# The Outcomes-Driven Organization

Define your purpose.
Create action. Deliver value.

ca technologies

# Speed and efficiency mean nothing unless they *deliver customer value.*

In today's fast-moving markets, change is constant. Thanks to modern technology and agile processes, organizations are able to move faster than ever before. They're delivering more features, more rapidly and more predictably. With fine-tuned systems and smart methodologies, everyone—from high-level decision makers to individual contributors—is optimized for delivery.

However, many of these organizations still struggle with top- and bottom-line results that aren't in sync with expectations. Their products aren't performing in the marketplace. They're losing business to market disruptors and more agile newcomers. And they can't figure out why.

The problem may be that they're searching in the wrong places. They're looking to their existing agile processes and performance metrics for the answers, but they've lost sight of the more fundamental questions:

## What is our purpose? How do we deliver value to our customers?

If you don't ask—and answer—those questions, all your speed and efficiency gains may add up to nothing.

# Find your purpose.
# Use agile to realize it.

**The potential of agile isn't only defined by streamlined processes, improved methods and impactful productivity. Those agile hallmarks are merely tools to help you reach the ultimate goal: delivering value to your customers.**

First, though, you must take a step back to fully examine the meaning of your work: Who it serves, how it benefits them, how you measure success, and what specific outcomes you want to achieve. That understanding puts you on the path to becoming a purpose-driven organization—one that doesn't just deliver products efficiently but delivers value that means something in the marketplace and to your customers.

In purpose-driven organizations, everyone is aligned around specific outcomes. People are empowered to work in the best way possible to achieve them, and those outcomes are used to dictate processes and methods—instead of the other way around. These organizations are better positioned to anticipate and respond to market or customer changes. They're more likely to grow. Their customers are happier and more loyal. Even employees are more engaged, because there's a clear purpose informing their work.

## Agile isn't where you start. It's how you transform that purpose into action.

**85%**
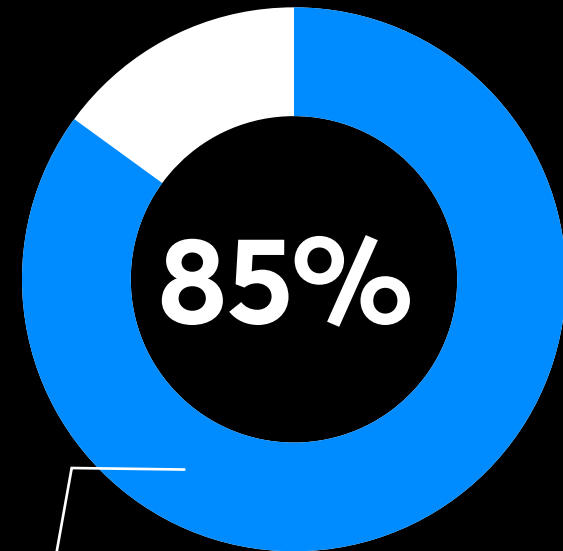
**85 percent** of purpose-driven organizations will show growth in a calendar year.
— *Imperative research*[1]

[1] https://www.mcleodandmore.com/purpose-driven-business/

# Become *outcomes-focused at every level* of your organization.

**Teams**
Stay connected, understand impact and maintain a ruthless focus on value.

**Program and Project Management**
Proactively manage dependencies and risks across teams to create plans that take change in stride.

**Executives and Product Leaders**
Make informed decisions about investments: plan, execute and measure against objectives that matter.

# Four ways agile can help create a purpose-driven organization:

Align focus on business outcomes.

Implement a continuous and adaptive approach to planning.

Remove all bottlenecks to achieve cross-organizational flow.

Implement outcomes-based metrics.

# Align focus on *business outcomes.*

All organizations have key objectives, but too often there's an outsized focus on delivery, which can obscure the ultimate goal of creating value for the customer. What's worse, when these objectives are translated across roles, teams and workstreams, it becomes like the old game of "telephone"—the message loses clarity with each pass, negatively impacting engagement and team members' understanding of how their duties align with organizational goals.

**How CA Agile Central can help**
With CA Agile Central, you can establish objectives and outcomes at the team, program and executive levels, based on shared data and total visibility. Having clarity around objectives enables everyone to align work to the outcomes that matter and understand how their work contributes to the greater purpose.

**Work that isn't aligned to business strategy costs $97 million for every $1 billion invested in projects.**

— *PMI Institute, Pulse of the Profession Report, 2017*
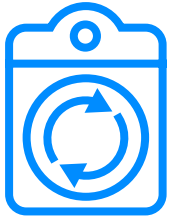
# Implement a *continuous, adaptive approach* to planning.

With real-time reporting and data, organizations today have the ability to monitor the progress and standing of key objectives at all times. However, many waste these opportunities by not adjusting their plans dynamically, or by utilizing flawed data that doesn't include multiple perspectives.

**How CA Agile Central can help**

With outcomes-driven planning, you can map all work items—initiatives, features and more—across all teams, ensuring they are aligned to strategic objectives. Using CA Agile Central release tracking and performance metrics, along with other tools, you'll be able to optimize plans continuously and pivot more effectively.

"**With CA Agile Central we have *immediate access to crucial information* that enables us to respond faster to market changes.**"

— *Tom Langer, Vice President of Solution Delivery, DigitalGlobe*
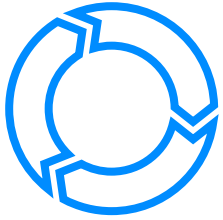
# Remove all bottlenecks to achieve *cross-organizational flow.*

When people aren't sure if they are working on the right things—or they aren't even sure what they are supposed to be working on—the flow of product development can break down. Systems must be synched across the enterprise, providing visibility and understanding to all parts of the organization.

**How CA Agile Central can help**

By allowing teams to manage and prioritize work in real time, with visualizations and alerts, CA Agile Central exposes risks and dependencies early and improves communication. You'll maximize delivery reliability and predictability by providing everyone with visibility to key insights, enabling work that is incremental, strategic and continuously improving.

**Data democracy:**

**When everyone has personalized visibility into the same data, you can spend less time creating—or waiting for—reports and more time driving the outcomes that matter.**

# Implement *outcomes-based metrics.*

Basic success metrics, such as feature throughput and delivery speed, simply aren't enough any longer because they don't speak to the value being provided. Better outcomes-oriented metrics—such as customer satisfaction, issues resolved, adoption rates—promote behaviors that still encourage delivery, but also move an organization closer to its purpose.

**How CA Agile Central can help**
Stakeholders can view data at a high level or easily drill into granular details, enabling them to more easily track desired outcomes across various streams of work, using a top-to-bottom approach to create effective metrics that encourage outcomes-driven behaviors.

# Outcome-driven metrics in action:

- A large multi-national financial institution codes new features into its lobby kiosks following a well-established development cycle.

- It tracks the percentage of customers who click a button, and how often that click leads to a new account or purchase.

- Those metrics extend well beyond delivery, helping determine customer value and informing future initiatives.
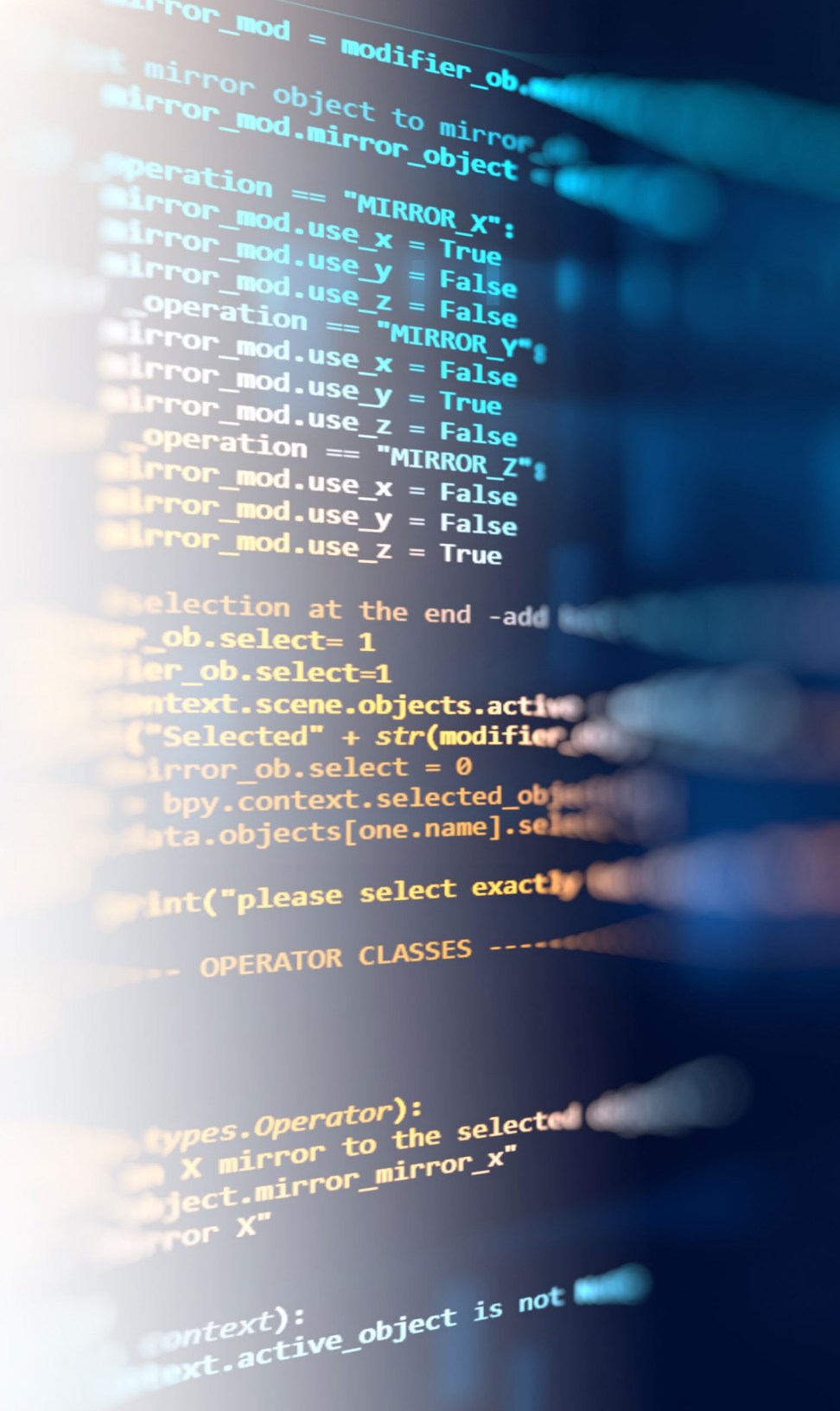
# In the end, it all comes back to *customer value.*

**"Profit isn't a purpose. It's a result. To have purpose means the things we do are of real value to others."**
— *Simon Sinek*

Organizations are all different, of course. A bank is going to have a different purpose than a software company, and many of the outcomes that define their successes will differ, too.

But to succeed, every organization needs to provide value to its customers. And becoming purpose-driven and outcomes-focused puts you in a position to do just that—especially when you use powerful CA Agile Central capabilities to continually move your organization forward.

# Key Points

Three things to remember on your journey toward becoming outcomes-driven:

**1** Desired outcomes are more likely to be achieved when they are promoted and understood throughout the organization.

**2** A focus on outcomes must be integrated into the entire flow of the agile solution, from executive and team planning to dependency management and progress analytics.

**3** It's not enough to put most of your focus on your purpose and outcomes—everything must be viewed in this lens, at all times and by all people.

# Align everything to the outcomes that truly matter.

The CA Agile Central platform can help your whole organization stay ruthlessly focused on customer value.

Create your best plan and do your best work with CA Agile Central.

Learn more at **ca.com/ca-agile-central**

**ca** technologies