

# Leaders vs. Chasers

**Chasers deliver features. Leaders deliver value.**

In today's fast-paced, disruption-prone markets it's not enough to simply "optimize the feature factory." You need to ensure your limited resources are focused on doing the right work, and that means breaking down the silos between investment planning and work execution—because velocity and throughput count for nothing if you're not delivering the outcomes that matter to your customers.



**Up to 80 percent of products lose money<sup>1</sup>**

The implication isn't just that companies aren't working efficiently, it's that they are not building the things that matter most.

## Project Portfolio Management: Don't just run your business, grow your business.

**If you're mired in managing operations, you may be missing the big picture.**

Across every industry, the companies that are leading their industries are the ones that use the right information and the right tools to keep their entire workflow transparent, nimble and ruthlessly focused on the outcomes that matter to the business and to the customer. By giving their teams the tools and time to innovate, they're able to add more value at every level and deliver products that move markets.

### Chasers

#### Watch the rearview mirror

Complicated manual status reports and siloed data streams mean leadership doesn't have visibility into project data without relying on cumbersome ad-hoc reports.

#### Why?

Their data landscape is fragmented and retroactive. They struggle to roll-up project data across different teams and tools, which makes it hard to identify risks and align to strategy.

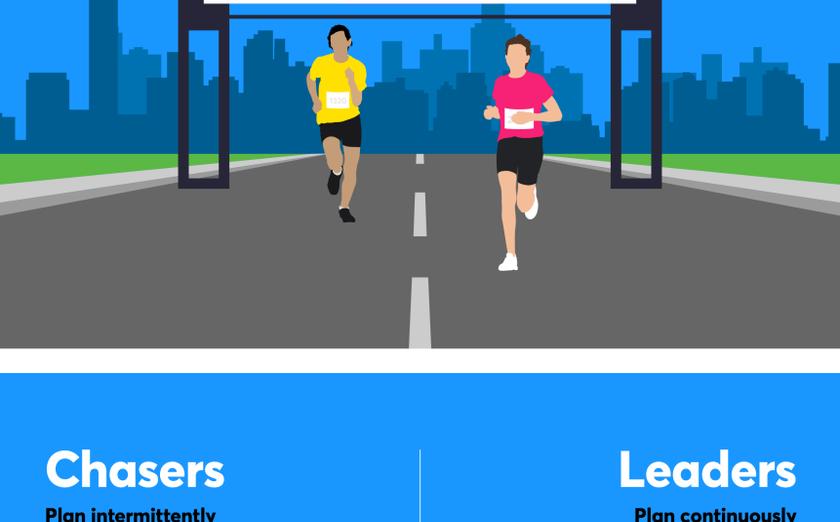
### Leaders

#### Watch the road ahead

Leadership can quickly and easily surface the information they need and roll up data across different teams and initiatives. Dependencies are clearly visible and risks are identified proactively.

#### How?

Planning and work execution happen on one unified platform, so everyone can see how their work connects to the strategic goals. Built-in predictive intelligence that flags risks and opportunities based on historical data.



### Chasers

#### Plan intermittently

Planning is a siloed process that happens annually, or at best, quarterly. Insights and issues from teams or outside sources don't get addressed until the next cycle.

#### Why?

Planning is a slow and cumbersome process. Their tools don't allow them to easily model different scenarios or make changes without jumping through the same hoops all over again.

### Leaders

#### Plan continuously

Lightweight planning outlines high-level goals based on realistic capacity and velocity. Everyone from the top down is accountable for determining the best way to achieve them.

#### How?

Leaders can model different scenarios with a clear understanding of dependencies and tradeoffs. Detailed planning can be distributed down the stack because everyone is aligned to the goals.



### Chasers

#### Overcommit

Everything becomes a #1 priority. Changes have unintended ripple effects across projects. Teams get burned out, timelines push and products deliver less value to the customer.

#### Why?

Changes and pivots are made without a clear understanding of dependencies or team capacity. In the absence of clear insights, the loudest voice in the room gets priority.

### Leaders

#### Optimize

With a realistic resource picture and a clear understanding of dependencies, they optimize their investments around winning ideas and quickly kill projects that aren't aligned to desired outcomes.

#### How?

Leaders can quickly see what work is associated with an investment and identify risks and opportunities. Teams prioritize tasks with a focus on customer value, not feature delivery.



# Lead with vision, thrive on change

**Businesses need to establish a strategy that helps them reach their desired outcomes, place programs designed to achieve those business outcomes, and align work that supports each program objective—as quickly as possible.**

They also need to prevent process from being a barrier to innovation. That means everyone across the organization needs access to the right information, at the right time, in a format that makes insights accessible.



**CA Project & Portfolio Management and CA Agile Central unite industry leading project portfolio management with best in class agile management tools.**

Together, they deliver the real-time insights and predictive intelligence you need to make investment decisions and align value-driven work across all teams. By connecting your organization—from top to bottom—around a clear strategy and shared understanding of the work, we help you transform your business into an engine of innovation and distance yourself from the competition.

**See what's possible when you put your whole organization on the same page:**  
[ca.com/agile-management](https://ca.com/agile-management)

<sup>1</sup> PDMA Visions, Issue 3, 2016  
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