile practices for Scrum and Kanban teams using the combination of Jira and Jira Align. Team-level experiments can be run for several sprints, with real-time visibility, to test out improvement ideas from team retrospectives, inspect-and-adapt, and Jira Align's *ideation intake*. The most promising improvements can be implemented throughout an ART to allow for the train-level experiments mentioned above.

## Enabling Services

Enterprises at Phase Four have developed into true Agile enterprises. However, they may still need supportive services to address cross-organization integration and synchronization, and develop less mature teams and organizations.

Phase Four organizations benefit from the following coaching and training opportunities facilitated by Cprime:

- [Lean Portfolio Management \(LPM\)](#)
- [Value Stream Alignment](#)
- [Product Agility Solutions](#)
- [Jira Align Optimization](#)
- [and more...](#)

Additionally, organizations at this stage often see the need to outsource, upskill, and take on additional headcount in their tech positions as scaling ramps up. Cprime can help in these areas as well:

- [Talent Acquisition](#)
- [Custom Development with Cprime Studios](#)
- [Upskill in-house non-technical talent with the MakeDev Program](#)

## Phase Five - The Scaling Agile Enterprise

The enterprise that moves into Phase Five operates predictably and with agility at all levels. Employee engagement is high because the culture supports a strong purpose, mastery of their skill set, and autonomy. Work is aligned with overarching business strategy, and strategic planning can explore longer time horizons because of proven predictability.

The entire organization shares a common language and processes while the learning Enterprise represented by a Center of Excellence (COE) spearheads alignment with the common scaling framework and value streams. Agile Delivery Groups perform predictably but can pivot quickly when the need arises. DevOps and CI/CD practices are normalized across the development teams. Although the organization is still focused on continuous improvement, gains are incremental because it's running like a well-oiled machine.



*Employee engagement is high because the culture supports a strong purpose, mastery of their skill set, and autonomy. Work is aligned with overarching business strategy, and strategic planning can explore longer time horizons because of proven predictability.*

Enterprise Maturity Elements	Phase Five <i>The Scaling Agile Enterprise</i>
<p><b>Agile Culture</b></p> <ul style="list-style-type: none"> <li>• Cultural Engagement</li> <li>• Servant Leadership</li> </ul>	<p><b>Agile culture is the standard for language, behavior, values, and practices</b></p> <ul style="list-style-type: none"> <li>• The learning enterprise has formed; leaders are forward-looking and articulate the vision throughout all levels of the enterprise</li> <li>• A self-sustaining learning culture is reflected at every level</li> <li>• Value is realized through innovation and relentless improvement</li> </ul>
<p><b>Common Agile Framework</b></p> <ul style="list-style-type: none"> <li>• Business Agility</li> <li>• Scaling Framework</li> </ul>	<p><b>Enterprise-wide standard framework has been adopted and optimized across all levels</b></p> <ul style="list-style-type: none"> <li>• Center of Excellence (COE) evolves framework, processes, toolscape, data network</li> <li>• Value streams are aligned to a 3-year strategic plan</li> <li>• Product alignment drives value delivery</li> </ul>
<p><b>Value Stream Alignment</b></p> <ul style="list-style-type: none"> <li>• Lean Thinking</li> <li>• Product Agility</li> </ul>	<p><b>Organizations are operationally aligned and have autonomy over their value streams</b></p> <ul style="list-style-type: none"> <li>• Product(s) Suites and Services are contained within each value stream with minimal need for cross-portfolio dependencies</li> <li>• Ideation applied at macro &amp; micro levels</li> <li>• Gemba is a core philosophy of product and is reflected in team values, processes, and culture</li> </ul>
<p><b>Value Delivery &amp; Productivity</b></p> <ul style="list-style-type: none"> <li>• Team Agility</li> <li>• Team Processes</li> </ul>	<p><b>Organizations are harmonized in planning and delivery</b></p> <ul style="list-style-type: none"> <li>• Roadmap delivery is consistent, high quality, and repeatable</li> <li>• Teams are high performing and reflect strong agile practices</li> <li>• Lead time is optimized and teams can pivot to deliver new market value with confidence</li> <li>• OKRs drive value development and measure the delivered value</li> </ul>
<p><b>Built-In Quality</b></p> <ul style="list-style-type: none"> <li>• Technical Agility</li> <li>• DevOps</li> </ul>	<p><b>DevOps &amp; Ci/CD are normalized to the Enterprise</b></p> <ul style="list-style-type: none"> <li>• Center of Excellence refine and evolve the state of DevOps and feedback</li> <li>• Defect Management and tech debt budgets normalized and carried into planning cycles</li> <li>• Tech Debt stabilized to a healthy value</li> </ul>

## How Jira Align Supports The Scaling Agile Enterprise

The Agile enterprise needs robust software to support the delivery of value from the enterprise itself down to the intricate tooling network required by the ADTs. From the Atlassian suite of products, **Jira Align** is the single most powerful platform available to provide enterprise-wide visibility, facilitate agile planning, and support the final phase of Enterprise Agility. It is usually paired with **Jira and Add-Ons** to help offer the precise decisionable data needed to maximize value delivery, improve learning, and evolve processes.

The same features and reports highlighted in the sections above remain relevant for Phase Five organizations, but usage increases dramatically as they continue to scale.

Completing the call out to Jira Align's "Why?" functionality: At Phase Five, the "Why?" functionality/visibility is fully enabled. It ties the company's vision, strategy, and chosen execution method to the team level and is visible in Jira Align and Jira. Teams operate in an evolved agile culture embracing continuous improvement and fully empowered teams, and the organization is more aligned with what drives us as individuals.

Pink's vision for us as individuals is becoming a reality in Phase Five organizations. Portfolio, program, and team level leadership experiments can be run combining Jira Align's quantitative metrics on value throughput with Jira Align's qualitative metrics on team mood, program mood, etc. Based on our experience, organizations run by high-trust inspired servant leaders outperform those run by low-trust command-and-control managers. At this phase, Jira Align's metrics will prove this hypothesis.

***The same features and reports highlighted in the sections above remain relevant for Phase Five organizations, but usage increases dramatically as they continue to scale.***



### Strategy Level

As the enterprise moves to Phase Five, the prioritized strategic backlog (tied to execution) spanning the enterprise becomes the focus. The Phase Five enterprise is incorporating more data from other systems via Jira Align's Business Insights module and a BI visualization tool to inform the strategic backlog.



### Portfolio Level

At Phase Five, the enterprise has implemented Jira Align in the majority of its portfolios across most business units for expanded and deeper visibility. Jira Align's intake process for strategic level work (themes and portfolio epics) is now part of the standard process for cross-portfolio visibility and governance. Modeling portfolio epics based on MVP and lean business case thinking is required for all business units.



### Product Level

At Phase Five, product-driven thinking is embedded in everything; all aspects of Jira Align's product functionality are being leveraged. Many strategic-level decisions are now being made or inferred by the insights gained from Jira Align's product dimension.



### Program Level

At Phase Five, the organizational agility competency at the program level is now embedded throughout. Multiple train-level experiments are being conducted PI-by-PI. The remaining portfolios of trains are on-boarded into Jira Align as a unit, aligned with enterprise value streams.



### Team Level

At Phase Five, the enterprise has further refined and standardized team-level agile practices for Scrum and Kanban teams using the combination of Jira and Jira Align.

For additional information about Jira Align, check out these excellent resources:

- [Jira Align Demo Center](#)
- [What is Jira Align – Frequently Asked Questions](#)
- [The Power of Reporting in Jira Align – Four-part blog series covering team, program, portfolio, and enterprise-level reporting](#)

## Enabling Services

All the services described in previous sections can still apply to a Phase Five enterprise because they should theoretically never stop growing and evolving. So, having expert help on-hand to guide and facilitate that growth is invaluable.

At this stage, custom-tailored solutions can be devised to meet specific needs across the organization. The enterprise is experimenting, iterating, and constantly raising the bar. As a result, the services needed change over time, and trusted partners in key service areas are critical to success. From niche training and coaching opportunities to talent acquisition and outsourcing, Cprime experts are always available to support ongoing growth and maturity.

[Contact Cprime today for more information on available services.](#)

*All the services described in previous sections can still apply to a Phase Five enterprise because they should theoretically never stop growing and evolving. So, having expert help on-hand to guide and facilitate that growth is invaluable.*

## Conclusion

As your trusty navigators, we've made an effort to lay out a clear and concise journey to Enterprise Agility. While it's not a short trip, you can hopefully now judge what aspects of the trip will be easiest and most challenging for your organization. You should also have the information you need to decide which vehicles (tooling options) best suit your unique trip.

Now that we've mapped out the journey, what phase do you think your organization occupies right now? What do you think it will take to reach the next phase of Enterprise Agility?

We'd be honored to help you figure that out.

[Connect with a Cprime expert today >>](#)



# Additional Resources

## Webinars

Enroll in a 60-minute web seminar that discusses key management practices, research, and current trends.

## Blogs

Featuring real world stories from our subject matter experts and original research.

## Tutorials

We have a wide variety of tutorials and how to's for you to advance your skillset.

## Whitepapers

Resources written by our experts about topics ranging from leadership to Agile to DevOps.

## Case Studies

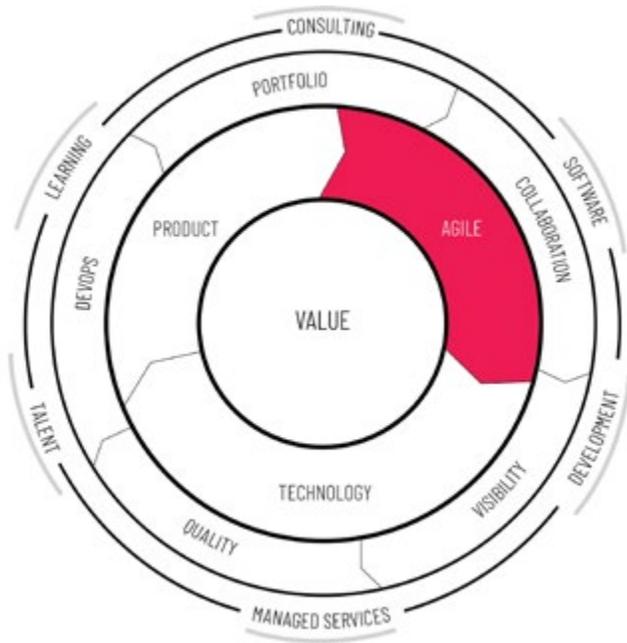
Read up on transformations and key results from companies across the globe who have utilized Cprime.

## Templates

Improve your processes by using one of our pre-existing templates.

# Cprime Agile Solutions

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## Agility to adapt to rapid change

Our, tested, refined and proven Agile delivery approach has helped countless enterprises transform their way of working to reap the benefits of Agile methodologies. Our Prime approach addresses all stages necessary to meeting and exceeding business goals: Prepare, Roadmap, Iterate, Measure, and Evolve. [Learn More](#)

## Agile Solutions Include:

### SAFe® Solutions

Ensure your enterprise investments in Lean Agile Transformation yield the market-impactful outcomes you expect. Tailor the Scaled Agile Framework (SAFe®) to drive measurable business results. Unleash the untapped potential of your organization by focusing on value and innovation to adapt and win. [Learn More](#)

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Whether you are just getting started with adopting Agile in one of your teams or scaling Agile through your enterprise, we have customizable packages to get you to the next level. [Learn More](#)

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### Agile for Hardware

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# About Cprime

An Alten Company, Cprime is a global consulting firm helping transforming businesses get in sync. Cprime is the partner of choice for Fortune 100 companies looking to achieve value and agility. We help visionary business leaders compose solutions, execute implementations, and exceed against business goals. With our key partnership recognitions, including Atlassian Platinum, AWS Advanced, and SAFe® Gold SPCT partner, our industry-leading software and services work in synergy to deliver transformations.

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## Cprime Partnerships

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