ATLASSIAN

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The journey

Google

Solving organizational complexity with Jira
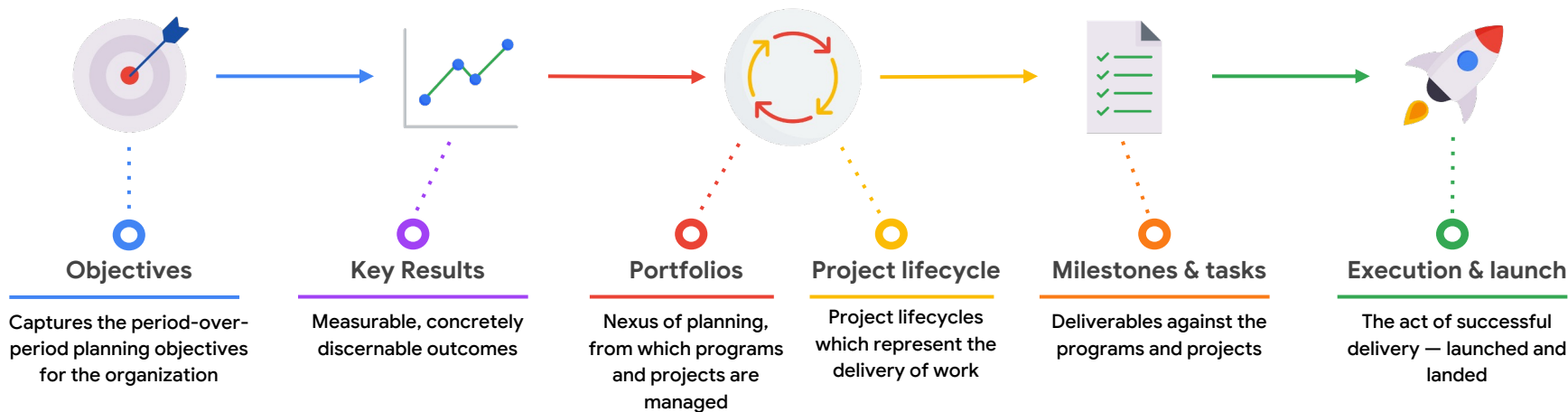
Vibhu Ramakrishnan

Complex systems

" Complex systems are **networks** made of a number **of components** that **interact with each other** . . . may arise and **evolve through self-organization** . . . permitting the **development of emergent behavior** at macroscopic scales. "
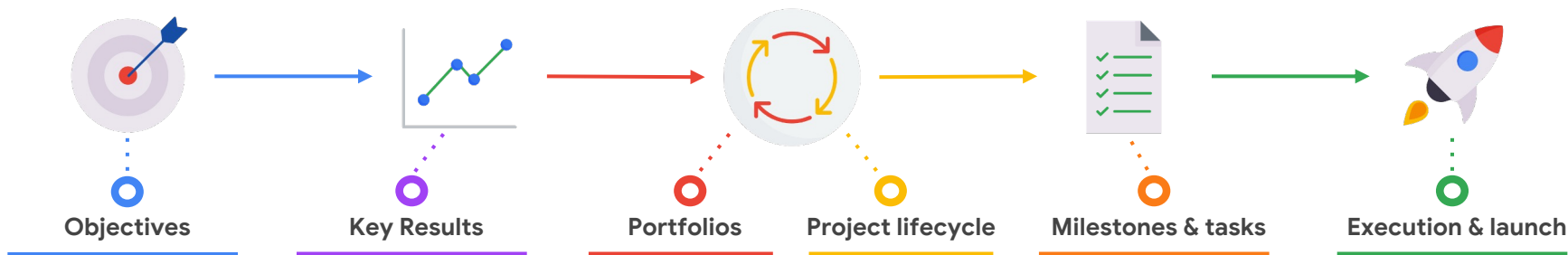
- Hiroki Sayama, SUNY
Center for Collective Dynamics of Complex Systems (CoCo)

Google

Goals and outcomes

Objectives
Captures the period-over-period planning objectives for the organization

Key Results
Measurable, concretely discernable outcomes

Portfolios
Nexus of planning, from which programs and projects are managed

Project lifecycle
Project lifecycles which represent the delivery of work

Milestones & tasks
Deliverables against the programs and projects

Execution & launch
The act of successful delivery — launched and landed

Google

Complexity arises

Objectives → **Key Results** → **Portfolios** — **Project lifecycle** → **Milestones & tasks** → **Execution & launch**

STRATEGIC GOALS>>

Define organizational goals, and view program health	*Define/Track portfolios against the goals*	*Own projects that roll up to portfolios*	*Progress projects towards delivering*	*Execute on tasks against the projects*
Leaders	*PMOs*	*Managers*	*Teams*	*ICs*

<<OPERATIONAL GOALS

Google

Challenges

Tool proliferation	Disconnected ecosystem	Data standardization

Goals

Outcomes

Launch

Task

Resource

Access
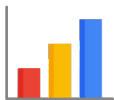
Reports

Dependency

Artifact

Org hierarchy

The solution needs to be . . .

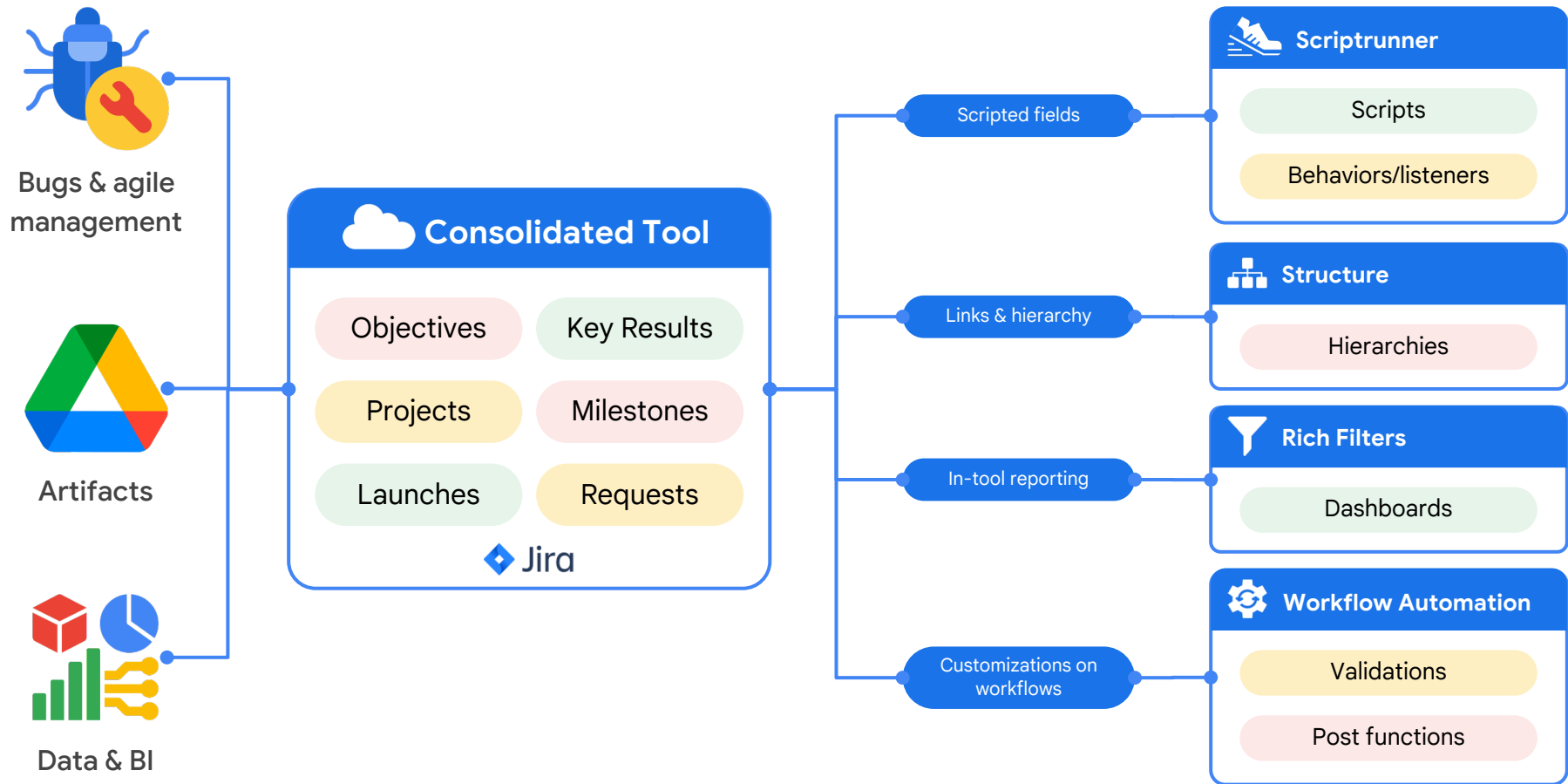## Scalability

- Single instance
- Multinode
- Performance

Flexibility

- Hierarchy
- Custom workflows
- Custom fields

Extensibility

- App marketplace
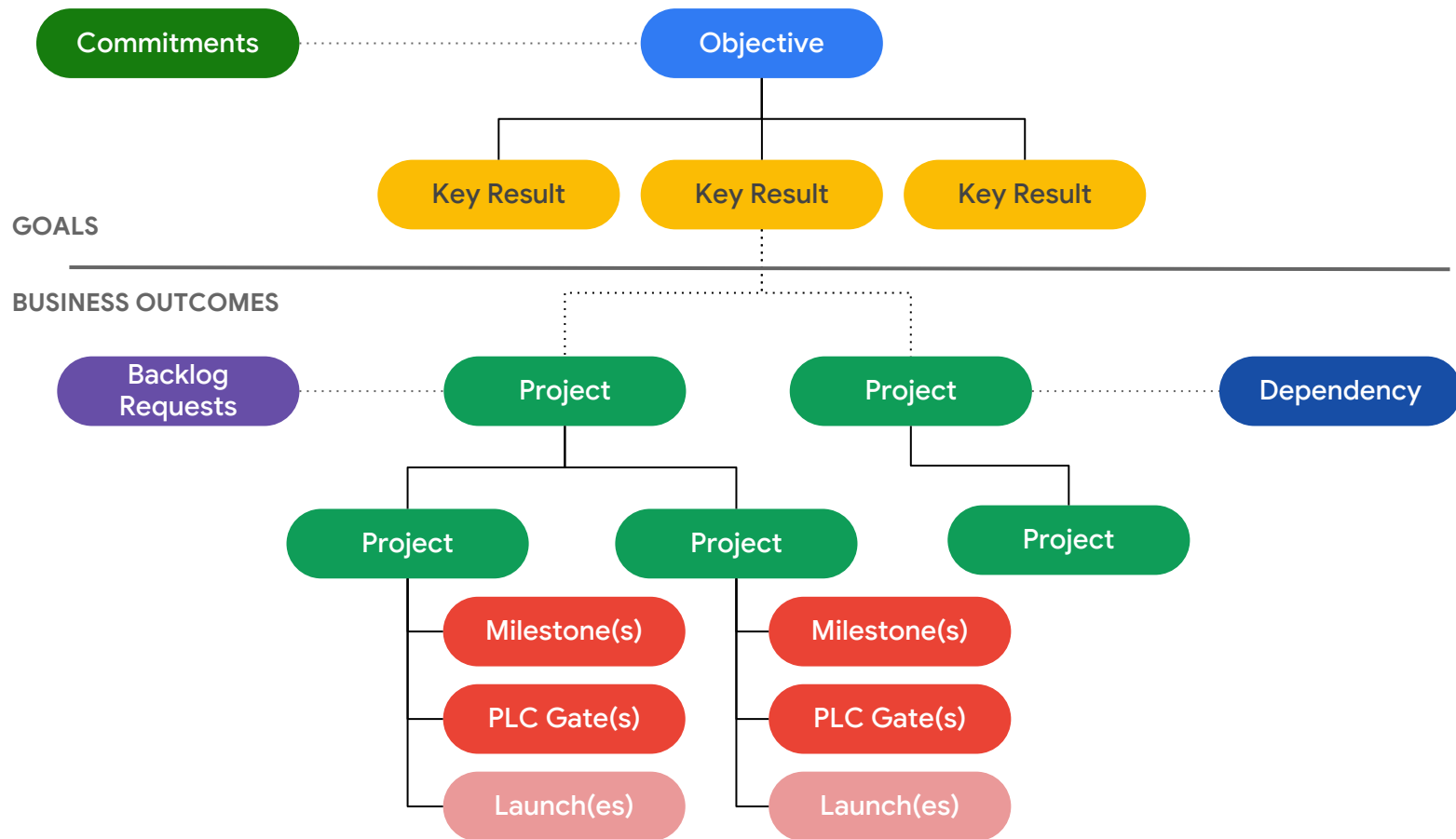- Customizations
- Well-defined API's

Google

Animated Slide

1

Get the **right focus**

Chart a path to success with a roadmap to achieve these opportunities

Be rigid to start with - but set yourselves realistic goals.

2

Get the **concept right**

Make it tangible by moving forward and launching the concept iteratively

Every team is a snowflake - and with valid reason.

3

Get the **solution to scale**

Continuously refine through agile management to create an impact at scale

Give options - everyone won't conform.

Thank you!