

WHITE PAPER

Enhance Organizational Decision Making

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CHALLENGE

Today's business environments are increasingly more complex. Multiple variables are in constant movement. Technological advances, competitor actions, and consumer demands create new challenges and opportunities continuously. Making accurate, effective, well-informed decisions is essential, but also difficult because it requires commitment, adaptability, and the ability to continuously learn.

However, organizations experience difficulties in their ability to consistently make accurate and well-informed decisions, usually because of the way they operate. Individually, these challenges can be significant barriers; in combination, they can make effective decision-making impossible.

The first significant challenge is the reliance on inaccurate, incomplete, and unclear data. This blocks clear and accurate insight into what is happening in the organization and its environment, resulting in missed opportunities, threats, and a lack of transparency on how to proceed when those opportunities and threats are finally identified. Incorporating new and emerging information is not possible and modeling alternative scenarios is not an option. Objective analytics end up being replaced by subjective instincts. The Return on Investment (ROI) of decisions isn't understood and many of those decisions are far from ideal.

This suboptimal decision-making is made worse by the second significant challenge faced by organizations. Decision makers from different departments and business areas are often misaligned resulting in disparate visions, conflicting priorities, and distinct interests. This makes it much harder to reach consensus, especially when combined with the absence of reliable data, further hurting the ability of the organization to make the right decisions quickly and consistently.

Finally, these organizations find it difficult to break this cycle because they are operating on outdated methods and approaches – which is the third key challenge. Without an Agile and lean mindset there are inadequate feedback loops to help validate decisions or to identify the need to adjust. Transparency, adaptability, and iterative decision-making are further impeded by overly rigid processes. Together with poor data insights and misaligned decision makers, a situation is created that organizations are unable to break free from.

ADDRESSING THE CHALLENGE

In today's fast-paced, digitally enabled world, effective decision-making is a fundamental requirement to be successful. It impacts every aspect of an organization from strategic planning to daily operations. Effective decisions help improve speed to market by minimizing delays. They create an environment of transparency and clarity where everyone understands what needs to be done and why, driving engagement and productivity. They enable the ability to pivot and embrace new opportunities to minimize disruption and waste in the process. But above all, effective decisions result in the right work being done at the right time to maintain alignment with the strategic objectives, optimize organizational performance, and maximize delivery of customer value.

Every time one of these challenges impact the ability to make effective decisions, it's not just the immediate impact of that decision that hurts performance. It's the long lasting, resultant impact on the entire organization – lost opportunities, a lack of clarity among individuals and teams, wasted effort, and so on that organizations simply can't afford. With Gartner reporting that 61% of corporate strategists identify poor execution as the primary reason that new growth initiatives fail, the ability to make every decision effective and timely is essential. With Gallup indicating that only 23% of global employees are engaged, the need for transparency and clarity in all areas of an organization is obvious.

Poor decision-making delays delivery increases waste, lowers productivity and morale, and raises costs. All of those directly impact the organization's bottom line. Simply put, the cost of poor decision-making is massive.

For Chief Transformation Officers (CTOs), each of the three specific challenges we have identified contributes significantly to these impacts.

- **Inadequate data-driven insights.** Incomplete, outdated, inaccurate, or overwhelming data impede effective decision-making, hindering the ability to run scenarios such as what-if analyses, to factor in new information, to perform data-driven analytics, and to measure the ROI of decisions. The root causes include a lack of real-time accurate data; data overload resulting in noise and poor digestion of data; and issues related to data inaccuracy and currency. Besides impacting the human ability to make effective decisions, the described state of data also prevents successful use of machine learning (ML) and artificial intelligence (AI) technology. In today's competitive landscape this can be of crucial importance.
- **Misalignment among decision-makers.** Conflicting interests, lack of consensus, and varied visions lead to discord, inefficient resource allocation, and suboptimal decisions. Misalignment is fed by conflicting, silo-based goals and incentive models, it leads to confusion and delays in decision-making, that can result in missing market opportunities and unnecessary cost. For more effective decision outcomes, it's crucial to foster collaboration, break down silos, seek diversity, and drive alignment to strategic objectives across decision makers.
- **Reliance on outdated ways of working.** Failing to timely pivot initiatives due to changed market circumstances, to stay on track for achieving the strategic objectives, will, without a doubt, negatively impact the success rate of an organization. When organizations fail to embrace Agile and lean thinking – which can deliver continuous feedback loops, iterative approaches, and a laser-focus on customer value – this challenge becomes hard to overcome.

These challenges impact all parts of the organization, and the solution must therefore encompass the total enterprise and its functions. The adoption of modern, enterprise level Agile practices are a good starting point and organizations are beginning to make that shift by aligning operations to value through concepts like Value Stream Management (VSM). But working practices alone are not enough.

Organizations must also deploy advanced technologies to overcome the hurdles – delivering complete, accurate, timely data that empowers insight and supports data-driven decision-making. That's what a VSM solution such as ValueOps by Broadcom delivers. But more than that, as an integrated enterprise-wide solution, it empowers

¹ "The 5 Pillars of Successful Strategy Execution", Jackie Wiles, Gartner.com, July 17th, 2023

² "Globally, Employees Are More Engaged — and More Stressed", Jim Harter, Gallup.com, June 13th, 2023

decision makers, enables collaboration, and helps to shift the organizational culture to one of agility, value, and data-driven decision-making.

VSM allows organizations to create and maintain a centralized, real-time data source for all strategic initiatives, while integrating with work management tools to ensure that all data is accurate and accessible. It provides powerful reporting and analytics capabilities that provide contextualized, relevant insights enabling informed decisions and more timely adjustments when necessary.

VSM encourages the development of a more Agile and lean mindset across the entire organization by supporting iterative approaches and facilitating timely feedback loops. This quickly demonstrates the benefits that are created when teams can swiftly respond to economic threats and opportunities so that they can remain focused on optimizing customer value.

Let's have a look at how VSM supports organizations in solving each of the three key challenges.

Challenge: Inadequate Data-Driven Insights

Accurate data and real-time insights are critical for effective decision-making. When these vital components are absent, chances are that critical strategic activities are slowed and risks are increased. The running of models and what-if scenarios take longer, and the outcomes are less comprehensive. Incorporating new information regarding market changes takes longer and comes with the risk of missing essential elements.

The absence of connected data across the enterprise results in missing or incomplete information. It is the result of silos where data, and by extension the ability to analyze that data to make decisions, is compartmentalized. Data-driven analytics cannot be effective in siloed environments, which makes it harder to validate or correct those decisions through objective leading indicator metrics.

Organizations don't set out to create these situations for themselves. They are the result of a reliance on the manual collection and aggregation of data. Spreadsheets are the norm, data is managed at a departmental and functional level, and data management is handled on a best-efforts basis. Real-time becomes an impossibility, and in many cases the currency of data simply isn't known, so it's assumed.

Ironically, while this approach inevitably results in significant gaps in crucial, decision supporting data, it also frequently delivers data overload. The maintenance of the same data elements in multiple locations and formats creates noise, making it nearly impossible to extract meaningful, actionable insight from the proliferation of different data sources and approaches. This means that data is either misunderstood or ignored, rendering it useless.

Additionally, because data is being manually collected and maintained it is often sanitized or otherwise modified, activities in which mistakes are not uncommon. These problems are not always apparent but are further compounding the issues organizations face.

The impact of all these issues is severe. Data collection and aggregation is slow, incomplete, and error prone. In depth analysis and modeling that relies on that data is either ineffective, or simply impossible to perform. As a result, decision-making cannot become more effective or efficient because it is limited by this low-quality data. Decision-makers struggle to make the right choices in a timely manner, and further struggle to validate those decisions once made.

Technology leaders, under pressure from business leaders to embrace ML and AI capabilities, find themselves hampered by the lack of complete, accurate data. AI and ML require high quality, consistent data to produce the best outcomes. Without it there is an inability to visualize and comprehend the end-to-end flow of value through the organization which impacts the ability of the organization to succeed and makes it even harder to always optimize customer value.

HOW TO: STRATEGICALLY SHIFT DATA MANAGEMENT

Data is a significant enterprise level asset, and it must be managed as such. Addressing problems with data accuracy, completeness, relevance, accessibility, and currency requires a strategic approach that considers all relevant data across all business areas and functions. It starts with the establishment of a single, centralized, system that can manage all relevant enterprise data in real time. This system becomes the hub for strategy and delivery, ensuring that decision-makers have precise and current insights that can empower them to make effective decisions in a timely manner. At the same time, when all business areas are operating with the same set of data, trust is increased, silos are broken down, and collaboration becomes easier.

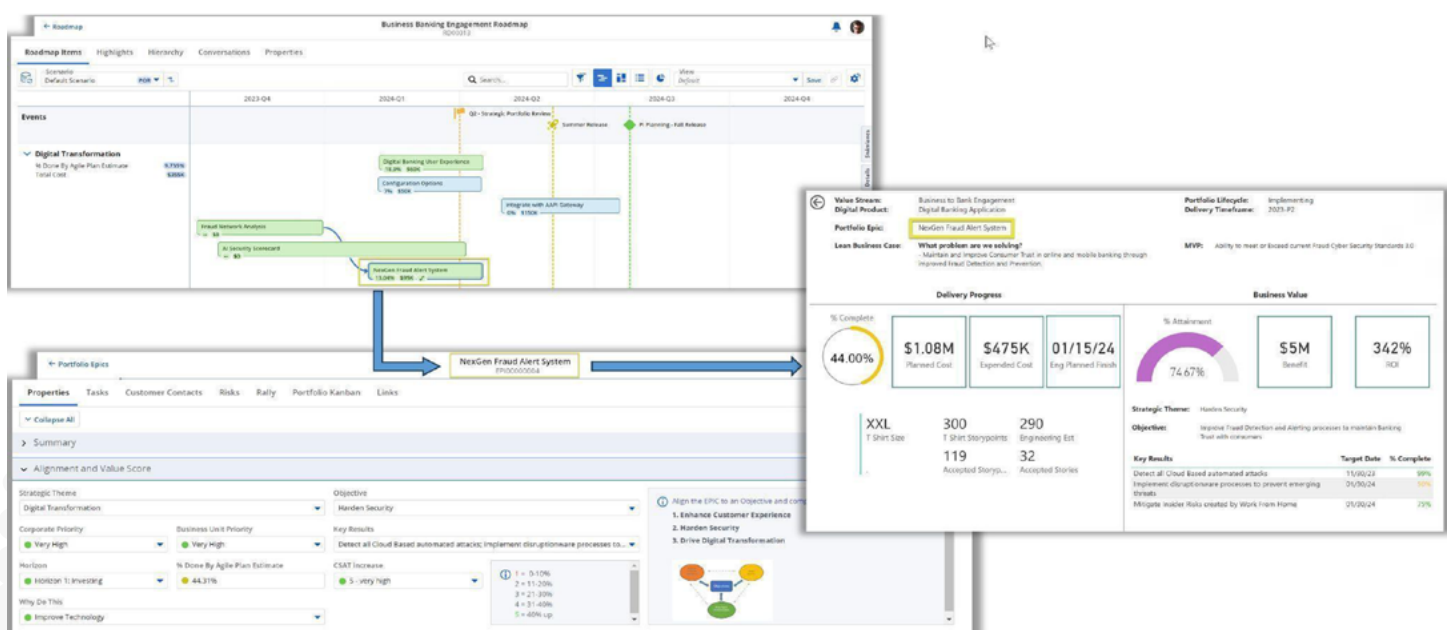
With ValueOps, improved decision-making is achieved through advanced real-time analytics and data synchronization features. These capabilities enable up-to-the-minute data visualization, offering a clear and current view of organizational processes and performance metrics. Leveraging data aggregation and visualization capabilities empowers swift and accurate data-driven decision-making while increasing confidence and lowering risks around those decisions. Metrics like flow distribution, portfolio item cycle times, strategic initiative flow rates, time to solution (or value), resource utilization, and more are used to balance the workloads and work types in the process, maximize flow efficiency and identify bottlenecks to improve the process.

PLANNING EFFECTIVENESS

Planning is the cornerstone of modern business. The ability to identify the right goals and objectives, develop and prioritize the investments that best align with those goals, and then fund and schedule work effectively is the foundation for strategic success. Then, the ability to maintain that alignment in an ever-evolving environment, helps to ensure that success is delivered.

That only happens when decision-makers have access to readily understood, complete information and insights at the portfolio and program levels. That information supports analysis of proposed portfolio mixes and helps ensure that the right decisions are made and communicated. With ValueOps, that is easily accomplished through intuitive planning capabilities that allow decision makers to collaborate and make effective decisions together, using consolidated enterprise data.

When changes are necessary, as they inevitably will be, those proposed adjustments can again be analyzed, the impacts of decisions understood, and the best decisions can be made in the least time. Those decisions can then be implemented, and decision-makers can validate that the expected adjustments have occurred.



Figures 1-2: Customer satisfaction, strategic alignment, and progress from both an effort and financial perspective can all be considered when prioritizing and (re)planning investments for optimal alignment to objectives.

FLOW DISTRIBUTION OPTIMIZATION

The ability to optimize the flow of work is essential if an organization is going to deliver as much customer value as possible. Understanding flow distribution allows for effective work prioritization, the identification and elimination of bottlenecks, and understanding where and why those bottlenecks are occurring.

Visibility into real-time flow distribution allows an organization to operate at optimal efficiency, while also ensuring that work is distributed evenly across teams and individuals. This helps drive engagement and productivity and eliminates both over- and under-utilization. With ValueOps, this level of insight allows rapid adjustments to be made, benefitting the organization, teams, and individuals, and, most importantly, the customer.

MANAGING FLOW METRICS AT SCALE

The ability to scale flow metrics provides organizations with greater ability to understand and improve how work, and value, moves through the organization. While flow distribution allows for the optimization of individual workflows and the management of resources across the enterprise, scaled flow metrics provide insight into areas where entire organizational processes can be improved and adapted.

This ensures that the organizational infrastructure is always designed to maximize throughput, even as it evolves and changes. This in turn ensures that the flow of value is always optimized. Reliable flow metrics leverage complete, accurate and timely data to provide decision-makers with the ability to adjust where necessary, and to validate that processes are operating optimally. They also support the development of a culture of continuous improvement by encouraging the relentless pursuit of excellence across the entire organization and its value streams.

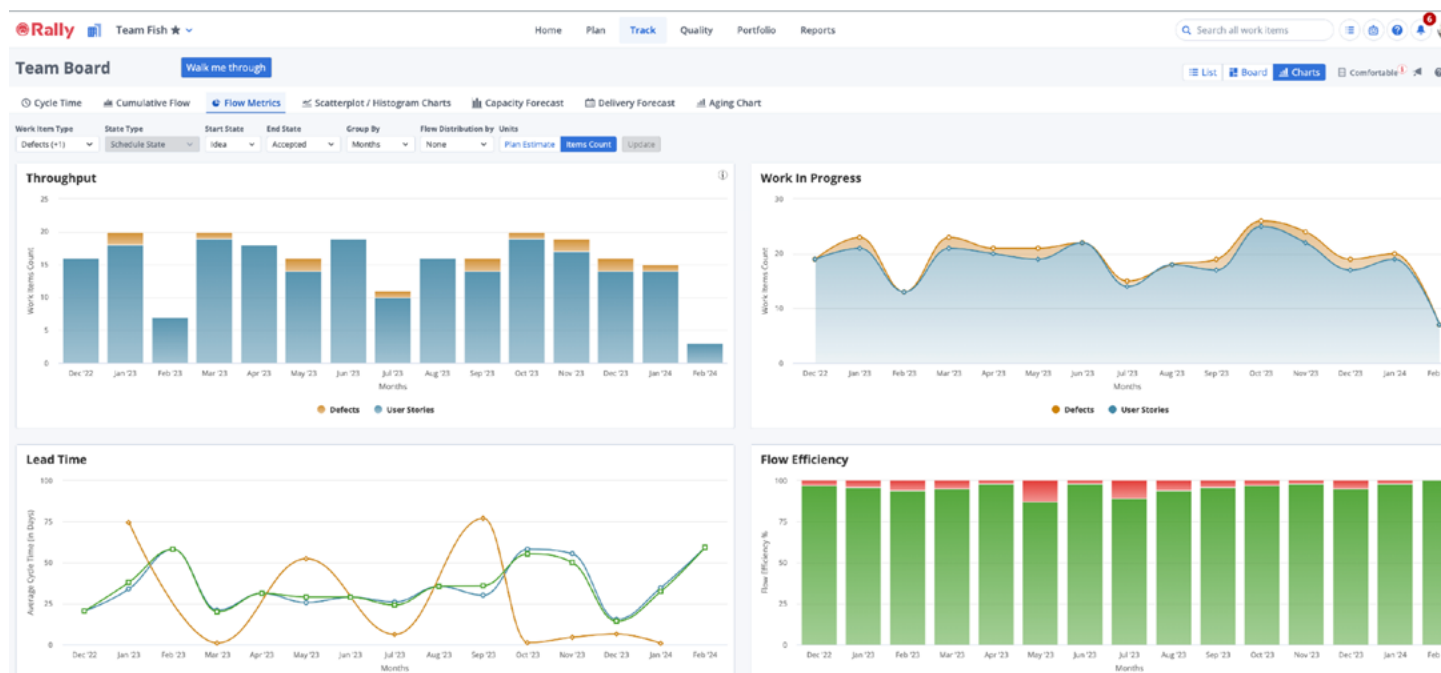


Figure 3: Flow metrics at the team level provide key information that enables teams to increase efficiency

LEVERAGING THIRD-PARTY ADAPTORS

Modern organizations are complex, relying on multiple specialist systems to support their operations. Additionally, teams want to be able to work in the manner, and with the tools that best allow them to succeed. Technology cannot become a barrier to success, and with ValueOps, it isn't.

ValueOps integrations allows data to be integrated from multiple systems. This helps maintain a single source of truth and contributes to the breakdown of departmental and functional silos without compromising the ability for each group to operate.

Once integrated, data can then be combined, visualized, analyzed, and modeled as required. Organizations can understand what is happening in all parts of the value stream in a single centralized location.

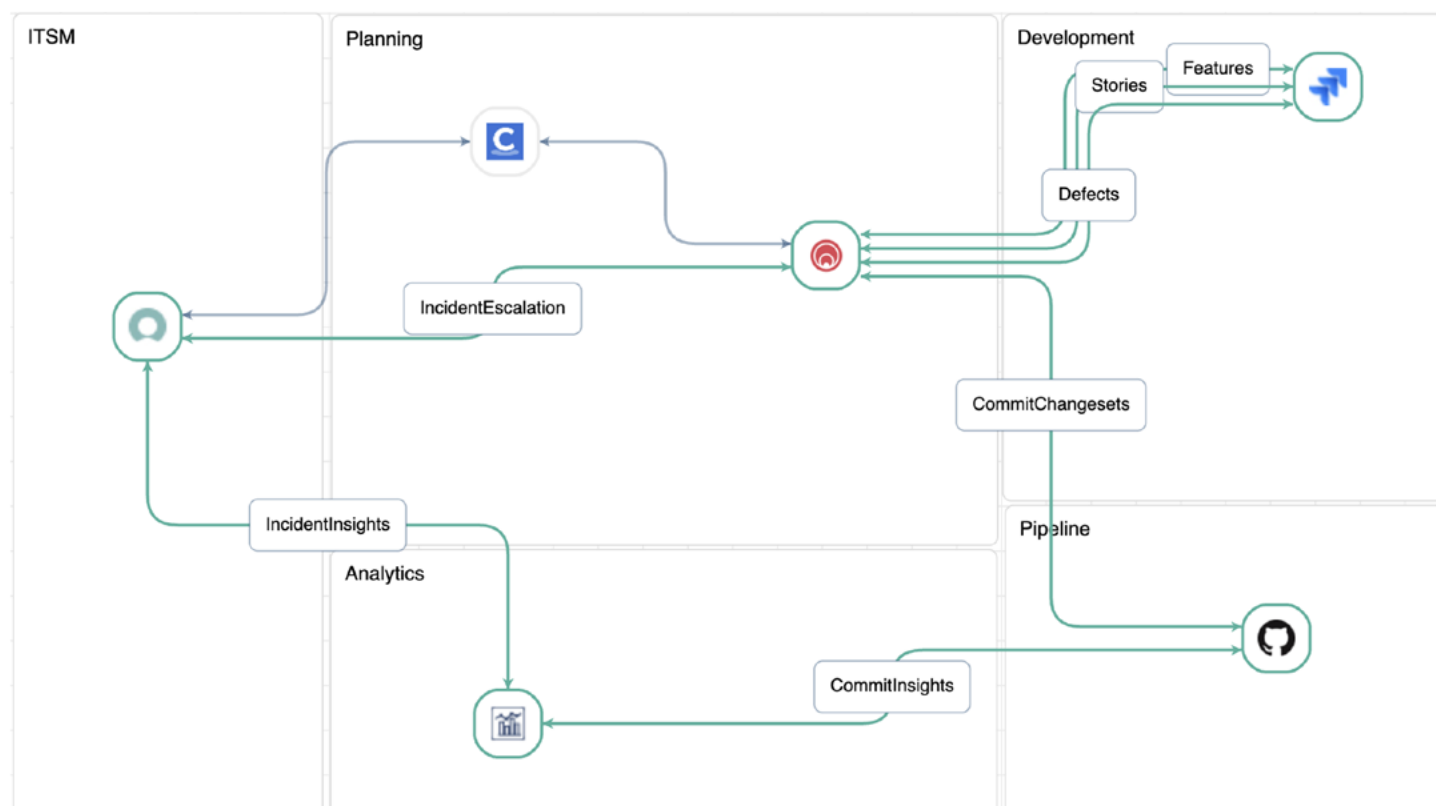


Figure 4: ValueOps facilitates connections between all systems in the value stream, to centrally gather all the data that is important to monitor the performance of the value stream.

DETAILED INSIGHTS

Decision-makers need complete transparency and understanding around what is happening in their business. No matter how comprehensive, that can't be achieved simply with canned reporting. Decision-makers need the ability to carry out their own custom analyses, understanding the nuances of the data and what those nuances reveal about the organization. Not only does this provide practical support to the operation of all value streams, but it also provides decision-makers with the confidence necessary to make timely decisions.

The ability to develop these detailed insights allows for all elements of every value stream to be refined, optimizing the flow from concept to cash and ensuring that effectiveness and efficiency are always operating at peak performance. Additionally, as the operating environment continues to evolve, these analyses can help to identify new opportunities for improvement and to unearth potential threats when they can still be readily managed.

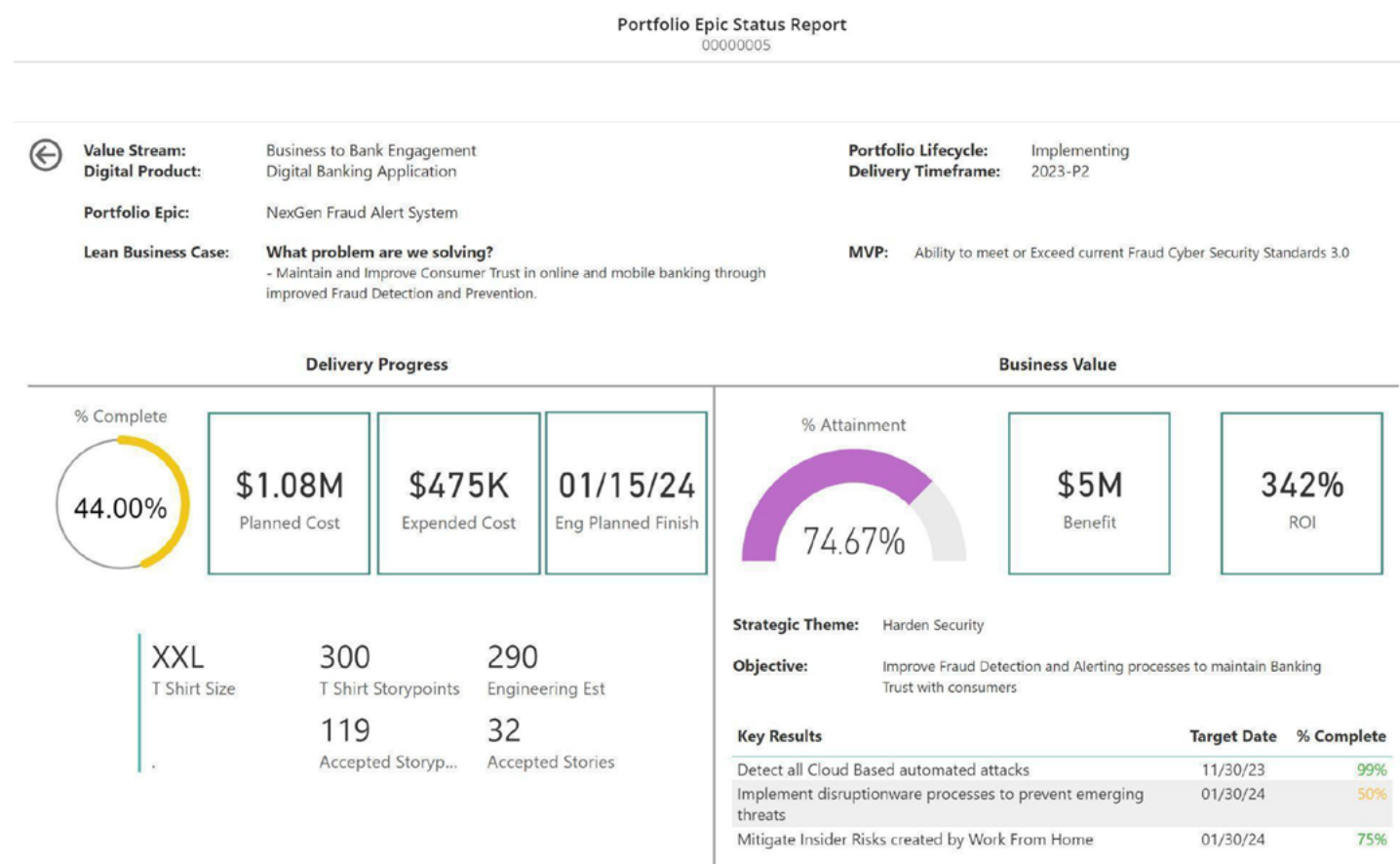


Figure 5: A single dashboard, showing Delivery Progress and Business Value, including financials from a Value Stream or Product perspective enables better decision making.

CUSTOMER SUCCESS

A healthcare provider couldn't understand why they were unable to complete their work, despite implementing an Agile at scale approach. ValueOps provided them with visibility into what was happening and through data visualization capabilities, they quickly understood that they were trying to work on too many initiatives in parallel, resulting in critical strategic initiatives not being successfully completed. ValueOps provided visibility to everyone involved in work delivery, showing how work aligned with the strategic priorities. This ensured value being delivered was making the largest contribution to the organizational objectives.

Challenge: Misalignment Among Decision-Makers

Organizations are made up of many different functions, departments, and business areas. Often those different elements of the enterprise aren't aligned with each other. In many organizations, those elements aren't ever aligned, in large part due to the way that the business is structured. Confusion over enterprise goals versus departmental goals means that department level decision-makers have different visions and priorities than their colleagues in other departments, as well as from enterprise leaders.

This can quickly cause disconnects between different groups, sometimes without anyone recognizing that those disconnects exist. Decision-makers push for the choices that they feel are most valuable, without realizing that they have only a partial view into the overall enterprise priorities. This is frequently the result of a legacy, hierarchical organizational structure that itself acts as a barrier to collaboration and collective decision-making. These disconnects also often appear in an organization that is grown by merger and acquisition.

It's no surprise that problems occur in this environment, where individuals and functions have differing views on the visions and goals of the organization, and where there is no infrastructure to reach agreement. There is a lack of trust, there are problems with resource allocations on cross-functional initiatives, and an overall lack of efficiency. This does not only impact decision-making, but also affects the overall execution of work, and by extension, organizational performance.

In many cases this is based on historic working methods. Departments have always operated with the freedom to make their own decisions on how they prioritize their own work, and on the work that they deliver to support organizational goals. These legacy planning processes have worked for these departments, and they see no need to adapt. The traditional strategic planning approach of organizational executives setting the goals and then business areas proposing projects to contribute to them reinforces this approach and ensures that outdated work methods remain embedded.

Many of these organizations operate with a command-and-control style of management, placing decision making at the higher levels of organizational structures. This restricts diversity in ideas and further limits decision making to just a few individuals removed from the delivery pipeline. With leadership operating at a department level, and with each department incentivized to deliver its own objectives, there is no motivation to become more collaborative with the rest of the enterprise to achieve organizational level objectives.

Making matters worse, the extended periods of time that organizations have been operating in this way, have resulted in different terminology, practices, and behaviors across business areas. This makes it harder for people in those areas to develop a common understanding of organizational priorities and how they can contribute to them.

Organizations suffering from this misalignment among decision-makers struggle badly. The delays, poor decisions, and conflict across groups result in unnecessary additional costs caused by investments in inappropriate initiatives incapable of contributing to strategic priorities. Resource allocation is often suboptimal with ineffective assignments, under-and over-allocations, and low employee engagement and productivity.

Organizations with these difficulties find it hard to react and respond to changing market conditions, resulting in missed opportunities and wasted work. Employees continue to work within silos and lack an ability to understand the larger organizational picture. As a result, they are unable to effectively contribute to overall enterprise success.

HOW TO: COLLABORATE, DIVERSIFY AND ALIGN

People want to be successful, they want to work together, and they want to contribute to the common good. Organizations need to find a way to let them by breaking down legacy silos while fostering and enabling effective collaboration. Organizations need to embrace diversity and inclusivity, an approach which promotes innovation and results in better decision-making. All these steps will help improve overall organizational performance.

A meaningful first step is embracing a value stream management approach. By aligning the organization with the delivery of value to the customer, focus moves away from departments to a holistic view focused on how, where and by whom value is created and how this value contributes to enterprise success. The definition of work in terms of value streams, and the alignment of teams and functions with those value streams, provides a holistic framework for managing work processes in an organization.

When individuals within that framework understand how their efforts are contributing to customer value, they also understand how that work is helping drive the attainment of enterprise level goals and objectives. They better understand how work flows across different areas and functions, and they recognize the different focus each of these groups will have.

Leaders and decision-makers find it easier to allocate resources – funds and people, to initiatives that align with organizational priorities and the entire organization begins to focus on optimizing and improving its value streams. That facilitates the creation of a culture of excellence that will help the organization continuously improve while delivering transparency and effective collaboration to optimize both effectiveness and efficiency.

ValueOps acts as the central platform that connects all teams together while facilitating improved communication and collaboration. At the same time, this platform provides comprehensive real-time insights into the operations of each element of every value stream, allowing for an understanding of every process in isolation, as well as a holistic perspective of how all these processes combine to flow value through the enterprise. ValueOps also provides a way to standardize language and terminology and bring everyone together in pursuit of common organizational goals and helps deliver visibility and transparency necessary to enable data-driven decision making.

ValueOps helps reduce organizational risks associated with a siloed organization, while strengthening trust across the enterprise and its functions. This in turn makes it easier to engage in effective collaboration, while the broadening of ideas and contributions will improve both decision-making and the solutions that ultimately impact the delivery of value to customers.

To optimize the ability to support the elimination of misalignment between decision-makers, organizations should:

- Align work with objectives and key results (OKRs), ensuring objectives are closely connected with strategy. This alignment serves to unite and coordinate efforts across the organization, fostering collaborative work toward those shared objectives.
- Enable decision-makers to always work together, using data as the basis of that work. This fosters effective collaboration while demonstrating the importance of a shared understanding of organizational priorities.
- Cultivate a culture of informed and strategic decision-making that aligns with corporate goals. ValueOps provides the ability to provide all employees with a common, clear understanding of what is being done, why, and how everyone contributes. This enables transparent decision making that helps improve engagement and drives greater productivity.
- Utilize real-time insights to improve efficiency and ensure decisions add value across the organization. With everyone able to collaborate around the same complete, timely and accurate data, decision making can become more objective and less driven by individual sentiments or priorities.

In these roles, VSM becomes more than simply an effective enterprise tool. It becomes a valuable catalyst for the breaking down of silos, the improved alignment of business functions, and the development of a collaborative culture that promotes diversity and inclusivity while delivering excellence in decision-making.

REFLECT REALITY

To support the ability to optimize organizational performance, an enterprise needs to define its business in the way that it wants. ValueOps allows just that. Every element of the business can be defined to reflect how a business operates, or how it wishes to operate. Value streams, products, teams, and so on don't have to fit into rigid predefined models but can be configured to reflect the dynamics of the organization. This makes it easier for individuals and teams to relate to them and drives greater improvements in less time.

ValueOps also helps an organization to develop, define, and share a common vocabulary. One of the biggest barriers to breaking down silos is custom terminology, acronyms and phrasing that make it hard for other areas to relate, this especially applies to business and delivery layers of the organization. With ValueOps, those differences are eliminated without requiring individual work teams to redefine how they see themselves, or how they work.

ValueOps' ability to consolidate data from multiple business areas and multiple systems also ensures that it reflects the entirety of how an organization operates. Decision-makers can view investment portfolios at a macro level, without losing the ability to drill into details, or to view work in terms of time boxes or individual work hierarchies. Because data is automatically aggregated from each part of the organizational infrastructure, complete transparency needed to drive insight and decisions always exists.

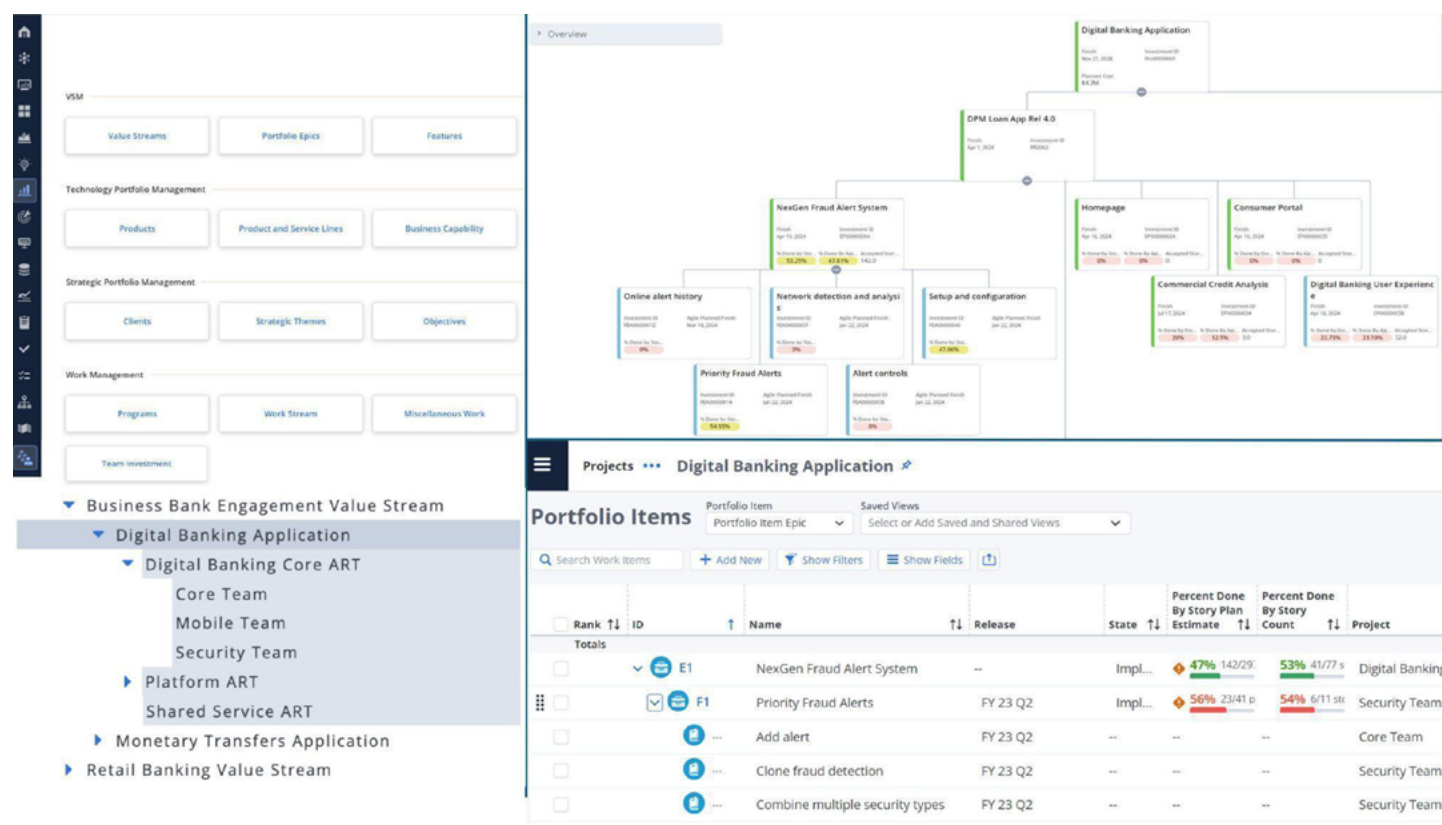


Figure 6: Define the elements that reflect your operational model and consistently reflect the structure throughout the organization for various functions and purposes.

COLLABORATIVE PLANNING

The best plans in the world, no matter how well thought out, are useless if they can't be communicated to the people doing the work. That's where roadmaps become powerful tools. Not only do they encourage decision-makers to collaborate on a single set of priorities, reviewing options for different portfolio mixes and models; they are also intuitive, easy to read communication vehicles. Roadmap functionality makes collaborative planning and consistent communication automatic – it's just how they work, and that frees up decision-makers to focus on the critical business decisions that will determine ultimate performance.

Of course, the plans that are developed are only as good as the data used to create them. Everyone must be working with the same data to permanently break down silos and ensure all decision-makers are aligned. ValueOps eliminates the risk of pockets of incomplete, inaccurate, or out of date data, while providing powerful analysis functionality that ensures each stakeholder can view the data in a context relevant for them. This helps to foster trust by allowing for individual interpretation of consistent, aggregated data, driving improved planning performance.

ValueOps not only encourages collaboration and alignment among decision-makers, but it also turns it into the natural way of working through the use of roadmaps linked to solution planning based on accurate data.

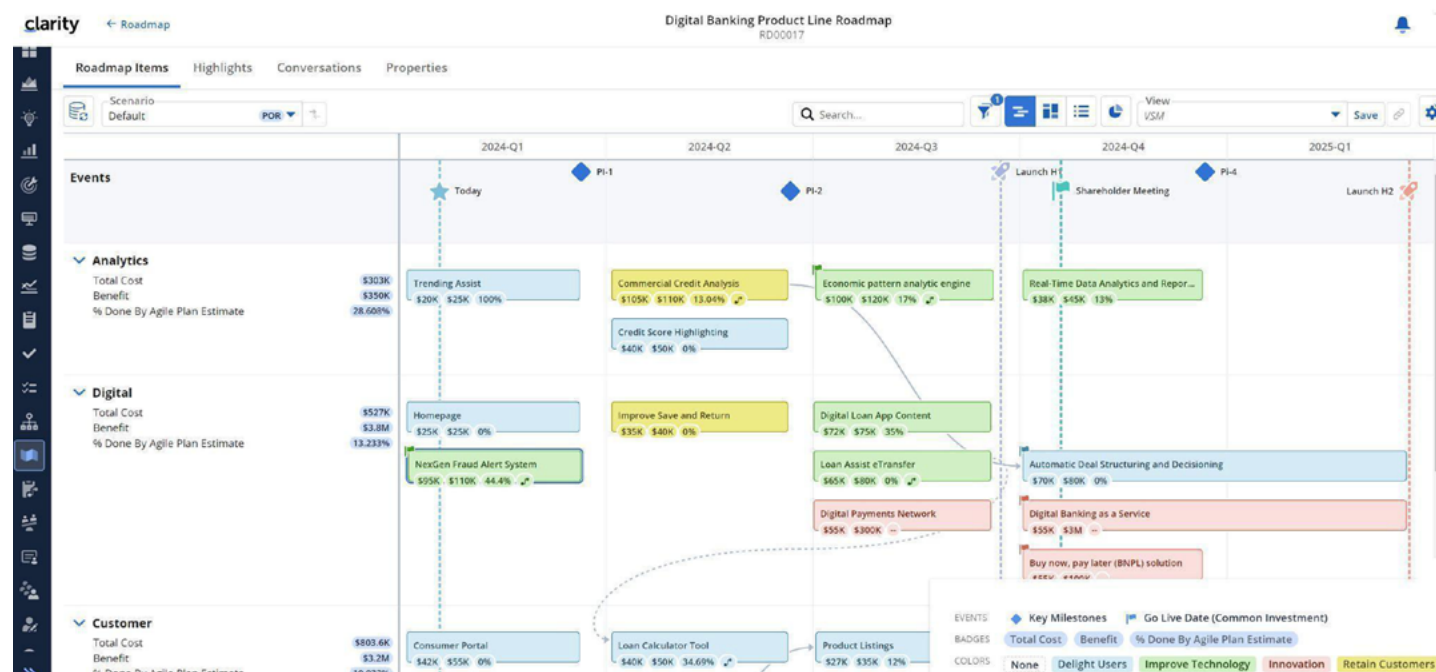


Figure 7: Roadmaps, fed by accurate data, facilitate collaboration and better decision making by providing an intuitive overview of both inflight and planned initiatives. ValueOps roadmaps can reflect both business and delivery information.

Organizational objectives must be backed by performance targets to be meaningful. OKRs ensure that goals are measurable and identify how performance will be measured. There must be agreement on the OKRs that are defined, and on what they mean in the real world for decision-makers to be aligned. ValueOps allows OKRs to be defined at a strategic level and allows for the propagation of these objectives and departmental key results throughout the organization, where work is being done in support of the strategic priorities.

This not only helps propagate consistent objectives across all organizational functions and levels, but it also serves to align work directly with objectives. In this way, every individual and team working on an element of a strategic investment will be able to see how they are contributing to the organization's overall success, and how that success is being determined. This provides context that aids in decision-making, as well as driving engagement and productivity. It also provides a shared understanding that promotes effective collaboration and breaks down legacy silo approaches and structures.

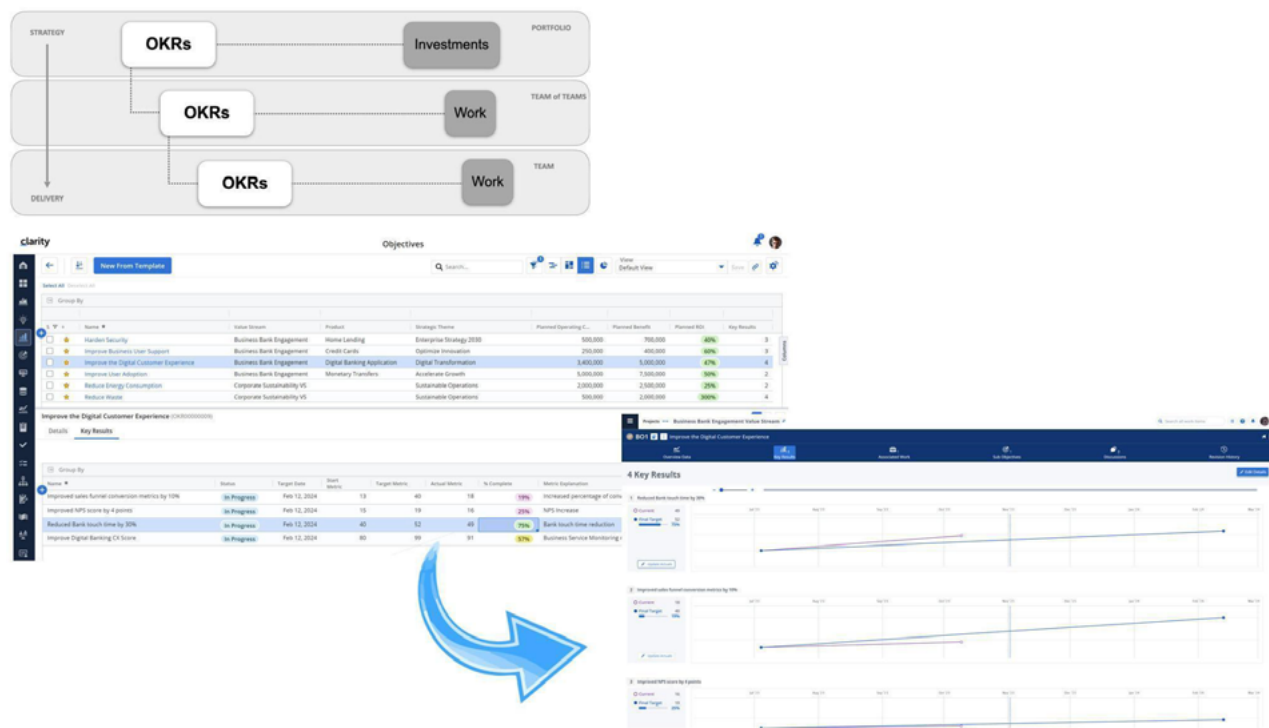


Figure 8: Corporate objectives and Key results can be propagated throughout the organization, ensuring that the work done aligns to strategy.

EFFECTIVE STRATEGIC MANAGEMENT

Organizations grow and succeed through the effective execution of strategy, but historically, that's very hard to achieve. There are numerous points of potential disconnect, many delivery challenges to overcome and plenty of opportunities for misunderstandings and miscommunication to occur. With the right VSM solution, those issues can be eliminated. Initial strategic priorities and approved investments can be clearly and succinctly captured and communicated in a standard manner to all stakeholders – from the high-level roadmap to the detailed initiatives.

With ValueOps, portfolio managers and decision-makers can monitor incoming demand and in-flight work to ensure that the backlog is being maintained and prioritized appropriately. New initiatives can be monitored against completed work to ensure that work in progress is being maintained at efficient and effective levels, while still maintaining headroom to implement rapid pivots in response to emerging threats and opportunities.

Actual progress can be reviewed against plans to understand variances and analyze root causes, providing decision-makers with the insight they need to make key decisions around any adjustments necessary to maintain alignment between work and objectives. Most importantly, resources can always be monitored to ensure effective allocation and utilization while avoiding burnout, bottlenecks and wasted effort.

Strategic Themes and Key Results

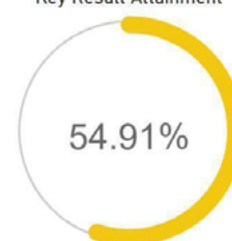
Value Stream: Business Bank Engagement

Product: Digital Banking Application

Strategic Theme	Key Results	% Attainment	Status
Improve Business User Support	Complete Self Serve portal V2.0	30%	In Progress
Improve User Adoption	Complete self service B2B portal enhancements	70%	In Progress
Improve Business User Support	Convert in person to online support time by 50%	20%	In Progress
Harden Security	Detect all Cloud Based automated attacks	99%	In Progress
Harden Security	Implement disruptionware processes to prevent emerging threats	50%	In Progress
Enhance customer experience	Improved NPS score by 4points	42%	In Progress
Enhance customer experience	Improved sales funnel conversion metrics by 10%	45%	In Progress
Harden Security	Mitigate Insider Risks created by Work From Home	75%	In Progress
Improve Business User Support	Reduce MTTR by 30%	40%	Partially Achieved

Supporting Epics	Lifecycle	Storypoints	Delivery Timeframe
Automatic Deal Structuring and Decisioning	Analyzing	100	2021-P2
Build read-write API for handling loan applications	Backlog	15	2021-P2
Commercial Credit Analysis	Analyzing	15	2021-P2
Configuration Options	Analyzing	15	2021-P2
Consumer Portal	Done	6	2021-P1
Credit Score Highlighting	Reviewing	15	2021-P3
Credit Scoring	Implementing	40	2021-P1
Digital Banking User Experience	Implementing	200	2021-P1
Total		1597	

Key Result Attainment



Storypoints by Strategic Theme

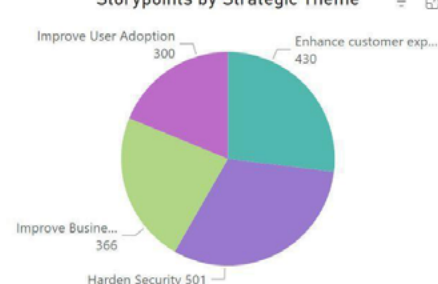


Figure 9: Visualizing the progress towards achieving objectives and the work supporting the objectives provides decision makers with the insight necessary to pivot on investments.

BALANCED WORK DISTRIBUTION

Organizations face multiple demands on their resources. They must innovate and continuously deliver value to their customers to remain competitive, they must strive to drive excellence and continuous improvement into every value stream, and they must maintain a reliable, secure, and compliant technology infrastructure. Balancing investments across all areas is essential – and difficult.

With ValueOps, organizations have a single demand funnel and a single prioritized backlog. This provides visibility into all approved and funded work and helps ensure that a balance between investment areas, and across the organization, is maintained. Dependencies and impacts can be understood, and proposed changes can be modeled to understand impacts. In this way, organizations can continuously maintain a healthy balance of progress that ensures a sustainable, high-performing delivery engine is produced.

Combined with insights into workflow and resource allocation information, this balance can be maintained in an ever-evolving environment, and with all decision makers accessing the same data, trust is maintained while risks are being eliminated. Silos become a thing of the past and the entire enterprise evolves as one.

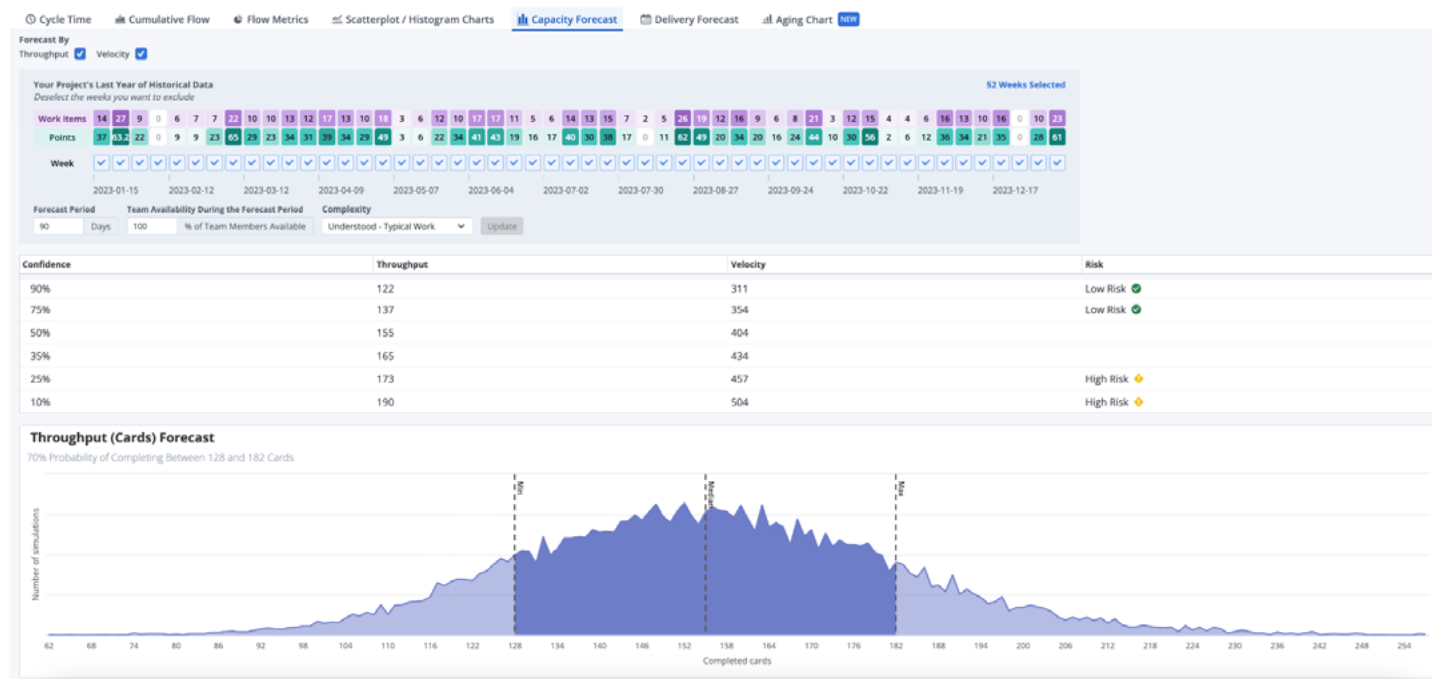


Figure 10: Metrics that show how much teams can plan and what is sustainable help the team to keep their commitments.

CUSTOMER SUCCESS

One of the world's largest snack manufacturers was faced with the challenge of aligning the enterprise to a shared set of objectives rather than the traditional, silo-based model of disparate priorities and approaches. With the deployment of ValueOps, they were able to create an organization-wide focus on optimizing the delivery of value. Disparate stakeholders were able to share in a common goal, moving away from the legacy silo model and collaborating on a unified portfolio of initiatives.

Decision-makers were quickly able to agree on a prioritized set of investments that delivered value and communicate those priorities to work teams who could understand how their efforts were contributing to the company. Work could also be monitored in real-time, with the right adjustments made quickly when needed, then implemented with minimal disruption.

Challenge: Reliance on Outdated Ways of Working

Today's world doesn't wait for anyone. Competitors are striving to innovate faster than their rivals, technology is advancing at an incredible rate, especially now that AI is becoming mainstream, and customers expect products and services that reflect that pace of advancement. To succeed in this world, organizations must be responsive and dynamic, but many aren't.

Many organizations suffer from a lack of modern thinking among decision-makers. The existing, legacy culture is based on rigid, inflexible practices and strategies that favor stability over adaptability. That makes it difficult to adjust rapidly based on new, emerging information, changes in market conditions, shifting customer expectations, or emerging technologies. It also makes it virtually impossible for an organization to become customer-centric, they simply can't evolve fast enough and aren't committed to a culture of continuous improvement.

At the heart of the issue is the absence of continuous feedback loops – planning and approvals happen in isolation with no opportunity to contribute to the process. Goals, objectives, and work are approved with an internal focus, not a focus on optimizing customer value. Additionally, there is little enterprise level business risk management to understand the implications of the decisions, and the decision-making approach.

In many organizations this problem is created by a separation between key strategic decision-makers and the rest of the business. Strategy leaders make decisions without a comprehensive understanding of the implications of those decisions, while feedback from business areas is unable to reach leadership. In many cases, those feedback loops simply don't exist because they have been abandoned because they were viewed as being ineffective.

As a result, the organization's ability to learn and adjust is compromised, which negatively impacts business performance. That impact is felt most keenly during challenging economic times when there is a tendency to fall back on familiar, command and control style approaches as a more conservative way of operating. This only exacerbates the problem.

Frequently, organizations suffering from a lack of agility, also rely heavily on processes – concerning themselves with how decisions get made and work gets done, rather than focusing on why those decisions are being made and how they contribute to the optimization of value flow. This limits the employees' ability, and willingness, to innovate and prevents the enterprise from becoming customer centric. Risk management is often also overlooked, leaving organizations unaware of the exposure that they have to unforeseen market changes, and risking significant disruptions.

All these elements combine to produce an operating environment that misses opportunities and fails to respond to threats. Strategy execution becomes inefficient, changes to that execution take too long, if they happen at all, and the enterprise is left struggling to catch up with customer expectations, technological advancements, and market conditions.

Cross-functional collaboration and transparency is compromised, making it harder to understand what is happening and learn from previous mistakes, further impeding effective and efficient innovation and adaptation. The absence of a focus on customer value, and the failure to manage business risks means the organization will struggle to remain competitive.

HOW TO: EMBRACE A MODERN MINDSET

Organizations must adjust their thinking. A modern mindset, based on Agile and lean principles, and structured around the concept of VSM will allow them to optimize performance and adapt to the modern world. This shift in corporate culture must be combined with tangible changes – adopting and leveraging iterative approaches to planning and delivery; creating the ability to be flexible within the entire strategic execution framework; and committing to swift, decisive adjustments in response to emerging information and market shifts.

Robust, effective, efficient feedback loops are a fundamental element of VSM and are essential if an organization is going to successfully pursue excellence through continuous improvement and iterative adjustments. The information from these feedback loops must reach decision-makers and drive activity.

Value streams help the organization to become customer-centric, building everything around the ability to flow value to the customer. This begins the process of creating a culture that continuously seeks to optimize customer value. A large part of that is the ability to improve workflows through the integration of VSM into operations; as well as improvements in value-focused cross-functional collaboration.

VSM provides a holistic approach that reimagines the organization in a way that focuses everything on value delivery. It should embrace all the following:

- Funding teams to deliver optimized value continuously, rather than fund fixed scope projects.
- Enabling modern, iterative, flexible ways of working that allow teams to operate in ways that work for them, without compromising the ability to deliver appropriate governance.
- Identify appropriate strategic objectives and communicate them effectively and consistently across the entire organization to ensure everyone understands how work contributes to value.
- Commit to maintaining continuous alignment, even as work and priorities shift, always optimizing workflows and resource allocation.

- Enable effective collaboration across all decision-makers, aligning all planning with an agreed prioritization of value delivery.
- Cultivate a culture of informed, data-driven decision-making centered around the principle of optimizing performance against organizational goals which are in turn aligned with value.
- Utilize real-time insights from all areas of the organization to facilitate effective decision-making.
- Validate that all decisions are contributing to value optimization and strategic objectives.
- Enable transparency across the enterprise and build around data-driven decisions.

That requires a commitment from the organization, but it also requires the support of a VSM solution capable of facilitating these changes.

PROMOTE UNDERSTANDING OF AGILE

Agile isn't just about a set of processes and practices. It's a different way of thinking about business, from planning to execution. It requires a rethinking of relationships and a collaborative approach that is very different from work delivery.

ValueOps helps an organization to understand Agile methodologies and terminology, ensuring a common glossary and knowledge base. It can facilitate appropriate education and training to help key stakeholders understand Agile concepts and the roles they need to play in adopting an Agile approach. Additionally, Broadcom and its partners can help organizations with expertise in the adoption of Agile values and practices, fast tracking progress across the enterprise and ensuring that organizations have the Agile they need, not just a cookie cutter approach.

FACILITATE EFFECTIVE BUSINESS GOVERNANCE

One of the traditional barriers to moving away from legacy, command and control style decision-making and management is the fear that it will damage the ability to apply effective governance. As a result, governance remains restrictive on how teams work while not actually ensuring the ability of the organization to deliver.

VSM requires a leaner approach to governance, providing teams freedom within predefined limits and ensuring that only necessary controls are in place. That only works with a VSM solution that can apply business rules, report on compliance and track governance related data in real-time, presenting it to decision makers in a contextualized way that facilitates decision-making.

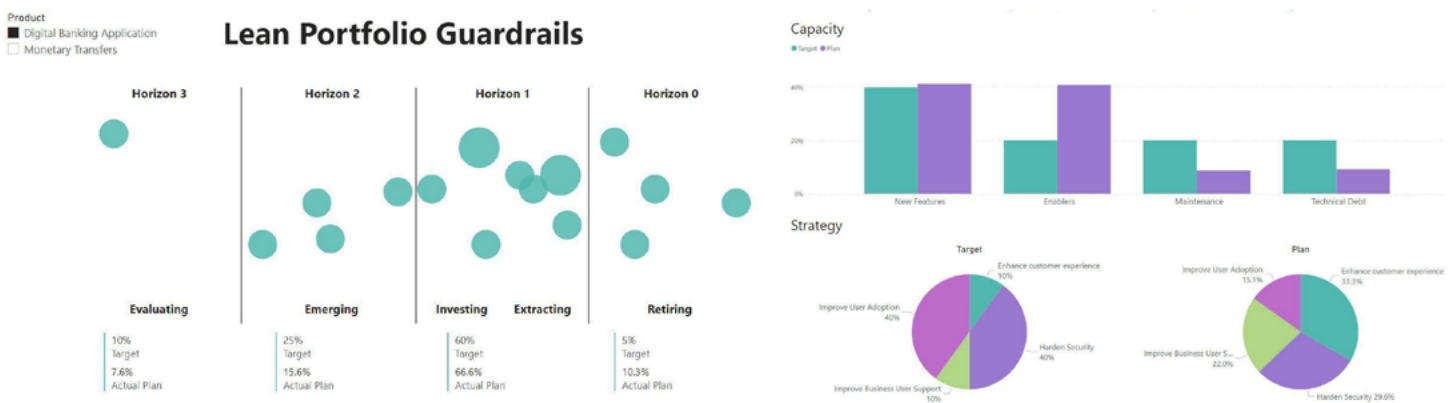


Figure 11: Lean Portfolio Management offers a new approach to managing and steering the portfolio in today's highly dynamic business environment.

EMBRACE ADAPTIVE PLANNING

Agile thinking implies Agile and adaptive planning. This can be a significant shift for decision-makers who are accustomed to a rigid top-down approach to their strategic planning activities. ValueOps provides those decision-makers with comprehensive real-time planning tools to help them visualize proposed portfolio and program mixes, perform what-if analyses and model alternative scenarios.

ValueOps can be used to adapt and adjust to changing circumstances, by leveraging current performance and planning data that enables the same activities to occur during replanning. This minimizes disruption, reduces risk, and optimizes the ability to pivot quickly.

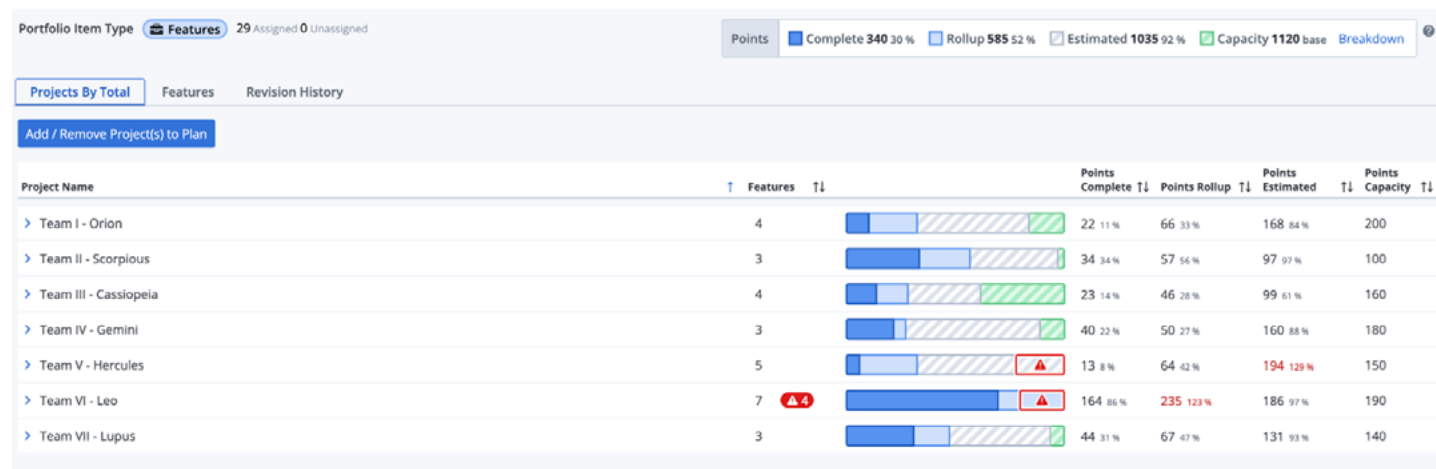


Figure 12: Capacity plans offer team-of teams a way to do a joined quarterly planning/pi planning.

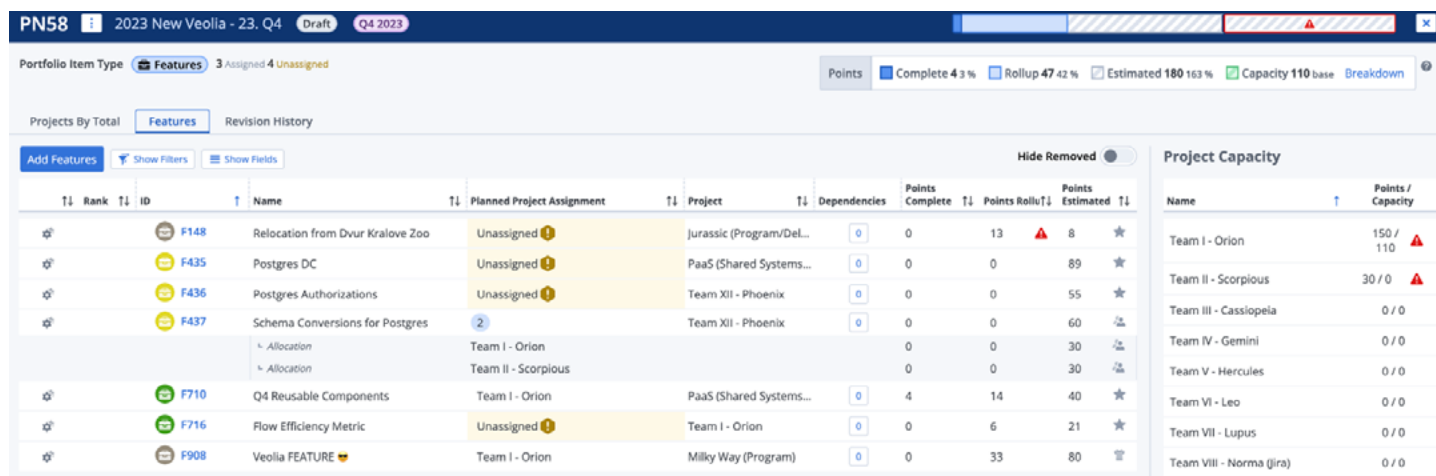


Figure 13: Capacity plans allow leaders to work with scenarios to come to determine what works best for meeting organizational priorities.

IMPROVING FLOW DISTRIBUTION

An Agile and adaptive approach to work implies more shifts and adjustments occur while work is executed. Each of these adjustments has the potential to be disruptive, resulting in potential delays, resourcing challenges and related issues. ValueOps provides real-time flow metrics that help decision makers understand where adjustments may be challenging, and where to implement changes that optimize performance while minimizing disruption.

Those same metrics help ensure that the organization is balancing work across the various priorities for the business – customer value, internal efficiency, and resilience, etc. These metrics also help shift the organization towards an Agile mindset where continuous evolution is simply part of how the enterprise operates.

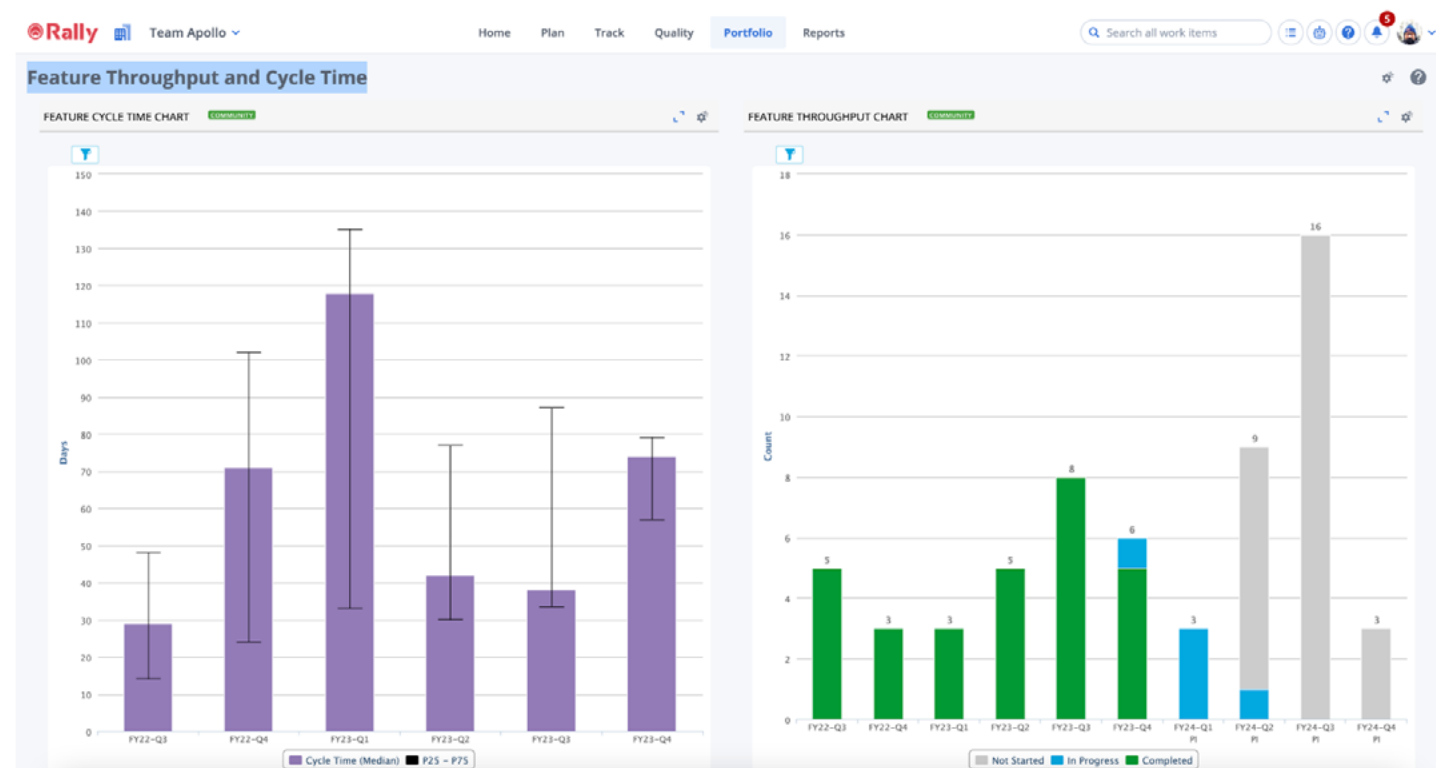


Figure 14: Throughput and Cycle Time help the teams to improve and optimize their performance

INTEGRATING OBJECTIVES AND KEY RESULTS (OKRS)

An Agile mindset is all about focusing on value delivery rather than predefined projects. OKRs help achieve this by providing clear guiding objectives for all individuals and teams to help them understand what value delivery looks like. OKRs provide the consistency that helps maintain alignment, even as the work itself evolves in response to changing conditions.

Integrating those OKRs into the VSM solution makes that alignment clear, ensuring everyone has a common understanding, and provides a performance context for all execution data. Decision-makers can see how the work being delivered is contributing to the objectives. Additionally, any misalignment can be quickly identified and addressed.

Objectives

Objective

Business Objective

Saved Views

Select or Add Saved and Shared Views

Search Objectives

+ Add New

Show Filters

Show Fields

<input type="checkbox"/> Rank ↑↓	ID	Name	↑↓	Owner	↑↓	Target Date	↑↓	Confidence Score	↑↓
<input type="checkbox"/>	▼ BO6	Improve Customer Satisfaction Through Innovation		Tara		01/28/2025 23:59 MST		70%	
<input type="checkbox"/>	▼ PO1	Implement A Chatbot		Eric		04/02/2024 23:59 MDT		30%	
<input type="checkbox"/>	TO1	Develop Chatbot Functionality		Pam		02/18/2024 23:59 MST		40%	
<input type="checkbox"/>	▼ BO5	Increase Customer Engagement		Tara		01/28/2025 23:59 MST		70%	
<input type="checkbox"/>	▼ PO3	Improve the Customer Onboarding Process		Eric		12/29/2023 23:59 MST		90%	
<input type="checkbox"/>	TO4	Convert Paper Applications to Digital		Peter		06/24/2024 23:59 MDT		80%	
<input type="checkbox"/>	▼ PO2	Improve Customer Mobile Banking Engagement		Tara		12/29/2023 23:59 MST		80%	
<input type="checkbox"/>	TO3	Enhance the Mobile Banking Experience		Pam		04/14/2024 23:59 MDT		90%	
<input type="checkbox"/>	TO2	Increase customer engagement		Pam		02/18/2024 23:59 MST		90%	

Figure 15: Cascading objectives across the organization, from business to program to teams allows effortless alignment to the organizational objectives.

EFFECTIVE RELEASE TRACKING

With technology integrated into virtually every product and service today, the ability to seamlessly approve and deploy releases is essential. Those releases must also be delivered to market in a timely manner, while ensuring that safeguards and controls are in place.

ValueOps provides real-time release tracking, allowing organizations to understand what is always happening and enhancing the ability of the organization to embrace agility – releases happen when needed, not based on an arbitrary schedule. This data provides insight into progress against OKRs and contributes to validating portfolio and program level performance. At the same time, the teams working on the release get immediate validation that their efforts are making a difference.

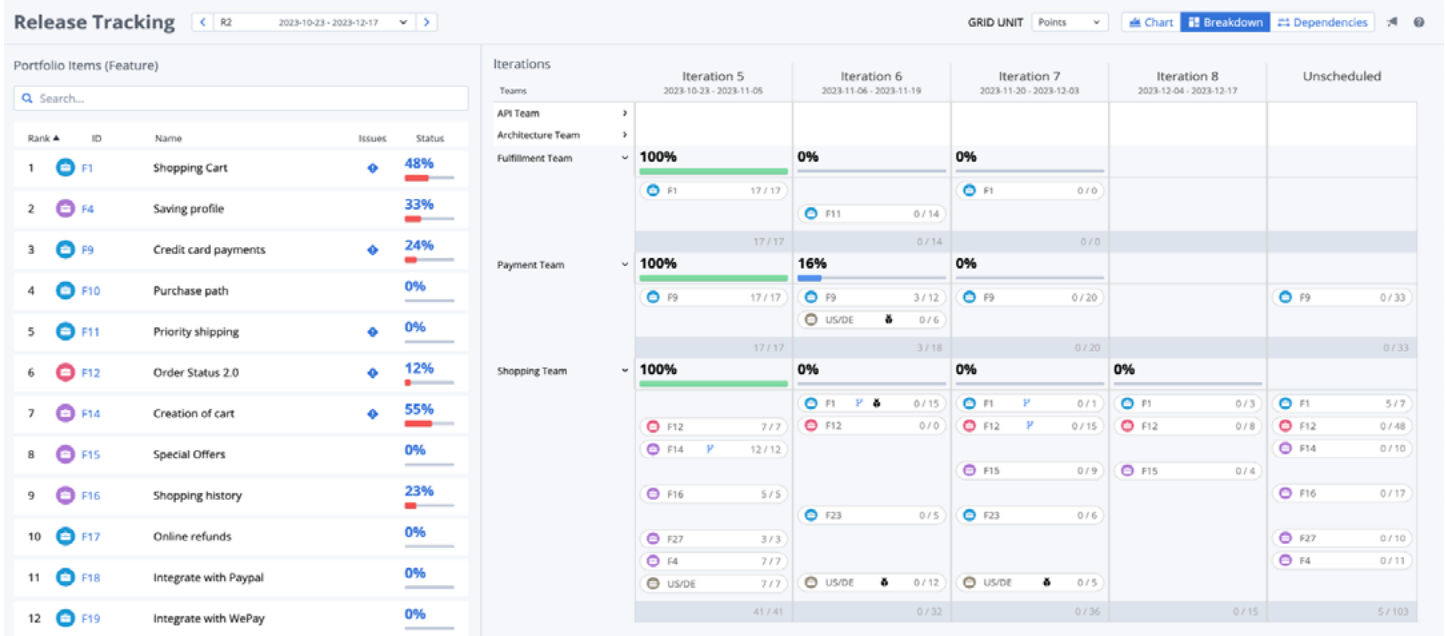


Figure 16: Release tracking across teams in real time, with summary of issues regarding each work item, ensures delivery of what was planned into the Release / Program increment.

OPTIMIZING STRATEGIC WORKFLOW

For every piece of work delivered and goal achieved, there are many more candidates waiting to take over. Organizations can never stand still, and a key element of an Agile mindset is the ability to optimize throughput. However, this throughput must be achieved without increasing risks or overstressing resource teams.

ValueOps visualizes flow rates, showing where work is moving at optimal speeds and where delays may be occurring. This helps to identify process improvement opportunities, encourages adaptability and continuous improvement in approaches, and serves as a validation that value is being delivered through and across value streams.

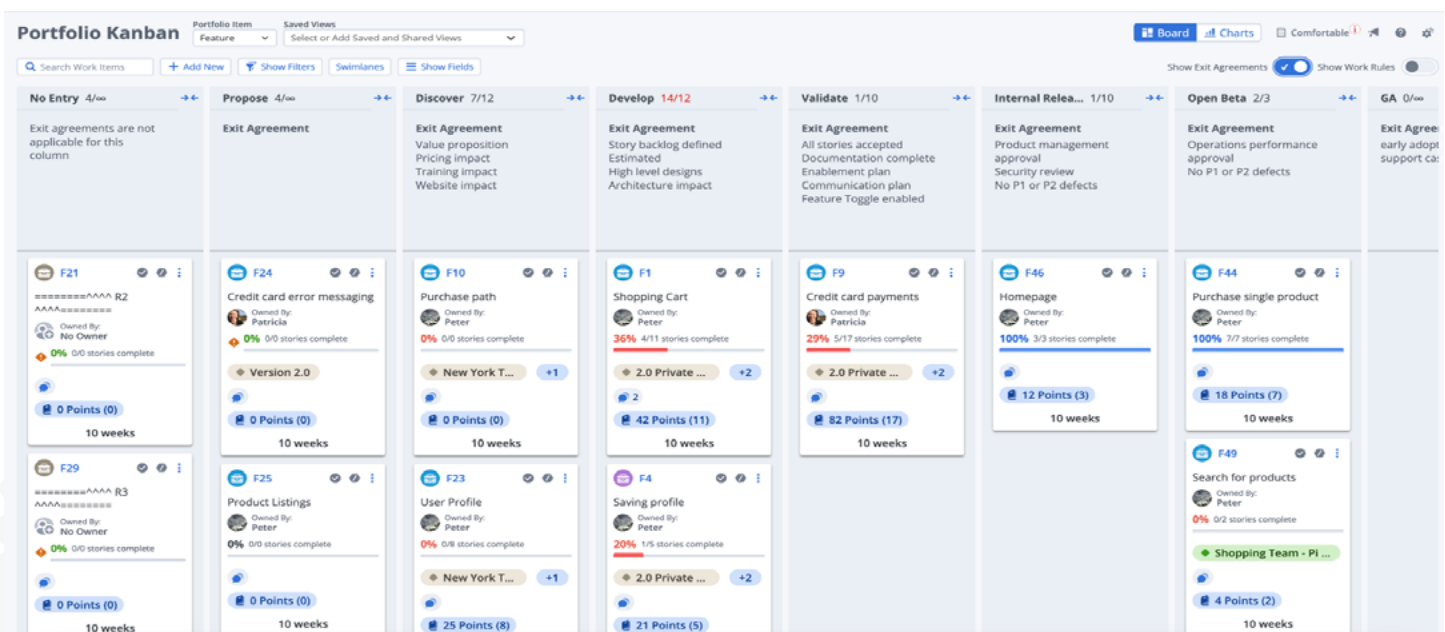


Figure 17: Exit agreements and work in progress limits help to control flow and make sure that we are working on the right amount of work.

MANAGING PORTFOLIO PERFORMANCE

Decision-makers manage their investments at the portfolio level – the large-scale initiatives that will ultimately determine the success of the business. Investment owners and their teams will manage the details of delivery, but decision-makers must be able to manage progress and identify when challenges or opportunities occur.

ValueOps provides real-time insight into the performance of all portfolio items, allowing for a portfolio level summary, or facilitating the drilling down into details of individual work items. This helps with the analysis of cycle times, throughput, and productivity, while also allowing for rapid and efficient adjustments to be identified, analyzed, approved, and implemented when needed.

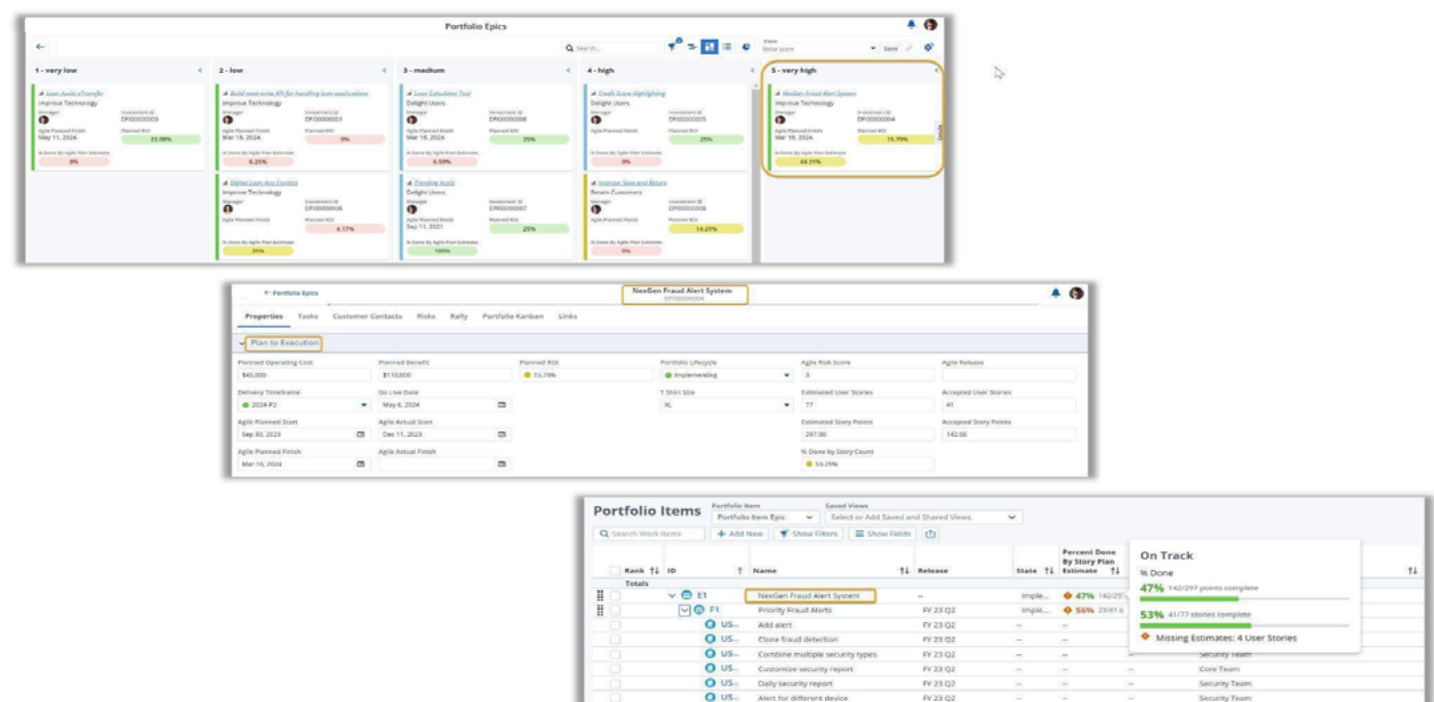


Figure 18: Being able to drill down from a Business Portfolio Kanban board into the details of the Portfolio Epics and even into the real time status of the execution provides decision makers with accurate data.

GAINING DETAILED INSIGHTS

An Agile mindset implies a desire and ability to see things from a different perspective. Whether it's a value stream operating model, the pursuit of innovation, or simply a desire to implement continuous improvement, embracing Agile means doing things differently.

ValueOps allows decision-makers to review their investments from multiple perspectives. Stakeholders aren't forced to leverage standardized reporting, they can analyze and visualize data in many ways, allowing them to gain a real, insightful understanding of what is happening, as well as the opportunities being created. This understanding ultimately leads to better decisions and higher levels of performance.



Figure 19: Insight into how team, team of teams is performing from multiple different perspectives.

CUSTOMER SUCCESS

A major financial institution was losing its competitive edge. It was stuck in traditional work methods and was struggling to embrace a more flexible way of working. Data was disconnected and teams were operating in silos. Decisions were taking too long and were still based on incomplete information.

When they implemented ValueOps, they could immediately break down their historic silos, view all work in one place, and truly understand what was happening in their business. This transparency allowed them to adapt their approach, enabling them to embrace Agile thinking along with a value stream based operating model, and immediately improved performance by enabling delivery more effectively and efficiently.

CUSTOMER SUCCESS STORY: THE HARTFORD

The Hartford is a leader in property and casualty insurance, group benefits, and mutual funds. With more than 200 years of expertise, they are widely recognized for their service excellence, sustainability practices, trust, and integrity. The Hartford sells products primarily through a network of independent agents and brokers.

The Hartford had been pursuing an agile transformation and seeking to align with SAFe for several years and had been tremendously successful. What started as a grassroots initiative driven by IT became a strategic imperative for the organization. However, The Hartford found itself reaching the point where further progress was limited. With a traditional approach to planning and work delivery, IT was structuring their work as projects that were not allowing them to create permanent teams. Instead, they were investing time and effort into creating and disbanding teams, limiting further productivity improvements. The Hartford has been around for a long time and had been delivering work using traditional project management approaches for a long time. If that was going to change from a business perspective, there needed to be a compelling reason.

The Hartford decided to implement a value stream management (VSM) approach using ValueOps™ by Broadcom. The initiative was driven by the IT function within the critical medium and large commercial (MLC) line of business. Reaching out to their business partners, this group presented the advantages of ValueOps with a focus on the ability to better ensure that the right work was being carried out, while also providing greater insight and transparency into what was happening.

CONCLUSION

Success in today's world means making decisions, lots of them, quickly and confidently. Additionally these businesses need to get these decisions right the first time. The speed of change is driven by customer demand, competitor actions, technological advancement, or a myriad of other factors, requiring organizations to be able to reach consensus quickly and then implement their decisions effectively and efficiently. This process should be repeated as the enterprise continues to evolve.

Too often, organizations fail to achieve that because of three key factors:

- **Inadequate data-driven insights.** Incomplete, outdated, inaccurate, or overwhelming data that impedes effective decision-making, hinders the ability to run scenarios such as what-if analyses, to factor in new information, to perform data-driven analytics, and to measure the ROI of decisions.
- **Misalignment among decision-makers.** Conflicting interests, lack of consensus, and varied visions lead to discord, inefficient resource allocation, and suboptimal decisions. This challenge is amplified by conflicting incentives and goals, hierarchical decision structures, and siloed departments.
- **Reliance on outdated ways of working.** Failing to continuously adjust strategies based on new information and market changes impedes adaptability, customer-centricity, and a culture of continuous improvement—crucial elements for effective decision-making in a rapidly evolving business environment.

With Broadcom's ValueOps solution, organizations can overcome these challenges with a suite of integrated tools that enable:

- **Effective data-driven decisions** through the provision of a consolidated, integrated data source for all work. This enables detailed analysis and modeling while providing information in a context relevant for each user and group. Decisions can be made in less time, with greater confidence, and the outcomes of those decisions can be validated and adjusted if necessary.
- A VSM approach that helps break down silos and enhance collaboration. By allowing organizations to organize themselves by value stream, the focus shifts to value delivery and the ability to optimize customer value. This drives **greater alignment across functions and departments**, creating common goals and objectives and strengthening trust. With the ability to monitor flow metrics that easily identify areas for improvement, a VSM approach allows resources to focus on work that drives real value for customers and the organization.
- **The development of an Agile and lean way of thinking.** A corporate culture founded on Agile and lean thinking enables enterprises to respond to new information and emerging trends, while continuously improving the delivery of value that aligns with strategic goals. Adapting Agile and lean practices allows this modern thinking approach to permeate all aspects of work from planning through delivery.

ValueOps isn't just a VSM solution, it's a foundation to build a modern business upon. With ValueOps, work becomes better aligned, teams collaborate more effectively, and decision-making can occur in less time, with greater confidence and better results. Make the right decision and contact us today to learn more.

Contact us and Enhance Organizational Decision Making