

# Delivery Predictability Solution

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## Executive Summary

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Engineering organizations struggle to provide reliable delivery forecasts because teams estimate inconsistently, estimation practices vary widely, and collaborating teams lack shared calibration. This results in missed commitments, eroded stakeholder trust, and reactive crisis management.

This solution provides continuous visibility into estimation health across the engineering organization, enabling leaders to identify systemic risks before they impact delivery and make commitments grounded in validated data.

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## The Business Problem

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### Unreliable Delivery Forecasts

According to the Standish Group, **66% of software projects exceed their original estimates**. The root cause is rarely individual team performance—it is systemic inconsistency in how work is estimated, tracked, and aggregated across teams.

**Common symptoms:**

- Quarterly commitments missed by 30-50%
- Executive confidence in engineering timelines declining
- Business partners adding undisclosed buffer to engineering estimates
- Late-stage surprises requiring scope cuts or deadline extensions

### The Hidden Cost

Impact Area	Typical Cost
Missed market windows	\$2-10M per major release delay
Emergency reallocation	15-25% productivity loss during crunch periods
Stakeholder trust erosion	Increased oversight, reduced autonomy, talent attrition
Planning overhead	10-20 hours/week senior leadership time in status reconciliation

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## Root Cause Analysis

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## 1. Estimation Coverage Gaps

**Problem:** Not all work is estimated. Unestimated work cannot be planned, creating blind spots in capacity allocation.

**Observed patterns:**

- 20-40% of completed work in typical organizations lacks estimates
- Technical debt, support work, and infrastructure often excluded
- Coverage varies significantly across teams (30-95% range)

## 2. Within-Team Calibration Variance

**Problem:** Individual teams estimate with varying degrees of accuracy and consistency, but leaders lack visibility into which teams' estimates to trust.

**Observed patterns:**

- Some teams consistently underestimate by 40-60%
- Others systematically overestimate (sandbagging)
- Historical accuracy rarely tracked or surfaced to leadership

## 3. Cross-Team Alignment Gaps

**Problem:** Teams that collaborate on shared deliverables often use incompatible estimation approaches, making integrated planning unreliable.

**Observed patterns:**

- Story point definitions vary 2-3x across teams
- Dependent teams estimate independently without calibration
- Integration and coordination work systematically underestimated

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## Solution Overview

A continuous monitoring platform that analyzes existing Jira data to surface estimation health metrics at the team, department, and organization level.

### Core Capabilities

Capability	Description	Business Value
Estimation Coverage Analysis	Identifies what percentage of work is estimated, by team and work type	Eliminates planning blind spots
Team Calibration Scoring	Measures historical estimation accuracy for each team	Enables risk-adjusted forecasting

<b>Cross-Team Alignment Index</b>	Assesses estimation consistency between collaborating teams	Reduces integration surprises
<b>Leading Risk Indicators</b>	Flags early warning signs before commitments are at risk	Shifts from reactive to proactive management

### Implementation Approach

- **Data source:** Read-only integration with existing Jira instance
- **Deployment:** No workflow changes required; works with current processes
- **Time to value:** Initial insights within 2 weeks of integration

### Expected Outcomes

#### Quantitative Benefits

Metric	Current State (Typical)	Target State
Quarterly commitment accuracy	50-60%	80-85%
Late-stage surprises (last 2 weeks)	3-5 per quarter	<1 per quarter
Executive planning time	10-20 hrs/week	3-5 hrs/week
Cross-team dependency delays	30% of releases	<10% of releases

#### Qualitative Benefits

- **Increased stakeholder confidence** in engineering delivery commitments
- **Earlier risk identification** enabling proactive mitigation
- **Data-driven resource allocation** based on validated team capacity
- **Reduced friction** between engineering and business planning functions

### Investment and Timeline

#### Pilot Program

Phase	Duration	Scope
Integration & Baseline	2 weeks	Connect to Jira, establish historical baseline
Initial Assessment	2 weeks	Deliver first insights across pilot teams (3-5 teams)

Validation	4 weeks	Track prediction accuracy against actual outcomes
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## Success Criteria for Pilot

1. Identify at least 3 previously unknown estimation risks
2. Demonstrate measurable improvement in forecast accuracy for pilot teams
3. Positive feedback from engineering leadership on actionability of insights

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## Recommendation

Approve a 60-day pilot program with 3-5 engineering teams to validate the solution's ability to improve delivery predictability. The pilot requires minimal investment—read-only Jira access and 2 hours of leadership time per week for review sessions.

At pilot conclusion, we will present findings including: identified risks, accuracy of predictions, and a business case for broader rollout based on observed results.

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**Prepared for:** [Organization Name] **Date:** [Date] **Contact:** [Contact Information]