Tempo

Dream big, work smart.

"Without strong teams, nothing else matters"
—Nicholas Muldoon

From Agile Team to Agile Enterprise
—Christopher Dircks

Tempo in the Cloud: Achieving More with Less
—Guðrún Fema

November 2015

Joined Pledge 1%

Last year at Atlassian Summit, Tempo joined the Pledge 1% corporate philanthropy movement. We see this as an invaluable opportunity for us and for others to make a positive impact on the world.

Tempo Timesheets 8

In May, we launched Tempo Timesheets 8, one of our largest releases to date, which offered additional accounting and customer billing features, time and expense reporting, and more.

Tempo Folio is now... Tempo Budgets

Although the product you love is (mostly) the same, save for some recent UI improvements for easier control over your projects, we've updated the name to better reflect the product.

Diamond Sponsor, Atlassian Summit 2016

Always an amazing event, we're thrilled to be the Diamond sponsor of Atlassian Summit this year.

Women of Tempo

In 2015, we launched our Women of Tempo initiative and have continued it in 2016. Through this initiative, which is aimed at increasing diversity and providing peer-to-peer mentorship opportunities in our local tech communities, we're sharing the stories of our women and their work.

Room to Read

Since 2010, we've been a proud partner of Room to Read, a not-for-profit organization dedicated to improving literacy and gender equality in the developing world. We've donated more than $75,000 in total so far, including more than $11,000 in the first two quarters this year. We're on target to reach at least that amount for the second half of 2016.

Tempo Planner integration with Tempo Mobile

With our most recent Tempo Mobile release, users can now view their planned time on JIRA tasks and easily convert them into worklogs.

Tempo for HipChat
We're excited to announce Tempo's integration with HipChat, which will allow teams to view team member availability and statuses and track work directly from their chat.

November 2016

Dream big, work smart

Ágúst Einarsson, CEO

Each year, Atlassian Summit provides not only a great opportunity to network and learn from some of the most enthusiastic members of the Atlassian community, but it also serves as a good time to reflect on our accomplishments and where we are heading.

We're grateful to be a part of the Atlassian Ecosystem and its collaborative community, and, as the Diamond Sponsor of this year's conference, to share what we're working on with others. This is Tempo's seventh year at Atlassian Summit, and it gets more exciting every year.

We've had a very busy and exciting last several months. We grew as a company, adding more than 20 new team members and expanding to a new office in San Francisco. We joined the Pledge 1% corporate philanthropy movement, which formalized our commitment to social impact, good corporate citizenship, and giving back.

We launched Tempo Timesheets 8, one of our largest product releases to date, expanded our mobile offering, and have placed a heavy focus both on the cloud and on building features for enterprises. At the same time, we continue to place a lot of emphasis on innovation, design, and incremental improvement.

Who we are   Tempo builds smart project, portfolio and resource management solutions for successful teams and businesses. Our solutions seamlessly integrate with JIRA to help businesses collaborate, plan, budget, track, and complete work efficiently and effectively.

We're a bootstrapped team. Our flagship product (now Tempo Timesheets) started as a homegrown time tracking solution, which offered us seamless integration with JIRA. It changed the way our teams worked. We quickly realized this technology could help every team and business gain visibility over their work efforts for better decision making, and launched the product externally in 2009. We were one of the initial Ecosystem developers to be included when the Atlassian Marketplace launched in 2012.

Today, Tempo is a team of over 80 peers with offices in Reykjavík, Iceland, Montréal, Canada, and San Francisco, USA. We are one of the largest, award-winning, top-selling developers in the Atlassian Ecosystem, with more than 8,700 customers in over 115 countries, and we've partnered with more than 100 Atlassian Experts worldwide.

What we build   Tempo now offers three software solutions that extend JIRA Software, JIRA Service Desk, and JIRA Core for resource management and planning, budgeting, forecasting, time tracking, and cost control. Our primary mission is to provide easy solutions that integrate directly into people's work environments.

Tempo Planner offers visualized resource management and planning in JIRA for teams, projects, and programs.

Tempo Budgets is a financial project and portfolio management solution for JIRA, including budgeting, tracking, forecasting, and reporting on the project and business level.

Tempo Timesheets offers hassle-free time tracking and reporting seamlessly in JIRA for billing, accounting, forecasting, and compliance initiatives.

We offer server and cloud deployment options, and each of our products is JIRA Data Center compatible. Through our Tempo Mobile app for iOS and Android, Tempo Timesheets and Tempo Planner users can easily view planned work, register time, and sync their calendars using Google or Office 365.

What's next   We'll soon launch a Tempo Timesheets integration with HipChat, which will enable cloud team members to log work in JIRA and view team member availability and status updates directly from their chat. We're working on further cross-product integrations, UI improvements across our product suite, and better reporting features to help companies collect data and make decisions.

> *"Our primary mission is to provide easy solutions that integrate directly into people's work environments."*

Why Tempo for JIRA?

Get flexible, customizable solutions that scale as your business grows.

Atlassian's JIRA enables users to capture and organize issues and tasks, assign work, and help teams get the job done. Tempo simplifies your development efforts by offering flexibility to your team members, team leads, and project managers, to plan, track, and report in JIRA. Pivot as circumstances require, while also adapting to fit your broader organizational goals.

TEMPO

Easy to Adopt

Click and get started in minutes.

Our simplified UI helps teams quickly go from zero to hero and get projects done. Tempo is designed with the purpose of making Agile easier. Teams can avoid the onboarding bottlenecks and quickly get started in minutes.

Customize Your Tempo Solutions

Pick and choose the Tempo solutions that make sense for your business.

Whether you're looking for visual resource and capacity planning, time tracking and reporting, customer and account management, financial, utilization or billing workflow management seamlessly within JIRA, you can adopt the Tempo solutions that best suit your business needs.

Product Leadership

Tempo is a trusted product innovation leader.

One of the first go-to market solutions delivering agile solutions for JIRA, Tempo has been a top Atlassian Marketplace add-on since 2012.

Built for Agile

Tempo is built to help agile teams stay on track.

Tempo's solutions are built from the ground up to support the introduction of agile and lean processes and workflows, including Scrum and Kanban, through each step of the Agile development process—from program, product, release, iteration, and task planning to tracking, reporting, risk management, and review.

Seamless Integration with JIRA

Plan, prioritize, track, report, adapt, and bill—all in one place.

Leverage the customizable functionality of a single system for planning and tracking all of your epics, stories, defects, tasks, and issues. Tempo gives you unparalleled visibility across multiple project teams, programs, and portfolios, providing a centralized environment where all of your stakeholders—including executives, project managers and project teams—can easily work together, regardless of location. Maximize your long-term customer value, satisfaction, and loyalty.

Built for Your Entire Business

Tempo and JIRA are not just for development teams.

Tempo, JIRA are not just for small, co-located development teams. Business development, HR, legal, marketing, sales, service and other teams can visualize work items and capture key information about projects and tasks in one easy place, enabling enhanced collaboration, flexibility, and an increase in quality, productivity, and organizational efficiency.

Scales With Your Business

Start small, grow as your needs grow.

Flexible licensing plans starting at $10 for 10 users and extend to unlimited user tiers, so you can easily scale Tempo across multiple projects, teams, and locations. Start out with a single project and extend agile across your entire organization as your needs change. Tempo offers JIRA Data Center support for the largest enterprise customers. Easy upgrades save you the hassle of learning and adopting a new product.
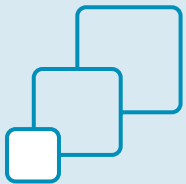
Cloud or On-Premise

**Tempo is available for JIRA Server and JIRA Cloud.**

Choose from deploying Tempo and JIRA behind your firewall or in the cloud. Flexible deployment options let you implement Tempo to support your IT team's requirements. With either option, you can rest assured that your Tempo data is safe and secure.

Open Integration

Robust API's provide you with boundless opportunities.

Leverage Tempo's REST APIs to integrate with your favorite business tools. API documentation is available to help you get started.
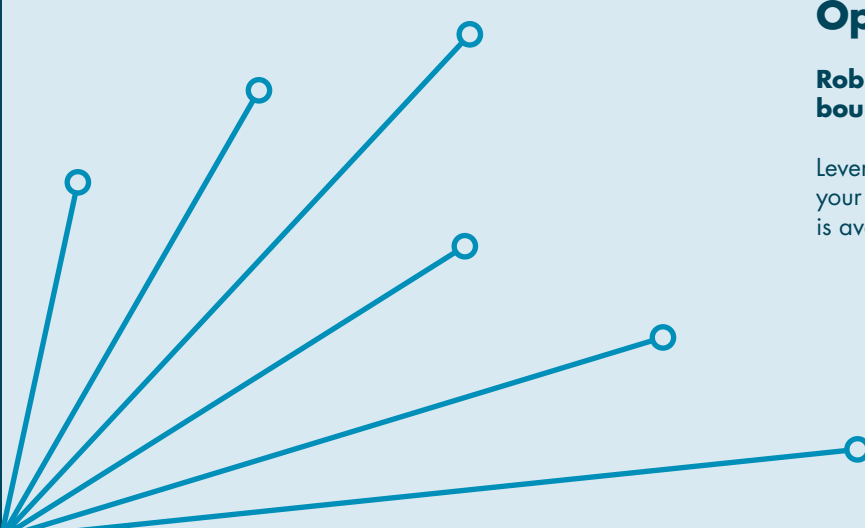
TEMPO TIMESHEETS

Painless time tracking and reporting in JIRA

Tempo Timesheets offers teams and managers a better overview of work spent for accurate billing, accounting, payroll, and greater efficiency. With simple and intuitive user interface, time tracking and reporting is made easy. Time tracking means getting things done.

*Available for server, cloud, and JIRA Data Center

Worklog Calendar View

Painless time tracking

Tempo Timesheets makes time tracking in JIRA easy and accurate for billing and accounting. Log work using the worklog calendar, directly from a JIRA issue, a real-time tracker, or using our free mobile for Android or iOS. View and approve your team's timesheets and you can send automated reminders if someone forgot to log work.

Flexible reports

Report on work efforts segmented by teams, projects, and customer accounts. Drill down on estimated versus actual time spent on JIRA issues, utilization, billable time, and more. Review, print, and export for further analysis.

Manage cost centers

Analyze and account for all high-level information of all work performed across your business. Gain better visibility of all activities and work performed for your customers, internal projects and development, and high-level business initiatives.

Integration

- Seamlessly integrates with JIRA Software, JIRA Service Desk, and JIRA Core.
- Customize with other Tempo solutions.
- A REST API gives you boundless opportunities to leverage Tempo data as you wish.

Get extended time tracking and reporting features in Tempo Timesheets

Achieve more accurate and transparent accounting with Tempo Timesheets

In our Tempo Timesheets 8 release, we extended our time tracking and reporting solution for all teams using Atlassian's JIRA with new team utilization reporting, accurate accounting and expense reports, custom price tables, enhanced billing support for teams working with customers, and improvements to the worklog calendar and timesheets approval process.

Team utilization reporting as a key performance metric

Utilization rates give businesses important information on how and where their resources are being used. Managers can quickly know how team time spent translates into capital expenses, operational expenses, R&D, billable time, or non-work efforts like vacation days.

Get detailed reports of expenses, revenue, and cost centers

Tempo Timesheets now offers custom price tables where you can set different hourly price rates for team roles. In addition, team members can now log expenses directly in JIRA issues. You can roll up all data in the revenue report and monitor how your accounts are performing after setting your revenue targets for each of them.

Worklog calendar and timesheet approval improvements

Users can now submit their timesheet directly from the worklog calendar and easily determine whether they are behind on their required hours, and if there are any invalid worklogs. We've also added a pending timesheet notification so team leads are notified in-product if they have team member timesheets that are awaiting their approval.

Team Utilization Report

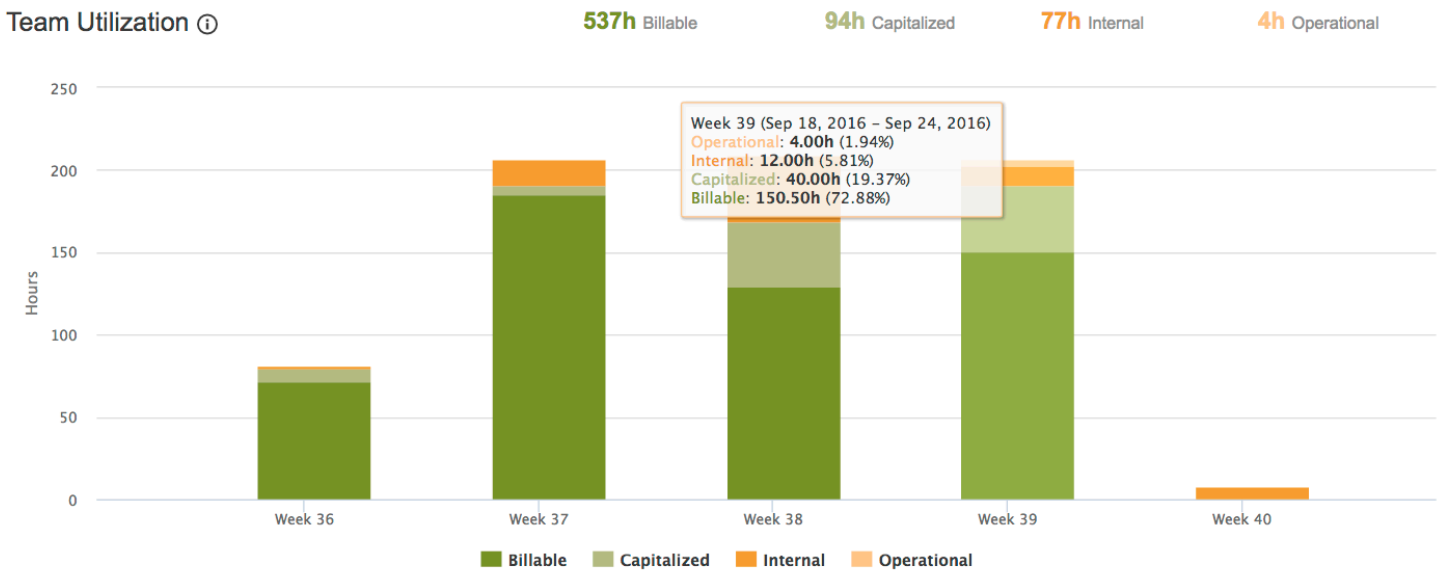JIRA | Dashboards ▾ | Projects ▾ | Issues ▾ | Tempo ▾ | Boards ▾ | Create | Search 🔍 | ❓▾ ⚙▾ 👤▾

Teams ▾
Custom Web Development ▾

Report Feedback

Team | Time Tracking | Approvals | **Utilization**

◀ Sep 1, 2016 - Sep 30, 2016 ▶

Team Utilization ⓘ

537h Billable   **94h** Capitalized   **77h** Internal   **4h** Operational

Week 39 (Sep 18, 2016 – Sep 24, 2016)
Operational: **4.00h** (1.94%)
Internal: **12.00h** (5.81%)
Capitalized: **40.00h** (19.37%)
Billable: **150.50h** (72.88%)

Week 36 | Week 37 | Week 38 | Week 39 | Week 40

🟩 Billable   🟩 Capitalized   🟧 Internal   🟧 Operational

Weeks	Team Members		Hours	% Ratio

Category Type / Account	Account Category	Customer	% Ratio	Hours

TEMPO PLANNER

Resource management and planning for JIRA

Tempo Planner offers visualized information for team and project planning centrally in JIRA. Managers and teams can plan projects, releases, and higher-level initiatives, and flexibly adapt as needed. Say goodbye to your spreadsheets and other external planning tools.

*Available for server, cloud, and JIRA Data Center

Program Board

Visualized resource management

Tempo Planner integrates fluidly with JIRA and other Tempo solutions, so you can plan for people, teams, projects, releases, and higher- level initiatives with a clear visualization, accounting for flexible hours, vacations, and holidays.

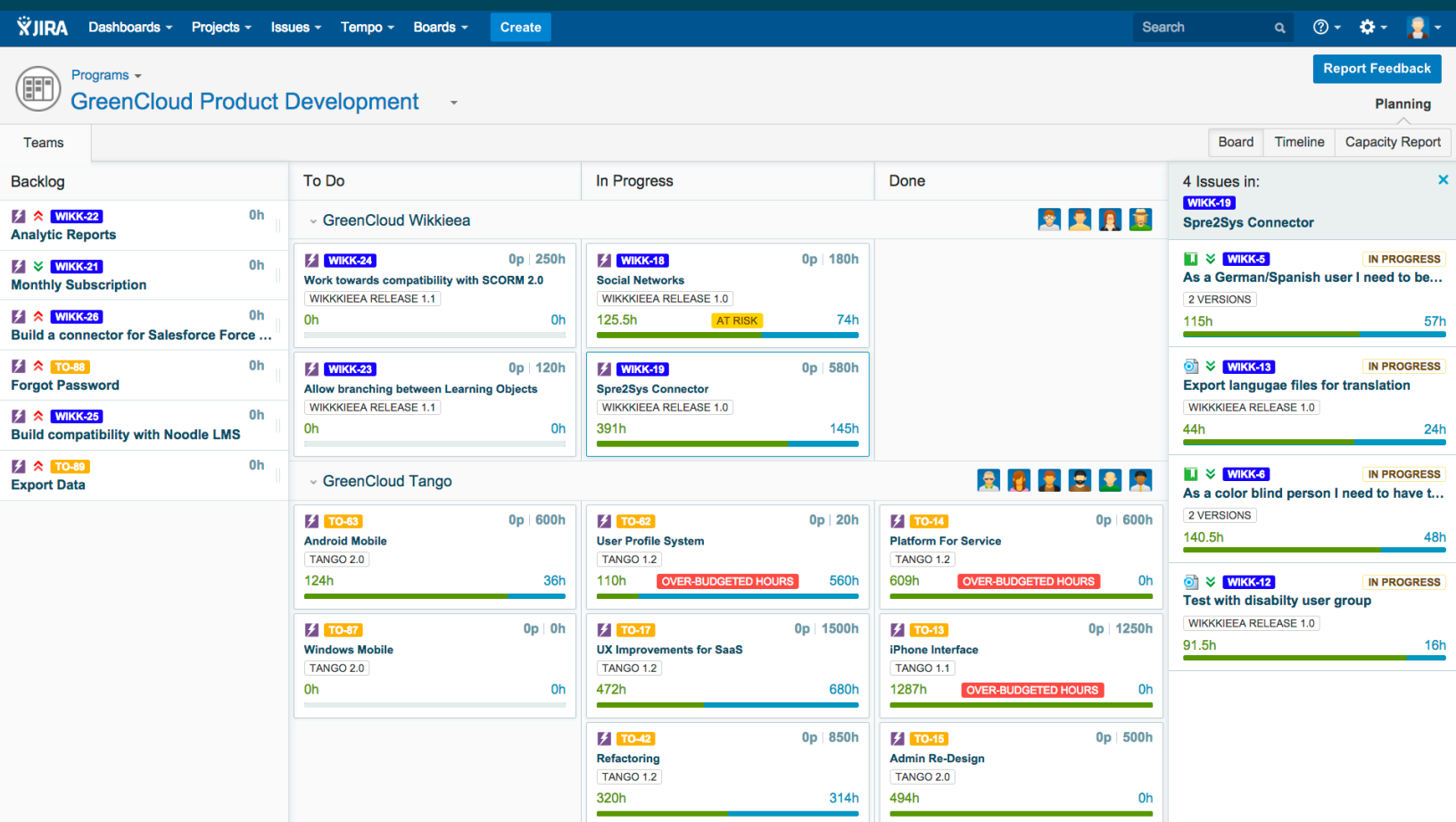### Team and project planning

Turn your JIRA issues, projects, and agile boards into executable planning timelines to keep your teams transparent and in sync, and your deadlines intact. Plan and report on tasks and projects, factoring in capacity, utilization, and team member roles.

Manage team and program capacity

Ensure that team members are efficiently utilized and working towards your common goals. Get a detailed breakdown of team capacity to ensure that team efforts are synchronized. Manage potential risks with data display options that provide you with clear overviews of team progress and utilization.

Integration

- Seamlessly integrates with JIRA Software, JIRA Service Desk, and JIRA Core.
- Customize with other Tempo solutions.
- A REST API gives you boundless opportunities to leverage Tempo data as you wish.

JIRA | Dashboards ▾ | Projects ▾ | Issues ▾ | Tempo ▾ | Boards ▾ | Create | Search

Programs ▾
GreenCloud Product Development ▾

Report Feedback

Planning

Teams | Board | Timeline | Capacity Report

Backlog

WIKK-22 Analytic Reports		0h
WIKK-21 Monthly Subscription		0h
WIKK-26 Build a connector for Salesforce Force ...		0h
TO-88 Forgot Password		0h
WIKK-25 Build compatibility with Noodle LMS		0h
TO-89 Export Data		0h

To Do

GreenCloud Wikkieea

WIKK-24 — 0p | 250h
Work towards compatibility with SCORM 2.0
WIKKIEEA RELEASE 1.1
0h — 0h

WIKK-23 — 0p | 120h
Allow branching between Learning Objects
WIKKIEEA RELEASE 1.1
0h — 0h

GreenCloud Tango

TO-63 — 0p | 600h
Android Mobile
TANGO 2.0
124h — 36h

TO-87 — 0p | 0h
Windows Mobile
TANGO 2.0
0h — 0h

In Progress

WIKK-18 — 0p | 180h
Social Networks
WIKKIEEA RELEASE 1.0
125.5h — AT RISK — 74h

WIKK-19 — 0p | 580h
Spre2Sys Connector
WIKKIEEA RELEASE 1.0
391h — 145h

TO-62 — 0p | 20h
User Profile System
TANGO 1.2
110h — OVER-BUDGETED HOURS — 560h

TO-17 — 0p | 1500h
UX Improvements for SaaS
TANGO 1.2
472h — 680h

TO-42 — 0p | 850h
Refactoring
TANGO 1.2
320h — 314h

Done

TO-14 — 0p | 600h
Platform For Service
TANGO 1.2
609h — OVER-BUDGETED HOURS — 0h

TO-13 — 0p | 1250h
iPhone Interface
TANGO 1.1
1287h — OVER-BUDGETED HOURS — 0h

TO-15 — 0p | 500h
Admin Re-Design
TANGO 2.0
494h — 0h

4 Issues in:

WIKK-19
Spre2Sys Connector

WIKK-5 — IN PROGRESS
As a German/Spanish user I need to be...
2 VERSIONS
115h — 57h

WIKK-13 — IN PROGRESS
Export langugae files for translation
WIKKIEEA RELEASE 1.0
44h — 24h

WIKK-6 — IN PROGRESS
As a color blind person I need to have t...
2 VERSIONS
140.5h — 48h

WIKK-12 — IN PROGRESS
Test with disabilty user group
WIKKIEEA RELEASE 1.0
91.5h — 16h

Say hello to Tempo Planner 4.0 with new flexible resource management for every team.

It's finally happening! The long awaited event, Atlassian Summit 2016, is here. For us at Tempo, this event marks a huge milestone and a long awaited one every year. It is a time for big announcements regarding our Tempo products for JIRA. And so is the case for Tempo Planner.

We are grateful for our awesome customers worldwide who have been actively providing us with feedback on what's working and what's not in Tempo Planner. One of the most popular feature requests that our customers have been asking for is a more flexible approach to find resources to work on their projects and assignments in Tempo Planner.

As a result, the Tempo Planner team sat down and did a design sprint in an effort to simplify and sharpen the focus of Tempo Planner. The first result of the sprint is the brand new Resource Overview.

Introducing the new Resource Overview

When creating the Resource Overview we had two goals in mind:
- To provide the user with a high-level view to see plans for resources.
- To enable the user to quickly assess resource availability and find available resources.

The view allows users to find available people, see who are currently planned for projects and their capacity to take on new projects. It displays members' availability on an upcoming project, across the whole company, regardless of which team they are in.

Immediately identify people that are over/ underloaded and control resource capacity with the Resource Overview. Color coding quickly helps you determine which resources are available to take on more work. Clicking on a resource drills down and shows more details on what they're planned to work on.

The Resource Overview also accounts for and displays different workload and holidays according to configurations that have been made for each individual. All summary calculations account for these schemes and give team leads and managers an accurate view of the total workload for resources.

Customizable for all types of teams.

One of the biggest benefits of the Resource Overview is the fact that it's customizable and can be tailored exactly according to our customers' needs. We realized that many organizations do not work in fixed teams or have rotating team members in multiple teams.

So we decided to move away from the team centric approach which has been used in Tempo Planner by adding resource filters to the Resource Overview.

The resource filters have a similar functionality as the JIRA filters. Filter the Resource Overview by: Roles, Tempo Teams, Names, and JIRA user groups.

With the resource filters, you can get an overview of developers within the organization, or designers working on a specific project, or drill down even further and view developers working on a specific team on a certain project. You can also create teams, groups or departments. As this view is not limited, you can pick and choose as you please using the search criteria options.

Once you've created a resource filter, make sure to save it, so it appears in the favorite filter section in the Resource Overview and revisit them at any time.

There are definitely good times ahead for Tempo Planner! Stop by our booth to get a demo of this new feature and all of the improvements that have been made recently. Learn all about how Tempo Planner can help you with managing resources and planning in JIRA.
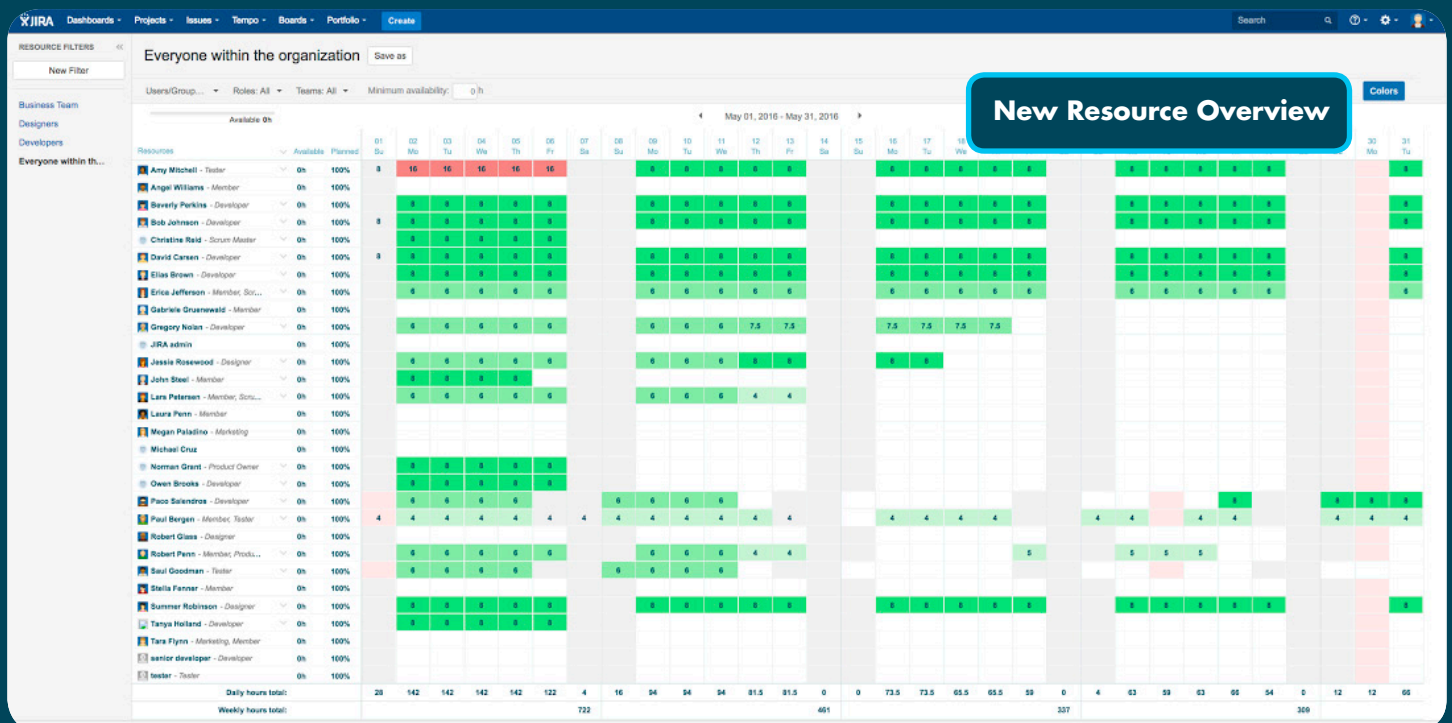
Introducing Tempo for HipChat

Track your work day in Tempo and JIRA from your favorite chat tool. Get team member statuses, and collaborate with your team on projects and tasks in real-time.

Log work from your chat

Create worklogs linked to JIRA issues or add tasks directly from HipChat, later assigning them to JIRA. Log work using Tempo's real-time tracker; simply start the tracker when you start a task, pause it if you need a break, and stop it when you're done.
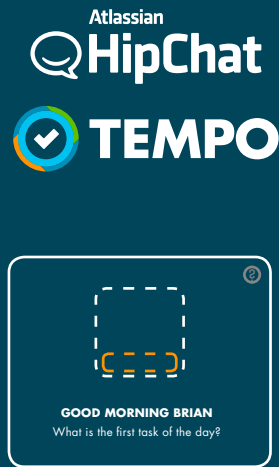
Get the right information right at your fingertips

JIRA issue previews display directly in the chat window and in your sidebar, so you can quickly get task information and decide what needs to be completed. Paste issue keys directly into a chat and your team members can immediately track work on them.

Keep focused on today's goals

Manage your workday tasks at a glance using Tempo's sidebar information. Keep track of your required and worked hours directly from your workflow.

Stay connected with your team

Tempo's new team presence features display team member details and availability, including if team members are in the office and available to work on an issue, if they're sick at home, or working off-site with a customer.

Interact on project statuses

Discuss and prioritize project priorities with your team in HipChat, then share tasks with your team to track work on. Connect JIRA projects with HipChat rooms and receive notifications when team members add new tasks.

Coming soon for Tempo Timesheets and JIRA Cloud customers.

Learn more: **tempo.io/hipchat**
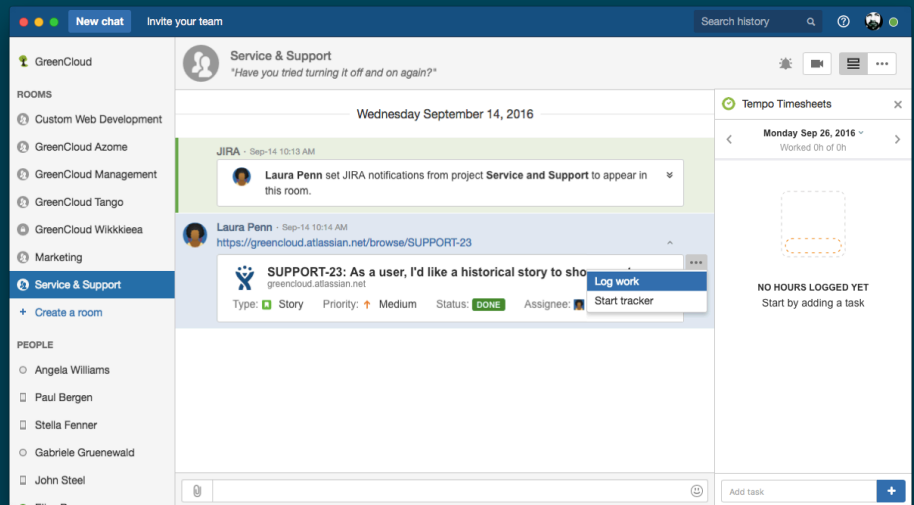
Tempo Budgets (formerly known as Tempo Folio) 11.0 has arrived!

With this release, we have decided to give Tempo Folio a new name, Tempo Budgets. We believe that this name better describes the functionality of the product and will help our customers understand its use. Tempo Budgets 11.0 focuses on improving the customer experience from the name down to a vastly updated UI.

Do not worry, though, it is still the same product, just with some great updates.

Visualize project and portfolio health with updated overviews

The folio and portfolio overview screens have been completely re-worked to make them easier to understand and provide key information. Traffic lights give a quick and clear indication of project health while progress bars show how much work has been done and provide a quick financial status.

Get a quick summary of staff, costs, and revenue

Brand new summary pages added to the staff, costs, and revenue sections allow you to quickly identify the health of initiatives. Visualize the critical information in a glance and drill down deeper by going into the planned and actual tabs.

Add folio and portfolio gadgets to your JIRA dashboard

Your work lives in JIRA and we want our customers to get the necessary data from Tempo Budgets in the easiest way possible. In order to do that, we also added the ability to add folio and portfolio gadgets to your JIRA dashboard. Go no further and get a quick indication of project health as soon as you open JIRA.

TEMPO BUDGETS

Financial Project Portfolio Management for JIRA

Tempo Budgets helps agile or traditional businesses of all sizes plan, manage, and track financial project scope, schedule, and costs in real-time. Get a complete financial overview of work and costs across your organization to maximize return on business investments. Know where your money goes.

*Available for server and JIRA Data Center

New Folio Overview

Financial Project Management

Gain complete financial overviews of initiatives, including cost rates, revenue, and expenses. Plan and track all project costs and revenue including people and materials using Earned Value Management (EVM) or traditional project management techniques.

Simple Planned vs. Actual Costs

Manage and track costs and expenses granularly and across your organization in real-time. vGet simple and agile financial management and create, plan, and track budgets with flexibility. Gain a complete business-level overview of planned versus actual costs.

Agile Portfolio Management

Get cross-project views to compare and contrast data on the business level. Group unlimited projects within or across your portfolios, gaining high-level views of progress and performance including staff statuses, aggregated financials, forecasts, indices, and reports.

Integration

- Seamlessly integrates with JIRA Software, JIRA Service Desk, and JIRA Core.
- Customize with other Tempo solutions.
- A REST API gives you boundless opportunities to leverage Tempo data as you wish.
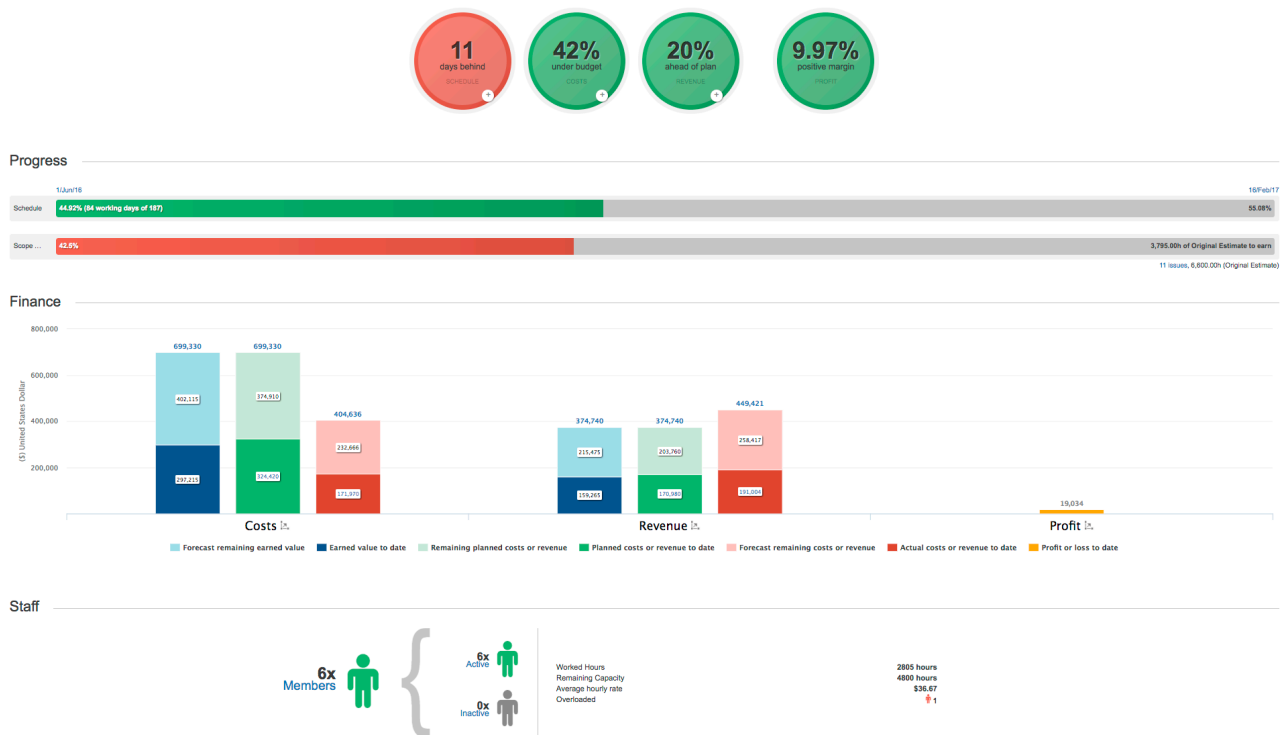
Dedicated To Excellence: Tempo's Customer and Partner Success Team.

Tempo's mission is to help teams and businesses work smarter and be successful. We're not looking to simply implement a new feature set. We're aiming to do something magical for our customers by wow'ing their overall experience with our products and in JIRA. After all, as the saying goes: you only get one chance to make a first impression. So, let's make it a good one.

Understanding our customers and helping them be successful in their journey is what most motivates our customer service team. Offering a variety of training, support, and customer success opportunities, our lean and dedicated service team consists of a group of people who share a common strategic goal: helping our customers kick a**!

Our ccustomer and partner success team is here to guide our customers—including the largest distributed enterprises—to deliver and maximize the value of their investment with Tempo's products. They're here to deliver value through prescriptive insights and best practices—whether a customer is establishing an agile product delivery methodology, optimizing developer tools automation, or enhancing their IT Service management—this team serves as the customer's trusted advisor to accelerate the effectiveness of our solutions.

Driving customer efficiency, productivity, and profitability

As our product line at Tempo has grown over time, our customers' needs have similarly evolved. Our customer success managers are here to help Tempo customers be as successful as possible, offering assistance with onboarding, renewals, or extensions and scaling of Tempo's solutions and product line across their organizations, including across multiple projects, teams, and locations.

Technical how-to and customer onboarding

Our customer success managers are technology and process ninjas, who can help customers frame and implement our tools to meet their strategic direction, and then orchestrate your teams past any hurdles so they can achieve their desired outcomes.

Our customer success managers engage with enterprise organizations with some of the most complex business challenges, and, as Atlassian Experts, they can help deliver a delightful solution to business users with Atlassian and Tempo tools. Customer success managers are trusted advisors whom customers can rely on to help them get the most out of their Tempo and Atlassian investments and attain their ideal solution for their team collaboration, productivity, and efficiency.

Also, customer and partner success team. recently launched an ongoing onboarding program to help customers learn about the technical use of our products. You can register for these free live demos on our website at **www.tempo.io**

Working with Atlassian Expert partners

Our customer success managers also work with a global network of more than 115 Atlassian Expert partners to help our strongest promoters champion both JIRA and Tempo's product portfolio across multiple technical disciplines and customer roles, and guide the implementation, integration, and expansion of our tools. Our partners offer resale, training, and consultancy services for both the Tempo and Atlassian product lines. Customer success managers reach into all parts of the Atlassian Expert channel to champion the customer's cause and facilitate a deeper level of engagement with our customers to help them reach their business goals.

World-class support

Tempo's customer partner success team provides first-class support with troubleshooting and problem solving related to our products. Here to tackle any challenge thrown their way, they're armed with amazing communication skills and product know-how to help solve customer problems and maximize the overall customer experience. If you've got technical issues or need some questions answered, they're here to answer them and make your day a little easier.

Contact our customer and partner success team — we're here to help!

service@tempo.io

Tanya Saracino

Joe Walsh

Alexander Eck.

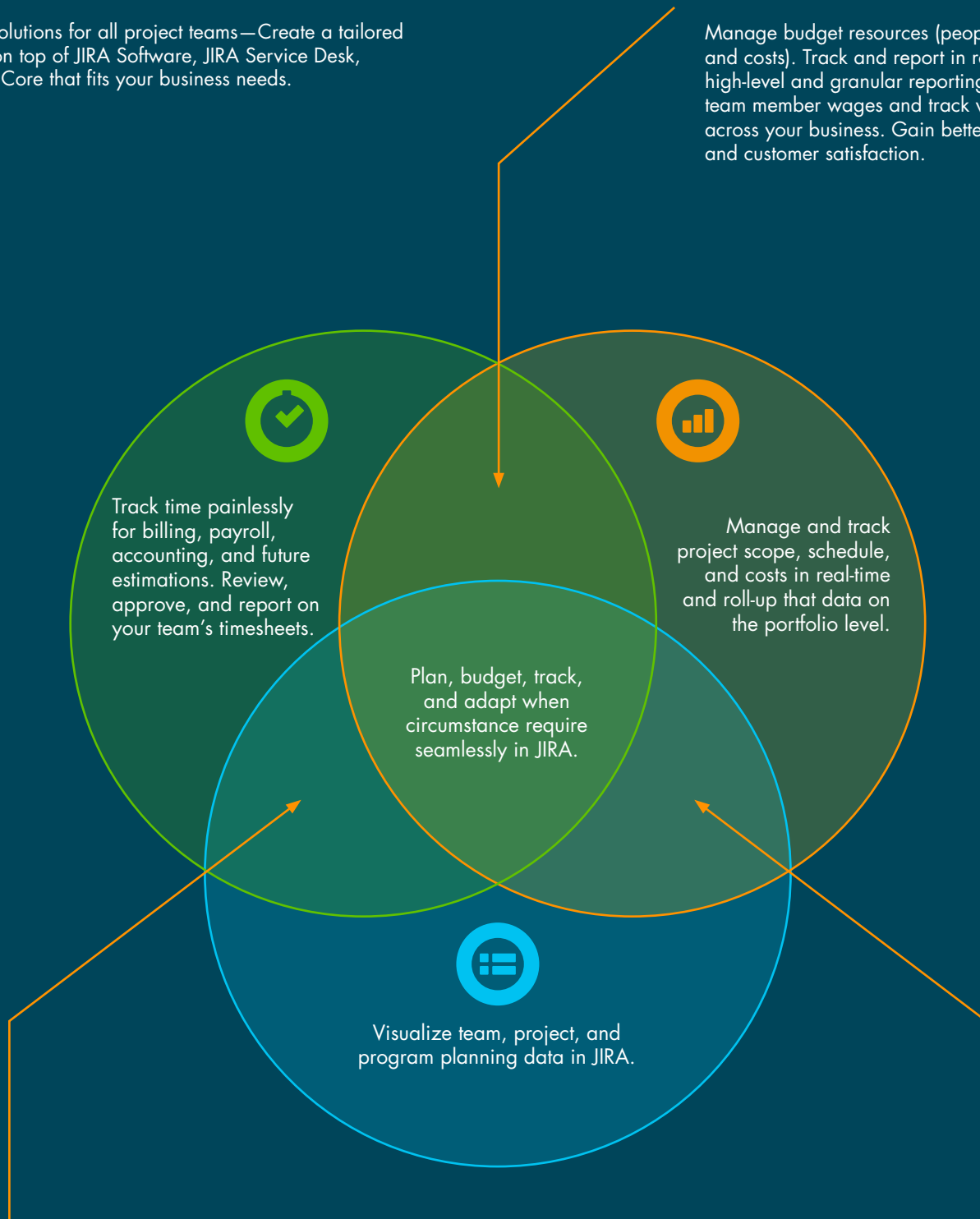Kolbrún Valbergsdóttir

Sandra Björg Axelsdóttir

Eygló Myrra Óskarsdóttir

Mix & Match Your Tempo Products

Custom solutions for all project teams—Create a tailored solution on top of JIRA Software, JIRA Service Desk, and JIRA Core that fits your business needs.

Tempo Timesheets & Tempo Budgets

Manage budget resources (people, time, and costs). Track and report in real-time with high-level and granular reporting. Designate team member wages and track work efforts across your business. Gain better efficiency and customer satisfaction.

Track time painlessly for billing, payroll, accounting, and future estimations. Review, approve, and report on your team's timesheets.

Manage and track project scope, schedule, and costs in real-time and roll-up that data on the portfolio level.

Plan, budget, track, and adapt when circumstance require seamlessly in JIRA.

Visualize team, project, and program planning data in JIRA.

Tempo Timesheets & Tempo Planner

Plan and track time on projects, sprints, releases, and tasks, accounting for internal company time, vacation days, team member workloads, and holiday schemes. Review and approve planned time requests and team member timesheets, and report on data collected.

Tempo Budgets & Tempo Planner

Visually plan and budget resources, including for people, time, and costs. Allocate team member resources and plan time according to capacity and project statuses. Identify resource and project risks in real-time and quickly adapt. Report on the project and portfolio level.

How Darth Vader Could Have Put the Death Star Back on Schedule

Author: Marta Schluneger

While watching the *Return of the Jedi* a few months ago, I was struck by the similarities between the opening scene and the everyday struggles of finishing projects on time and within budget.

People & clones

Death Star Commander
Team Lead & Project Manager   100%

Death Star Commander
Builder   100%

Death Star Commander
Security   100%

Death Star Commander
Architect   100%

Darth Vader
CEO   100%

Storm Trooper 2
Builder   100%

Storm Trooper 2
Security   100%

Storm Trooper 2
Engineer   100%

Here's what happened:

Darth Vader arrives on the Death Star to check in on the status of its rebuild. He tells the overseeing commander that he is there to get them back on schedule because the rebuilding of the Death Star is taking too long.

His commander retorts by telling him that they simply don't have the resources to build it any faster. Darth Vader then proceeds to threaten him saying that if things don't speed up, the Emperor will come to deal with the situation and he is not as forgiving.

Does this situation sound familiar, albeit in a milder fashion?

How often do project managers find themselves behind schedule and over budget, only to have to report that news to their superiors and be told to find a way to fix it?

I surely hope none of them are threatened by an evil Lord who is a slave to the dark side of the force, but the news might not always be well-received.

Let's travel for a moment into our imaginations and pretend that Darth Vader hired Tempo Timesheets, Tempo Planner, and Tempo Budgets together with JIRA to manage the rebuild of the Death Star so that the Empire has an overview of how much time it takes to do the work, plan it out efficiently, and get real-time information about how much it costs to develop things along the lines of a huge laser to destroy planets.

Defining roles and teams

Imagine that the Empire is an organization, Darth Vader the CEO, the commander a project manager, and the Stormtroopers team members.

Building the Death Star is only one of the Empire's many projects. They also develop things like the AT-AT and they have an entire galaxy to rule and conquer, after all. The scope of just the Death Star project alone would be huge and take many years to complete, but can be broken down into something more manageable.

A project like this would need team members such as: engineers, builders, architects, security guards, and of course a project manager.

Naturally there would be thousands of workers on the death star, but let's just use these for the sake of example — this is make believe, afterall.

Setting up JIRA and Tempo

The commander would first need to a create a JIRA Project for rebuilding the death star and scope out the amount of work that needs to be done.

Since this is such a big project, he would probably want to work within an agile framework and break this work up into sprints to be able to manage the work more easily.

After that, the best thing for him to do would be to create a Tempo Team and add all of the staff working on building the death star. This would make it easier for him to configure and manage the work across Tempo products, saving time in the long run.

Let us also assume that Darth Vader wants to know what work is capitalized and what is operational, so that the Empire will tax this work accordingly.

For this reason, his commander should also set up Tempo Accounts to more easily categorize the work done as either Capex or Opex.

"Be careful not to over or under-allocate work to your team members."

Plan and manage resources with Tempo Planner

Be careful not to over or under-allocate work to your team members.

In order to be clear from the beginning how much work his team can get done within a certain period of time, the commander can set up team member timelines in Tempo Planner and add the Tempo Team that he just set up to plan for upcoming sprints and plan the work for the storm troopers and builders ahead of time.

It is important for him to ensure that his resources are being managed as efficiently as possible, since this is a time sensitive project. He also needs to be careful not to over or under-allocate work to his team members.

In the real world, we cannot simply "double our efforts" as the commander in the Return of the Jedi says he will do, so it is important to get a detailed breakdown of team capacity in order to sync efforts.

Budget and control project costs with Tempo Budgets

No project is complete without a budget and being able to control costs.

Using Tempo Budgets for financial project portfolio management allows the commander to see exactly how much the project is costing in real-time. If he chooses to use Earned Value Management (EVM), then he can not only compare the planned versus actual costs of the project, but also see the earned value (EV) of work done within a given time period.

A good way to do this would be to set up a folio for each sprint and use the planned effort for the Tempo Team for that time period to automatically plan the costs of the folio.

As team members log their work with Tempo Timesheets on issues within the scope of the folio, those work logs will automatically be converted to actual costs based on the cost rates of the team members.

Track time of work done in Tempo Timesheets

Increase work efficiency and get an accurate overview of time spent.

None of this can work as efficiently as possible without getting an accurate overview of how much time is spent on all of the building, designing, and engineering involved in a complex project like this.

All of the Storm Troopers, commanders, and builders on the death star can painlessly track their work on JIRA issues, allowing the commander to run detailed reports on organizational resources and activities.

This allows him to have a good overview of how much time it really takes to do things like develop an oversized automatic garbage squashing machine and show that to his superior, aka Darth Vader, so they don't all get choked by the force.

"Don't manage your projects like the Empire. Work smarter by implementing tools that help you stay efficient and increase transparency throughout your company. Keep your team members happy."

Moral of the story

Don't manage your projects like the Empire. Work smarter by implementing tools that help you stay efficient and increase transparency throughout your company. Keep your team members happy.

Tempo products are developed to help teams be more productive by planning, budgeting, and tracking seamlessly in JIRA. Stay in the know and fix issues in problem-solving time. That's what the good guys, the Rebel Alliance, would do, after all.

Work smarter by implementing tools to help you be efficient.
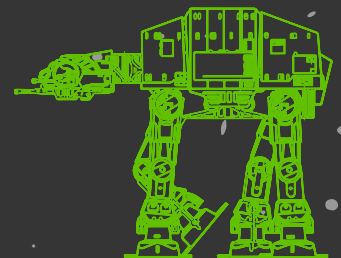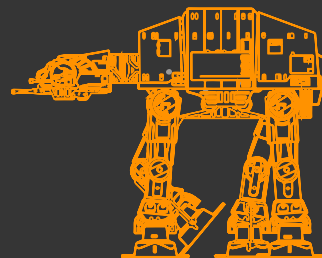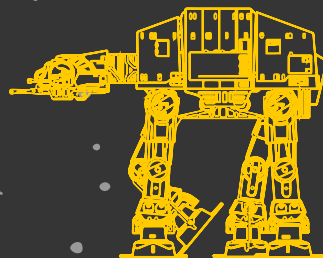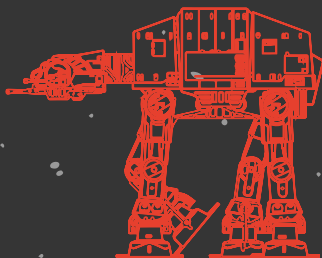
PRIME

Company information: Prime Digital
Size: 50 employees
Industry: Digital Marketing
Location: Zurich, Switzerland

Atlassian products used:

JIRA Software
JIRA Service Desk
JIRA Core

Tempo products used:

TEMPO TIMESHEETS
TEMPO BUDGETS

We are interviewing:

Christian Paredes, CEO

Testimonial:

"Tempo Folio is the best available tool for JIRA, besides Tempo Timesheets."

Benefits:

- Ease of logging work
- Accuracy in reporting functionality
- Better accuracy, efficiency, and transparency of organizational work efforts

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MAZDA

Company information: Mazda Australia
Industry: Automotive
Location: Melbourne, Australia
Atlassian Product Used: JIRA

Atlassian products used:

JIRA

Tempo products used:

TEMPO TIMESHEETS
TEMPO PLANNER

We are interviewing:

John Twomey,
Senior Manager
of Systems Development

Testimonial:

"Tempo Timesheets has made the process of logging work much easier, so it has encouraged users to log work more frequently, and accurately. Logging of work has become easier, and is no longer as much of a chore."

Benefits:

- Budget tracking made easy
- increased cost efficiency
- Efficient resource management

Pledge 1% and Room to Read

Last year, Tempo announced that it had joined the Pledge 1% movement at the Atlassian Summit in San Francisco. For our team, joining Pledge 1% formalized our commitment to social impact, good corporate citizenship, and giving back. We see this as an invaluable opportunity for us and for others to make a positive impact on the world.

Founded by Atlassian, the Entrepreneurs Foundation of Colorado, Rally, and Salesforce.org, Pledge 1% empowers companies to donate 1% of product, 1% of equity, and 1% of employee time to improve communities around the world.

In addition to donating free server licenses for Open Source projects and discounted licenses for academic institutions, we're donating all proceeds from our $10, 10-user starter licenses for JIRA Server to Room to Read.,

What is Room to Read?

Room to Read is a not-for-profit organization founded by former Microsoft executive, John Wood, which is dedicated to improving literacy and gender equality in the developing world. Room to Read believes that world change starts with educated children. By their estimates, if every child received an education, 171 million people would be lifted out of poverty.

"Literacy unlocks the door to learning throughout life, is essential to development and health, and opens the way for democratic participation and active citizenship."-Kofi Annan, former United Nations Secretary-General

To date, Tempo has donated more than $75,000 to Room to Read, which has impacted more than 1,500 children worldwide.

Among other things, Room to Read donations have been used to benefit more than 10 million children worldwide, establish more than 17,500 libraries and 2,000 schools, and publish more than 1,200 books in local languages globally.

To recognize our efforts, Room to Read recently commissioned a local artist and storyteller in Nepal to create a children's book (Mom Became Happy) to share with local libraries and schools. This book was dedicated to our team, and copies were shared with our Iceland and North American offices.

We're extremely grateful for our customers that have helped us grow our starter license program and simultaneously empower children through literacy.

To take the Pledge or to learn more about the organization, visit our friends at pledge1percent.org

"Literacy unlocks the door to learning throughout life, is essential to development and health, and opens the way for democratic participation and active citizenship."

PLEDGE 1%

Room to Read®

Is Continuous Delivery Replacing Agile?

Author: Ólafur Jens Ólafsson, Agile Coach at Tempo

So, you've been going agile for some time now. And you're questioning if agile really is the way to go. Along came something else known as Continuous Delivery that seems to be the new bandwagon.

But, wait, what is Continuous Delivery?

Continuous Delivery - Agile's replacement?

Over the years, Agile has evolved to mean so many different things that it is very hard to define what it actually means. Try asking three different people in your team or organization and you will definitely yield three different answers to what agile is and what it means.

It is also hard to nail down what activities you do day-to-day are within the scope of agile.

- Is it agile to write stuff on post-its? Sometimes!
- Is it agile to visualize your work? Probably!
- Is my teams' build process agile? Eeeermmmm….maybe?

Emergence of Continuous Delivery

It is no wonder agile is beginning to take a backseat, because nobody can provide a clear answer as to WHAT it is and HOW you do it!

Developers, especially, find that when things are hard to define, they are useless and are thus discarded.

However, from the ashes of Agile, came a definable process which is supported by a growing community of developers for its ability to make life easier for them in the long run - the phoenix that is known as Continuous Deployment.

What is Continuous Delivery?

Jez Humble defines Continuous Delivery thusly:

Continuous Delivery is the ability to get chantes of all types - including new features, configuration, changes, bug fixes and experiments - into production, or into the hands of users, safely and quickly in a sustainable way.

Our goal is to make deployments - whether of a large-scale distributed system, a complex production environment, an embedded system, or an app - predictable, routine affairs that can be performed on demand.

We achieve all this by ensuring our code is always in a deployable state, even in the face of teams of thousands of developers making changes on a daily basis. We thus complete eliminate the integration, testing, and hardening phases that traditionally followed "dev complete", as well as code freezes.

Continuous Delivery: a holy grail?

This all sounds incredible. Unbelievable, even. Drama-free deployments are the holy grail for development teams.

If you have ever worked with or near a development team, you have definitely seen them enter the dreaded crunch mode - that time near a release when everything that is not quite done has to get finished along with all tasks related to building, packaging, testing and releasing before the software goes out the door.

It can be a nightmare.

Continuous Delivery promises to get rid of that stressful time. By using Continuous Delivery, you always have a fully-tested and working software product ready to deliver to the customer. Releasing it to the world should be a trivial matter, preferably just the press of a button and it is out.

It is routine, it is predictable, it should be downright boring. Sounds amazing, doesn't it? So, let's adopt Continuous Delivery right now!

But, wait a minute...

You can ask almost any developer and get the same reply: "This stuff is actually very hard to do."

> *"You can't stop making the product while implementing improvements to your process."*

Ólafur is one of our brilliant Agile Coaches at Tempo. He joined Tempo after finishing his M.Sc. degree in IT Engineering in Aarhus, Denmark, where he lived for two years. Before that, he worked as a developer in a focused Scrum team. When not obsessing about cloud technology and agile methodology, he enjoys mountain biking, sci-fi books, and a strong Indian Pale Ale.

There is so much stuff in a normal teams' release process that is manual labor:

- Integrating the final stories,
- Quality Assurance,
- writing last-minute tests,
- doing a final release build,
- sometimes submitting to a marketplace (like Google Play or Apple Store or others)
- the list goes on and on.

When doing Continuous Delivery, you want to automate all of the above, while also delivering top-quality software.

You can't stop making the product while implementing improvements to your process.

Some things are hard to automate and take a long time to get right, especially if you're only releasing every four weeks or even more rarely.

The main reason releasing is hard for many teams is because teams release only when required to - it's a much rarer activity than other things the team does. For example, code review, pairing, writing tests and testing.

The loop is longer. And long loops mean less learning.

Does Continuous Delivery replace Agile/Scrum?

The Scrum framework makes very light requirement on how you release software or how frequently you do it.

One of the principles of agile software suggests is:

"Deliver working software frequently, from a couple of weeks to a couple of months, with a preference to the shorter timescale.".

Continuous Delivery, on the other hand, makes this requirement:

"It's not enough to deliver working software frequently, you must be able to deliver software continuously".

Thus shortening the loop of software creating. Again, shorter loops mean more learning.

This dovetails Scrum quite nicely:

In a sprint, you are spending time writing code, tests and integrating. After a sprint, you should have a potentially releasable product increment, which in reality is just shorthand for "no way we are releasing this thing anytime soon".

If you are doing Continuous Delivery, you find the problems in your release process and solve them. This can be scary for some teams (especially if the impedance in the process isn't technology but people!), but here is where the agility mindset helps with discovering friction and implementing change to remove it.

When teams come up to release time, many incorporate stories in the sprint that capture the work required to release the software. If you have spent time streamlining your delivery process to the point that these stories aren't required, you can release without drama or friction on the day of the sprint's end, thus saving you precious time your team can spend on valuable things, like foosball and NERF fights.

> "Ultimately, Continuous Delivery is a mindset, just like agility is a mindset."

Continuous Delivery puts the focus on delivering software, and making that process as smooth and frictionless as possible — a topic that scrum and agile do not delve into.

By putting this critical part of the software creation process on center stage, all sorts of improvements take place.

- You test things more rigorously,
- You spend time to improve your staging and production environments to be able to accept new releses more easily,
- You spend less time on building and more on providing value to users

Continuous Delivery brings developers into the driver's seat of how to continuously improve, which is a fantastic thing. That is how things should be on a high-performing agile team. Ultimately, Continuous Delivery is a mindset, just like agility is a mindset.

It helps you surface problems in your delivery process and encourages you to fix them so that you can deliver quicker. Continuous Delivery complements agile or scrum nicely, since neither specifies much on how to deliver software — and delivering quicker is definitely a worthy goal for any agile development team.

Our Mountain Mission and What We Learned

Author: Marta Schluneger & Serena Chan

Gearing up for adventure

In May, some of the Tempo team decided to tackle one of Iceland's highest peaks, Hrútfsjallstindar, which is at an elevation of 6,151 ft and the total gain is 6,880 ft and 13.66 m long. To put that in perspective, Iceland's highest peak, Hvannadalshnjúkur is 6,922 ft.

(Hrútfjallstindar is the beauty on the left with Hvannadalshnúkur on the right)

We chose this particular hike due to it's impressive views and, of course, to push ourselves to summit one of the most demanding hikes in the country - rated 5/5 for difficulty. Naturally this is not something to attempt on your own, so we enlisted the expertise from the guides at This is Iceland.

Getting going

Perhaps the hardest part of the day was the brutal 3 am wake-up call after a long drive to the huts near the base where we attempted to sleep amidst the bright Icelandic summer night, the snores of our colleagues, and the nerves for the challenge ahead passing through our minds.

Nevertheless we managed to get up, pack our bags, and meet our trusty guides - Siggi, Árni, and Bjartur - at 4am to start our adventure. We were graced by perfect weather conditions, with clear skies, sunshine, and no wind, which is a rare occurrence here in Iceland. It probably also has something to do with one of our guides' names, Bjartur (Bright).

Then the adrenaline kicked in and went to work

Even with sleep still heavy in our eyes, we were pumped full of adrenaline and managed to reach the peak in a little over 7 hours, while the estimated duration of the hike was anywhere between 8.5 and 10 hours. We are all about efficiency here at Tempo, afterall.

Despite the exhaustion, reaching the summit was one of the most rewarding experiences. Cliche, we know. But it (literally) feels like you're on top of the world — at least on top of this little island.

Believe it or not, we personally attribute our success to a healthy amount of Snickers bars stuffed throughout our gear. After all that trekking and climbing through ice and snow with screaming muscles, that Snickers bar never tasted so good.

We managed to reach the peak and descend in 12 hours and 56 minutes. According to our guides, this is the fastest they've ever taken a group up and down this mountain. Go Tempo!

From the mountains to the office

We live and breathe teamwork and efficiency here at Tempo. We also love reflecting on lessons. As soon as we got back, it was clear that many of the lessons learned on the mountain could be transferred to the office.

Here are a few things this experience taught us about working as a team:

Lesson #1 Preparation is important, if not crucial

One of the main things stressed upon us before the hike was that we needed proper and thorough preparation.

Training hikes prior to the trip taught us what gear and snacks work best for us, what our bodies could handle, and the pace we were expected to maintain. The guides and our more experienced Tempo hikers helped us understand what to expect and gave us more detailed information about the route itself, the steepness, possible conditions, and tips about how and what to pack and eat.

It sounds a little bit like planning a project scope, doesn't it?

It is important to have the same mentality before starting any project or mission. We have a tendency to rely on team leads to provide us with information; especially since they are usually the more experienced ones and that's ok. It is also critical, however, for team members to prepare and educate themselves as well as ask relevant questions before setting out.

When all team members pull together to prepare, it makes the whole experience run more smoothly.

Lesson #2
Ready, set, go steady

We like to repeatedly remind ourselves and take pride in having completed this expedition in less time than any other group the guides have taken.

Although we like to believe we're all amazingly speedy hikers, here's how we really did it: Teamwork.

While the perfect weather conditions that day was certainly a big plus, the success of this trip boiled down to teamwork in the end.

The best way to be efficient is to find a pace that is comfortable for everyone in the group. If you try to be the fastest one, you'll end up having to wait up for the rest. If you take your sweet time, the rest of the group gets held back. Finding a comfortable speed allows the group to move at a constant pace without compromising safety and enjoyment during the process.

The same thing applies to the workplace. It is essential to realize that each individual in a team functions differently. Some people are better uphill than down, just as some team members are better at certain tasks. Having a better under-standing of our differences allows room for mutual respect as well as for the team to remain in-sync by complementing each other and moving forward as a unit.

Lesson #3
Reward baby steps

The scenery from the peak was amazing beyond words, but so was the scenery at the end of every long stretch, steep hill, Snickers bite, and break time.

We know that rewards never come easy. It takes hard work and perseverance in order to taste the sweetness of an accomplishment (ahhh Snickers!). The process of tackling a huge challenge also comes with the feeling of defeat along the way. There were countless moments when some of us thought we would never do anything like this again.

We powered through, however, by tackling moments by breaking them down into smaller segments and milestones, just as we do in agile. We make progress by taking baby steps, whether on a mountain, or from our keyboards.

Our tendency to focus only on the end goal sometimes leads us to forget about celebrating the completion of smaller steps and actions, which eventually build up to the end goal.

Instead of waiting to taste the fruit of success at the final point, it is easier to enjoy smaller rewards along the way in order to keep our motivation alive in an agile manner.

Lesson #4 Sometimes leads have to…"Hold the door!"

If you are a fan of Game of Thrones, you will immediately catch the reference in the title. Even if you are not, you will still get the meaning.

The rope line that we were in heard a deep, loud crack as we descended from the summit back across the glacier. Let's just say this was a slight cause for concern.

"I thought we were all going to fall" said one of our companions.

The guide told us, cool as a cucumber, that it was just the mountain releasing pressure. Eased by his demeanor, we proceeded to cross the crevice with the rope tightened, taking giant steps.

It was not until later on when our group overheard the very same guide telling the other guides about the sound and how scary it was, that we realized it actually was dangerous. Imagine what would have happened if he had not kept that thought to himself during the hike.

It is so easy for us to go about our daily tasks without knowing the amount of challenges silently weathered by our team leads in order to allow us to continue progressing towards our goals.

The next time another mission comes up, remember there will always be one or more people who hold the door against the impact of danger and challenges. The least we could do is to identify them and give them an extra huge pat on the back once the mission is completed.

Using JIRA Core and Tempo to Budget, Plan, and Track Conferences & Events

Author: Marta Schluneger

Marketing teams have many initiatives on-going at all times, including e-mail, social media, design, product marketing, ad campaigns, content, and public relations. JIRA Core aims to help business teams like marketing to collaborate around a common goal. What if that common goal, however, includes all kinds of initiatives and team members must work together smoothly in order to achieve that?

When planning to exhibit at a conference like the Atlassian Summit, for instance, teams need to pull together and make all of these initiatives work as one. On top of that, you as the marketing lead want get an overview of exactly how your resources are used, the time it takes, and the amount of money it costs to plan and attend such an event. You also need to be able to do that without separating that work entirely from the already on-going process of tracking those initiatives.

With Tempo and JIRA Core, you can plan, budget, and track all work done.

Set up your conference project in JIRA and streamline the processes and workflows to deliver project tasks on time, so that all initiatives move forward together.

Plan

Visualize plans and manage the status of marketing deliverables for the conference with Tempo Planner's team member's timeline. Teams can plan time in advance and see, in a glance, who is working on what at any given time. Easily filter the issues to the scope of your project and efficiently plan out all work necessary to complete the project in a timely manner.

Ensure that your team members are not over or under-allocated and that all work is accounted for. Just because a conference is on the horizon, it does not mean we can drop everything, so it is important to make sure all members have enough time to complete their regular tasks as well. Accurately capture those tasks and get quick insights into how much time has been spent on a task and how much is remaining.

Budget

Tempo Budgets (previously Tempo Folio) helps manage project scope, schedule, and costs in real-time. Easily create a budget for the conference and set the scope to all marketing deliverables included in the project. Get a complete financial overview of how much it really costs to plan and attend a conference. Detailed forecasts reveal if you are heading over budget in time to make changes where needed. Or perhaps you will find you have some extra budget to make some more fun swag or run a few more ads.

Sync up your budget with Tempo Timesheets and get accurate reports of how much time and money is spent on certain deliverables. This detailed financial data allows you to act within problem solving time as well as have a better understanding of how much it costs to attend a conference. Thus, allowing you to plan and budget smarter in the future.

Track

Time tracking means getting things done and it adds invaluable information to your planning and budgeting data. Making sure that team members are working on the right initiatives at the right time. Controlling project costs means little if you do not know how much time is being spent on those tasks. CMOs or marketing team leads managing projects and initiatives need to gain both a high-level and granular overview of all work efforts.

In the case of preparing for a conference, as a lead, you can understand exactly how much time team members spend on marketing deliverables for a particular project. This data, along with data from Tempo Planner and Tempo Budgets, can be used to better forecast and plan for the future, gain better insights into your projects, and make sure the right resources are working on the right things.

From Agile Team to Agile Enterprise: 5 Must Haves for your Strategic Plan

Author: Christopher Dircks

At a recent Agile event, our team had a larger than usual presence, leading to a larger than usual amount of attention, which actually is just what a good consulting team needs.

I appreciate the times when we get pressed for answers and (valuable) insight, all within the 30 seconds it took to pass by our booth. From FinTech to Aerospace (yes, Agile Adoption is rocket science), the PA team learned volumes about real-world successes, experiences and need. And in turn, the Agile community (or at least those passionate attendees) now knows who we are.

While I spoke to many fantastic professionals on a wide variety of Agile topics, there was one conversation that was so prevalent, I found the need to focus many Agile discussions since then on this one point.
But first, let's listen in on the conversation (which may sound very familiar to many of you):

Chris: Hello, are you having a good conference?
Agilist: Yes I am, thanks.
Chris: So how is the Agile adoption going with your organization?
Agilist: We have a couple of teams doing well, but we can't seem to get traction at the enterprise level.
           (said with a tone of frustration)
Chris: Sorry to hear. One quick question: Do you have an agreed upon Strategic Plan for Agile adoption that clearly communicates to the rest of your organization "why" your organization is moving to Agile?
Agilist: Um, no … but we did team training.
Chris: Ouch, let's talk.

Continuing the conversations we heard stories of "trying for 6 years", "small silos of adoption", "we lost the only C-suite member that got it", or "supporting services teams don't know how to transform along with us".

It was tough to watch and listen to very committed, passionate folks who were at their wit's end, knowing the benefits of Agile, but not knowing how to take it farther, more broadly, or jump-start a lagging rollout, essentially make that jump from team level Agile to Enterprise level Agile. Their frustration set the path for the rest of those conversations, and to help get to the heart of the matter, I asked a couple more related questions:

- Can you clearly articulate to the C-suite the value of Agile and how it supports the goals of the Enterprise?
- Have you defined success and can you measure your progress?

The vast majority of responses was "no" on all counts. Deeper discussion identified the overwhelming challenges Agile champions are up against (and very often do not have the time, skills or support to address them):

- Do you have committed executive sponsorship that understands the positive financial impact of a move to Agile?
- Does your procurement department have processes and contract templates that support the delivery of services into your newly Agile environment?
- Does your HR team understand how job descriptions and performance reviews will transform to align with the more to Agile?
- How do you manage those in fear of losing responsibility, authority (and their jobs) in the world of flatter, self-directing teams and decentralized decision making?

As you can see, all of these have nothing directly to do with sprints, backlogs, velocity, etc., but will kill an Enterprise-wide Agile transformation all the same. All of these do, however, get addressed in a well-executed and well-developed strategic plan

for Agile transformation, providing your organization a documented understanding of the value to the organization.
This also becomes an empowering tool that the Agile evangelist can wield when engaging different parts and levels of their organization.

Quick associated point … "Training" is a point in time event that starts and stops, just as your momentum and support will. When planning to expand Agile out to the Enterprise, take the time to understand and communicate and gain consensus for why your organization is embracing Agile and what it will take to get there.

So you have decided to step back and start looking at this strategically, what does that actually look like? To get started, your organization needs to discuss and agree (as a team) on the critical components for a successful Agile adoption:

1. **Why are we Adopting Agile?**
   Mission and guiding principles
   The top level objectives of your organization
   Measurable key result of meeting each objective

2. **What will it look like when we are done?**
   As-is Current State   *People, process and technology*
   Desired future state (required to meet above mentioned objectives)   *People, process and technology*
   The gaps between as-is and future

3. **What work will it take to get there?**
   Who will do it? When will it be done?
   Workstreams required to address above mentioned gaps   *Including timeframe and team to support development of budget and business case*

4. **How will we execute?**
   Clearly documented governance structure

5. **Most importantly, how these critical items all tie together to support the overall business case for the agile transformation.**

You now have a strategic plan in hand, but unbeknownst to your teams, you have an unseen benefit of developing the strategy through required discussions that support increased transparency, increased understand, and a shared sense of ownership. All intangible contributors to success in any initiative, technology or otherwise, team level or Enterprise level.

Simply put, just as Agile always stresses the delivery of value, and increased visibility and understanding, your Agile adoption needs to incorporate those same values.
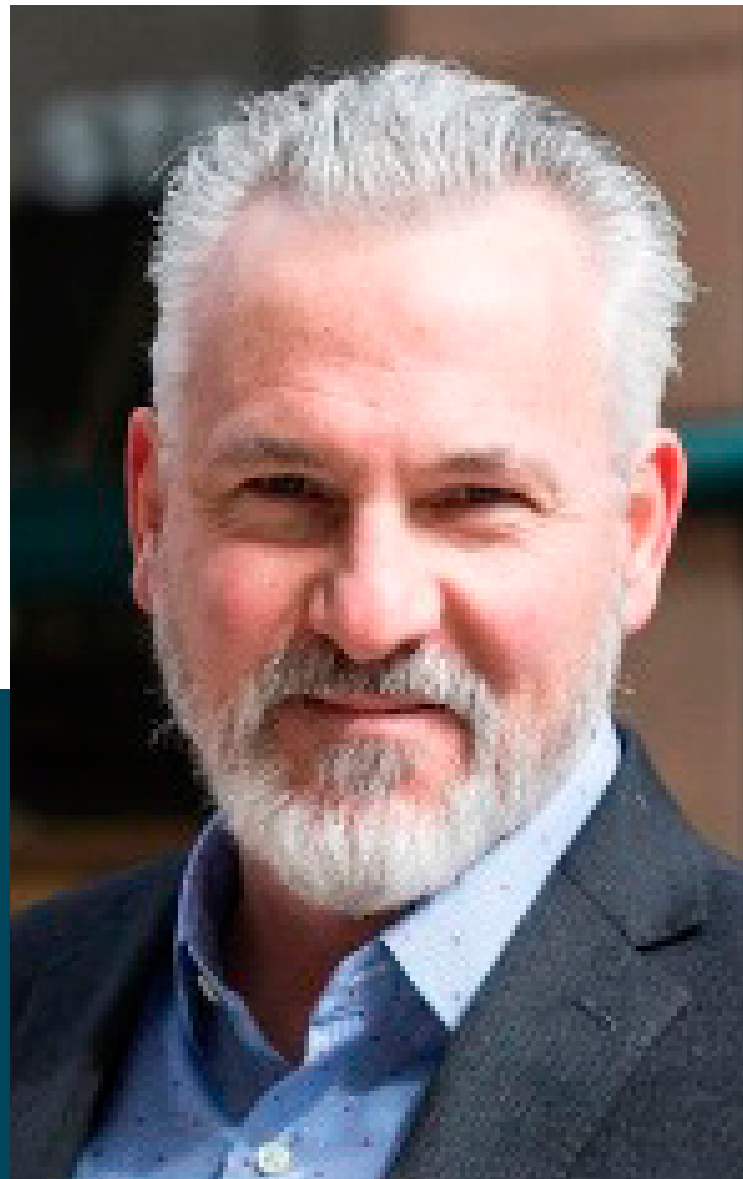
About Chris Dircks:

Chris is an Agile certified trainer with 10+ years of experience working with Agile teams across industries and at varying levels of Agile adoption. Chris' skills and experience includes development of corporate Agile adoption strategies, creation of associated rollout plans, overseeing pilot programs, training of Agile teams, mentoring corporate leadership, and acting in embedded roles with technical and business teams. His ability to engage, understand and motivate both technical and business teams helps drive the required visibility and transparency to remove blockers to communication, in turn building trust, consensus and driving engagement, ownership and accountability.

"It was tough to watch and listen to very committed, passionate folks who were at their wit's end, knowing the benefits of Agile, but not knowing how to take it farther."

Tempo's Partners Network
— 115 and Growing

Our partner network has been ever-expanding to help evangelize our portfolio of products for JIRA around the globe, and they're doing a stellar job. Tempo partners are Atlassian Experts, and are available for training and custom consultancy for both the Atlassian and Tempo product line. They can help with training, best practices tips, use cases, and strategic product deployment across your development, service, and business environment. If you're interested in learning more about the value that these tools can add to your toolkit, or if you prefer to obtain services in localized languages, they're available to work with you.

Tempo's Atlassian Expert Partners Can Help With:

- **Training**
- **Custom development**
- **Managed hosting**
- **Installation**
- **Performance tuning**
- **Enterprise scaling**
- **And more**

To find a partner near you, or if you're interested in collaborating with us, find more information at **tempo.io/partners**

How service desk teams can gain value with Tempo

Author: Jessie VanderVeen

According to industry research firm, Forrester, 72% of customers prefer self-service over phone or email interactions, meaning that self-service is no longer just an option; it's a competitive requirement needed to maximize efficiency and add more value to a business.

Atlassian's JIRA Service Desk is a modern and flexible service desk experience that streamlines customer requests and boosts your IT team's efficiency, taking your service desk to a whole new level.

JIRA Service Desk integrates directly with JIRA, the issue management software used by more than 25,000 teams worldwide.

Many equate "service" solely with IT or customer service — with internal-facing and external-facing teams. In reality, it captures the provision of different types of services.

For instance, internal business teams provide services to others within the business. HR teams support other teams with recruitment, onboarding new hires, and implementing employee benefits programs. Legal teams support other teams to review and draft contracts.

The list goes on and on.

Today, many businesses use email and chat to triage these "requests". However, this makes the request process difficult to document and manage.

A service tool like JIRA Service Desk can provide:

- An easy-to-use portal for anyone in the business to submit requests
- An automated way to instantly provides answers to commonly asked questions
- A way for teams to track requests and work

Here are some examples of service desk teams that can benefit from a tool such as JIRA Service Desk:

- IT help desk (internal and customer-facing): Triage and respond to incident, change, and problem management
- Legal: Create a self-service for low-risk contracts; prioritize and respond to higher-risk legal support
- HR: Provide recruitment and onboarding support for teams; manage benefits programs
- Finance: Support procurement, payroll, and accounting
- Creative: Provide creative assets and branding support for other teams

While self-service is key for driving efficiency, many teams still need to track requests and work items. Tempo can help teams optimize their efficiency through better planning, budgeting, and reporting.

TEMPO
PLANNER

Schedule resources for service desk initiatives

With Tempo Planner's new resource management and scheduling features, team members can be proactively scheduled to manage service desk initiatives, ensuring that they are adequately staffed.

TEMPO
BUDGETS

### Manage budgets for projects and support

Project managers can control costs related to running their service desk initiatives with the accurate budgeting and real-time expense tracking offered in Tempo Budgets. For teams that are client-facing, this provides visibility and helps ensure that costs don't exceed expectations.

TEMPO
TIMESHEETS

Track and report on work performed

With Tempo Timesheets, team members can log work in JIRA for accurate billing, and organizations can quickly generate reports with custom granularity — by issue or request, team member, team, or project.

JIRA provides a single source of truth for teams. Tempo's solutions give both teams and businesses better visibility over work resources — including scope, schedule, and costs — keeping organizational initiatives aligned.
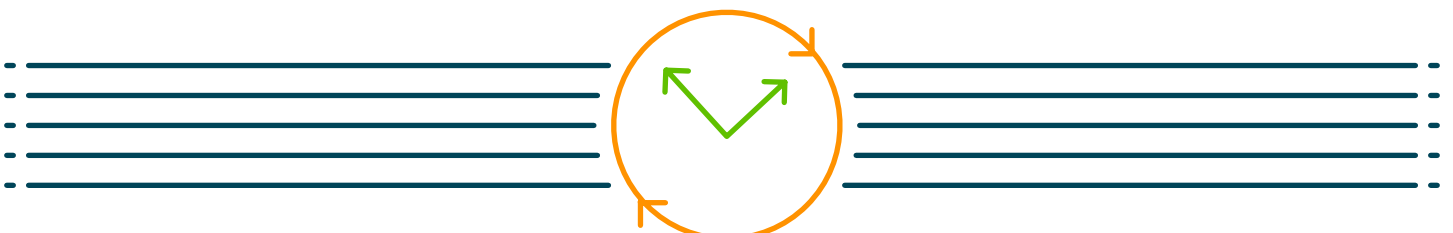
How businesses can gain more value out of JIRA Service Desk with Tempo

TEMPO PLANNER

TEMPO BUDGETS

TEMPO TIMESHEETS

Sales
Account information
Customer feedback

Legal
Contracts
IP

Operations
Procurement

Finance
Payroll
Accounting
Procurement

IT Help Desk
Incident management
Change management
Problem management

Human Resources
Recruitment
Employee onboarding
Benefits

Creative
Branding
Content

Knowledge Management

Self-Service

Customer Satisfaction

TEMPO

JIRA Service Desk

Achieving More with Less

Author: Serena Chan
Interviewer: Guðrún Fema

Guðrún Fema is one of Tempo's extraordinary Product Owners, she holds a B.Sc. in Mathematics from Reykjavík University and an M.Sc. in Computer Science from the University of Oxford. Her hobbies include football (soccer), CrossFit, weightlifting, and music – both listening and playing.

"Simplicity is the ultimate sophistication."
—Leonardo Da Vinci

At Tempo, we always believe that less is more. Our goal is to make our products as clean and simple to use as can be while maintaining high performance and accuracy.

Over the past couple months, the Tempo Cloud team has been revving up their engines on our latest unbundling project to bring to life a version of Tempo Timesheets add-on specifically for JIRA Cloud.

We caught up with our Cloud product owner, Guðrún Fema Ólafsdóttir, for further insights on our upcoming release.

Q: What is the main highlight of this project?

Simplicity. Our work here is to breakdown complex features into simple one and eliminate those that are irrelevant. The main focus is to ensure that our solutions are easy to use and readily available to everyone. In other words, we're making our solutions more agile.

Q: Why is it important to have an agile solution?

With an agile solution, users don't need to be tech-savvy to adopt Tempo products. That means that there will be no need to run to the IT department to seek for help with implementation or maintenance, which is less hassle and saves time.

For example, we focus more on core features of Tempo and less focus on complex features in the latest version for JIRA Cloud. Apart from making it simple, it also provides a lot more flexibility for small teams to get started quickly with the new UI.

Q: What are the main benefits of migrating to the cloud?

Currently, we're deploying few times a year which is extremely minimal. By moving our products to the cloud, we gain full control of what and when to deliver new deployments. That means, we will be able to deploy even more frequent product updates. Moving to the cloud also allows for easier and better integration with other tools, such as HipChat. We started with Tempo Planner on the cloud and, now, Tempo Timesheets. With two of our products in the cloud, running in sync with our Mobile and HipChat application, we are one step closer to being a cloud-first company.

Q: When will the migration process take place?

As for December 2016, we will progressively migrate JIRA Cloud customers with an active license of Tempo Timesheets for JIRA to a new version of the add-on built on our Atlassian Connect framework.

Q: Will there be any major changes for customers who are already using Atlassian Cloud?

There will not be any changes to pricing and billing for Atlassian Cloud. However, there are changes to some features and the way Tempo data is stored. These changes will not affect JIRA Server customers who are using Tempo Timesheets for JIRA Server.

Behind the scenes:

Q: What was the process of creating and organizing a brand new team?

High level planning to assign Team Leads, Product Owners, Quality Assurance before commencing the process. We then went on to breakdown work and responsibilities. Each team has its own planning and has a daily standup. Daily data is aggregated and presented to other teams as well to ensure everyone is one the same page.

Q: How has your team evolved and adapted since the project began, if at all?

There have been so many changes within teams and the organization since embarking on this project. We are constantly experimenting with workflows and processes to sync up. It has been a rollercoaster ride and still is work in progress.

However, I think we are quite a good example of how agile works within teams because it definitely allowed us to adapt quickly to these changes without losing focus.

Q: What has one of your biggest challenges been, and how have you worked around it?

Apart from having to adapt to constant changes, one of the biggest challenges is having to work in distributed teams not only within Tempo but also externally with stakeholders from different organizations and teams. It requires a lot of synchronization to ensure that everyone is on the same page.

Q: How do you overcome the challenges of working with distributed teams and stakeholders?

Since we work in distributed teams, we are instantly faced with the biggest challenge of going agile which is face-to-face communication. In order to make up for that, we communicate a lot via Slack. Apart from that, team leads also sync up frequently for a status check.

Operating in distributed team also means that we have to make use of time zone difference. We make sure there is a common time where everyone is online to resolve show-stoppers or dependency issues. The plus side of a time zone difference is that we can still progress around the clock without anyone having to do overtime!

"Simplicity is the ultimate sophistication."
—Leonardo Da Vinci

Agile Practices Found in Iceland's Success at Euro 2016

Author: Bjarki Óskarsson

Earlier this Summer, the men's Icelandic national soccer team made it all the way to the quarterfinals in the European Championship 2016, eventually losing to the host, France. It was a defining moment for all of us in Iceland.

That success and progress in the tournament was a brilliant effort, if you acknowledge the fact that only 330,000 people live in Iceland, and that it's the smallest nation ever to qualify for the European Championship.

Being an Icelander, I could not resist writing a piece on how the Icelandic team did it.

When we think agile, we tend to think of development teams. Is that really so? Because the Icelandic National team seems to owe their success to the following four key agile factors:

1. Clear vision and teamwork

Back in September 2011, the national team was ranked 131 in the Fifa world ranking. The team was struggling and many Icelanders believed that qualifying for a major tournament was a far out unrealistic dream. Having failed to qualify on 23 occasions and being one of Europe's smallest nations, it was always going to be an uphill battle for Iceland.

In October the same year, Lars Lagerbäck and Heimir Hallgrímsson were hired as coaches for the Icelandic national team. In the coming 30 months that Lars and Heimir were in charge, the Icelandic national team's went from 131 to their all-time high of 23 in the Fifa world ranking in July 2015.

The team almost qualified for the World Cup 2014 in Brazil and finally managed to qualify for European Championship 2016 in France. The team's success at the European Championship even took them to the (22nd) spot when the new rankings were announced after the tournament. That's pretty good considering that there are 209 total teams.

Since the arrival of Lars and Heimir, the belief in the team has been evident and they are showing greater confidence than before. Lars is known for his disciplined approach and his vision for the team was clear from the beginning.

The players had a choice to adjust to Lars's rules or not be selected in the team. Following the new appointment of the coaches, results improved drastically and the players started believing that they could do the unthinkable - reaching a major tournament.

Eidur Gudjohnsen, a key member of the Icelandic team and a former Chelsea and Barcelona player, said it best:

"I played my first game (with the national team) in 1996, and I've never seen as good an atmosphere within the Icelandic national team as today."

2. Play to your team's strengths

When Lars and Heimir took over the team, they were fully aware they didn't have the world's best players at their disposal. The key to the team's success was a well organized team playing strategical football.

Playing to Iceland's strengths, the team played excellent defense and relied on counter-attacks and set-pieces. Lars and Heimir have both said in the media that they believe Iceland is not be best in the world but it may be the most organized one.

"We try to always repeat what our [strengths] are in the practice, and every team has to have some connection to this," — Lars Lagerbäck

This approached was praised by many around the world though it wasn't always popular with Iceland's opponents. For example, one of the world's greatest players, Cristiano Ronaldo, was quoted after a 1-1 draw with Iceland in the opening game for the Group F.

"I thought they'd won the Euro's the way they celebrated at the end, it was unbelievable. When they don't try to play and just defend, defend, defend, this in my opinion shows a small mentality and they are not going to do anything in the competition." — Cristiano Ronaldo

Boy, was he wrong.

Iceland continued to enjoy success in the European championship by placing second in the group ahead of Austria and Portugal. The following game was in the knockout stages against one of the world's biggest footballing nations - England.

Iceland carried on its winning traditions in the European Championship and won the match 2-1 against all odds!

3. Prepare for the unknown

Once we entered the knockout stages of the tournament, it became even more vital to keep an agile mindset because the following opponent remains unknown until a few days before the match which makes preparation difficult.

Player injuries and suspensions also come into play which can alter team efforts. That is where an agile state of mind can be extremely helpful.

Having the ability to adapt to change is important in all success.

"I think it's really vital for a small country like ours to keep the continuity going. So don't change that today and this tomorrow, just build on what we are doing slowly." — Heimir Hallgrímsson

If you think about it, it is really not so different from an agile development team. As we iterate on a specific process, we will most likely see better results each time and that is exactly how the evolution of the Icelandic national soccer team has been in recent years.

4. Strong leadership

With the Icelandic team having had discipline issues with a few players in the past, it was clear that Lars had the players' respect from day one and is reflected in the way the players carried themselves on the pitch. Their focus has been evident throughout Lars' and Heimir's reign. Even the self belief and confidence in their own abilities, which probably had not been there before, was apparent.

Having clear guidelines is a huge benefit for any team and can play a big role in achieving goals.

Iceland's participation in the Euro's ended with them losing out to France 5-2 in the quarter-finals.

The Icelandic national soccer team's triumph shows that anything can be achieved with the right mindset as long as the team is well organized and everyone is working towards the same vision.

Three Ways Mobile is Changing the Way We Work

Author: Bjarki Óskarsson

Our day-to-day lives are constantly being shaped by new technology. These days, we book our hotels, control our finances, order take-out and do our shopping from our mobile devices.

Such trends from our personal lives are gradually converging into our workplace as well. With millennials making up the majority of the workplace, and being the most active mobile users, this trend hardly comes as a surprise.

With the workplace being one of the areas where most people spend a large part of their day, it is no wonder that mobile is also affecting the ways we work:

Mobile technology provides flexibility

The era of traditional office hours and brick-and-mortar businesses are evolving to asynchronous work schedules and remote offices. Work is no longer associated with a physical place one needs to go to, but rather, it is something we do - on the go. Work mobility, i.e. the ability to work from anywhere, anytime, and on any device is becoming more and more important to employees.

This can have a positive effect on employees as it allows them to spend more valuable time with their families. They feel less pressured to be tied to their office environment all day, and less stressed out when they leave the office because they still maintain collaboration with their teams from a different location.

This "consumerization" of enterprise software reflects the evolution toward more productive, cost-effective, and enjoyable work environments where companies can more efficiently optimize and track workflow across teams, encourage better collaboration with remote employees or while traveling, increase transparency and unify the work experience across devices.

Quicker communication with mobile

The days of fax, landline telephones, and pagers are numbered. In fact, what used to be the main means of communication is beginning to draw upon feelings of nostalgia in today's world. Nowadays, it's all about messaging apps, email, or video conferencing. Our current work force has a variety of new possible ways to communicate with each other through our mobile devices. This makes for faster, easier, and more effortless communication.

According to Statista, as of 2015, 75% of internet users worldwide had access messaging services on mobile devices. The increase in mobile communication has revolutionized the way the human race communicates with each other.

Remote employees working from different parts of the world have especially reaped the benefits of this trend in mobile communications. A few years ago, a remote employee was only reachable by a few limited ways such as conference calls via telephone. Today, you can have a video chat and share your screen with a co-worker living in Bangladesh on his mobile device while he enjoys a bubble bath.

Most people carry their mobile devices on them throughout the day and are therefore reachable almost 24/7. For some businesses, that is extremely important. Mobile devices have become business critical tools for service companies who pride themselves in offering speedy service and support with a lower response time than their competitors. In the end it's still all about the customer.

Mobile devices are replacing everyday items

If we only rewind a few years, we will realize many thing which used to play a significant part in our lives have been replaced by mobile devices to some extent - cameras, alarm clocks, calculators, watches, flashlights, notepads, schedulers, radios, books, magazines, music players. All we need to do is to unlock our mobile screens and we will find apps that have partially replaced these items.

This is a trend that will most definitely continue with Internet of things evolving to more things.

In an ever changing world where technology is evolving at such a rapid speed, it is tremendously important for businesses to be adaptable to change and embrace new technology.

Mobile technology is not a fad, it's a fast growing technology which can help businesses stay ahead of the curve and get a competitive edge on their competitors.

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Try our Tempo Mobile app for free at the app- and playstore.
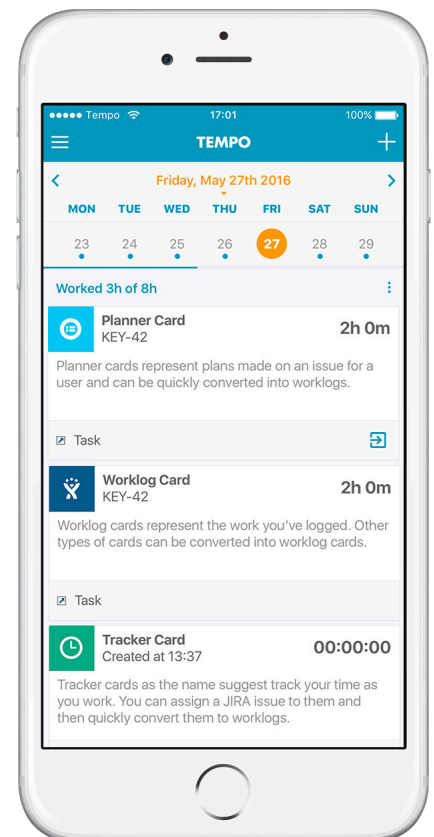
Tempo Mobile 1.4 is Here!

It is hard to believe that it's been nearly one year since we introduced our Tempo Mobile app at last year's Atlassian Summit. We would like to say thank you to our users for your invaluable feedback.

We are not stopping here though. No, not at all. In fact, we are continuing with our development of Tempo Mobile and are proud to announce the release of Tempo Mobile 1.4 just in time for this year's Atlassian Summit 2016. With that, we would like to introduce the latest on Tempo Mobile app!

Integrated planning with Tempo Planner

One of the most popular feature requests we received for the Tempo Mobile app is to include plans. That means that plans that have been made in Tempo Planner or Tempo Timesheets will appear in the mobile as a part of your daily work. Planner cards represent the work that has been planned for you on an issue.

Please note, however, that only plans on issues will show up. View today's tasks and easily convert plans into worklogs and log work on the planned item with a few clicks. Enable your teams to easily log work in JIRA – on the go.

Sync Your Tempo Mobile app with Google Calendar or Office 365

In addition to already having a Google calendar integration, we also added integration with Office 365 in the app. Depending on your response to calendar events, the card becomes condensed if declined. Quickly convert calendar events with scheduled time and event descriptions directly into JIRA worklogs. Help your teams track and report on the go.

Hassle-free time tracking in Tempo Timesheets

Create tracker cards – from JIRA issues, calendar events, or a real-time tracker, and assign them to JIRA worklogs. All tracked time is displayed in your mobile calendar view and Tempo Timesheets.

Stay up-to-date with progress reports. Get real-time reports in the app to know how you are spending your time on a weekly or monthly basis and what is left to complete.

Wait, there's more!

Stop by our booth and get the full scoop as well as a demo on the latest features of the Tempo Mobile app. Free your teams from their desktops and adopt a culture of getting projects done.

With the increasing usage of mobile devices in the world today, it is essential for businesses to stay up with the latest trends and technology. Employees now have the option to work from anywhere, anytime without sitting at their desks the whole day. And as an employer, you want to give your teams the flexibility to use their work tools wherever they want.

The Tempo Mobile app is free for all users on the App Store and Google Play.

Available for server and cloud.

Learn more: tempo.io/mobile

TEMPO
PLANNER

TEMPO
TIMESHEETS

"Without Strong Teams, Nothing Else Matters"

Author: Nicholas Muldoon
Interviewer: Serena Chan

So said agile expert, Nicholas Muldoon, when asked what makes a company successful.

In today's fast-paced and ever-changing environment, it is becoming increasingly important for organizations to be able to respond and adapt fast enough while scaling and growing at the same time.

More and more organizations are realizing the importance of creating strong teams within the organization in order to stay afloat in the game. Teams need to be courageous enough to change and are willing to step out of the traditional processes ever so often for the sake of driving growth.

The bottom line, teams need to be agile.

Here is what Nicholas Muldoon has to say on creating and maintaining strong teams within the organization.

Q: Companies are placing more emphasis on building strong teams in order to grow. How do you define a strong team?

Strong teams are defined and identified by their traits above all else. I've observed the following five traits of strong teams that I've worked with and on.

1. Impact - The team is customer focused and strives to make a positive impact
2. Quality - The team minimizing waste by delivering quality solutions.
3. Flow - The team amplifies learning via iterative delivery.
4. Kaizen - The team constantly seeks out and exploits opportunities to improve.
5. Courage - The team operates in a safe environment.

Q: There is so much talk about going agile in order to create strong teams, but not many can provide a proper explanation on what it does. How do you explain agile?

Agile is a mindset that allows teams and people to adapt and change. An agile organisation allows its people to continuously learn and adapt as needed. Agile is not Scrum, or Kanban, or any other particular process as there is not one process or mindset that is suitable for every team. The approach to agility depends on the context and situation in which we find ourselves as a team or organization.

Q: Some organizations might argue that they already have a fixed process in place which seems to be working fine for them. It doesn't necessarily mean they don't have strong teams within the organization. What are your thoughts on that?

If the organisation believes the process is working that is fantastic. They should still be open and courageous to experiment with new approaches that may further enhance their performance.

There is not a causal relationship between a particular process and being a strong team. It lies more within the environment we create. To support strong teams, we need an environment where agile is seen as a mindset. It is a mindset that leads a team to learn, iterate, explore and constantly improve.

Q: Where do you begin with in order to build and foster a strong team within the company?

We want to make sure we hire people with a learning mindset, and to do that we focus on the competencies of a candidate. For every open role, the interviewer should have an internal list of competencies that they are looking for among candidates - such as the ability to collaborate, the ability to communicate, did they exhibit adaptability, etc. These competencies are the yardsticks for the interview panel when assessing the candidates.

## Q: How do you ensure that the people you are hiring have the competencies you're looking for?

I've found a structured interview technique called top-grading to be particularly effective in identifying these competencies as well as patterns in the candidates career. Top-grading is a paired interview where we ask the candidate several questions for every role they have had over the past 10 years. For example:

- What was your role? What were you hired to do in this role?
- What were the highlights of your time in this role? What were the lowlights of your time in this role? Who is your manager?
- What was your manager's name? How do you spell your manager's name?
- If I were to call that manager to ask for your reference, what would your manager say were your highlights? What would your manager say were your lowlights?
- What would your manager rate you on scale from 1-10?
- And finally, why did you leave that role and move on to the next role or next company?

It's very structured, not waffling because structure allows us to identify whether the candidate has the competencies we were seeking. We found this technique quite effective at Twitter and introduced it for all interviews in the Product & Engineering group.

Q: Apart from hiring amazing people, how can we take the organization forward as a whole?

Vivid vision is a very powerful tool for aligning people throughout the company. It is a one to three page document written by the leadership team that describes the company at a future point in time, say three years out from today.
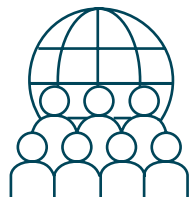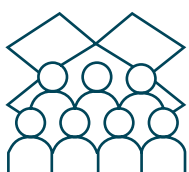
Sharing a vivid vision with every single person in the organization allows each of them to come together and say "we've better get out of day-to-day, and go to the next level" or "how do we get the company to that huge place in the future".

Q: We have big dreams and we want to work smarter. What is the main thing that needs to be done to ensure team effectiveness?

Adopt the lean principles. Eliminate waste and focus on optimising the whole organisation, not merely your part within it. Leaders demonstrating the lean principles in their day to day behaviours will speed a transformation.

If we're hiring people and they're not getting stuff done, then obviously there's a tremendous amount of waste. The first step to achieving team effectiveness is to eliminate waste. For example, leaders can change the questions they ask. Instead of asking "When is it going be done?" they may ask:

- What is possible here?
- What other angles can you think of?
- What seems to be the main obstacle?
- If you could do anything you wanted, what would you do?

Q: When an organization grows, so will the teams within it. What can we do to maintain strong teams?

Continuous learning is a key aspect in maintaining strong teams. It is essential to have a sustainable pace so that people have the opportunity to fit learning into their regular workweek.

As people learn, they bring more to the team. And this is only good. Learning can come in many forms:

1. Carrying out retrospectives in a coffee shop, for example. It can be difficult to get the team to open up in a traditional setting. When you open up, you learn more on how to work together or build relationships among teams. Always experiment with new processes.
2. Back to school: Never stop learning. It can be holding a book club where people commit to reading one chapter a week and discussing or paying for tuition to external and/or online training. Some organizations pay and send people to conferences.

The key point is, never stop investing in your people.

Q: To sum it up, can you share the main takeaway of what a strong team entails?

All in all, strong teams create and have impact. They are focused on delivering values to their customers and they're delivering quality. They also have flow and are running experiments. They have kaizen to continuously improving how they operate as a team and how they deliver value to their customers. And finally, they have courage to have forthright conversations with their one another and other teams.

It's those traits with strong teams that I believe can successfully deliver values to their customers and that's what agility is to me at companies large and small.

Examples of agility...

- teams such as Gazebo at Twitter that had such strong cohesion they shared breakfast every single day,

- communicating a vivid vision at Atlassian that empowers teams to achieve by providing a vision of the future and no instructions on how to get there,

- the Engineering Effectiveness group at Twitter training thousands of people and shaving tens of minutes of the build, test, deploy cycle time,

- Rahul of the Safety group telling me the casual coffee shop retrospective was the best ever

Nicholas Muldoon, founder of Arijea Software

Nicholas Muldoon (Twitter @njm) was the Atlassian JIRA Agile product manager prior to joining Twitter in San Francisco and coaching their product and engineering managers. Through these roles he has learned about scaling agile and building effective organisations.

Nicholas recently returned to Australia and is now focused on creating a software company, Arijea, and raising his two children.

4 Surprising Reasons Why Not Adopting Beyond Budgeting is Hurting Your Agile Framework

Author: Marta Schluneger

Your organization has adopted an agile framework and your sales model has turned from a top-down to a bottoms-up approach, replacing B2B with B2C2B. You sell to real people to reach a company and you create solutions for people with real-life needs in the workplace. You no longer think of your customers as an abstract notion of a "company". You communicate with your customers every step of the way, work in sprints, and develop working software. You do all of this to continuously improve, keep up in a fast-paced software industry, improve customer and employee satisfaction, work more efficiently, and meet more realistic financial goals.

You do all of this, but you're still stuck in an archaic way of budgeting from year to year from the top down. All of your flexibility, transparency, and shorter iterations are expected to somehow fit inside a budgeting model meant for traditional project management, waterfall teams and top-down approaches to business.

Sounds familiar?

If so, it might be time to consider transitioning from traditional budgeting techniques to beyond budgeting.

What is beyond budgeting?

In very simple terms, beyond budgeting is the practice of creating shorter rolling budgets and reviewing them at regular intervals.

One approach to beyond budgeting is to create quarterly budgets for five quarters. The budget is then re-assessed at the end of each quarter and you make changes where needed and then add the 5th quarter at the end of each quarter. Scaled Agile Framework (SAFe) also has some strategies for Lean-Agile Budgets that fit in well with lean and agile project management.

The 12 principles of beyond budgeting outlined by the Beyond Budgeting Institute, seem to almost echo the agile manifesto. It is hard not to make the connection that beyond budgeting fits in smoothly with agile project management.

Let's take this a step further and discuss the reasons why it might actually be hurting you not to give it a try.

1. It does not promote transparency

The agile manifesto promotes customer collaboration over contract negotiation. Negotiation goes hand in hand with traditional budgeting techniques. People know that a company has the budget already more or less set in stone. It is a given that the first offer will never be accepted, so both the customer and the company know to go into a negotiation asking for much more than they know they will get. Both sides know how to play the game and they go in prepared.

This way of working contradicts what the agile movement promotes. Agile seeks collaboration and transparent communication from the beginning. Creating budgets for shorter time periods and reviewing them at regular intervals, just as is done in agile project management, allows companies to be clear with their customers from the beginning about project costs. It also promotes healthier communication between the management and the development teams.

2. It is a top-down approach

Traditional budgeting also focuses on more of a top-down approach where executives and management create and negotiate the yearly budgets for their departments. This means that teams need to stick within that budget. The processes and the rigid tools used come before the team members and customers. Companies are forcing their budgeting to fit in with their outdated tools instead of finding a flexible solution that works with Lean-Agile budgets.

This same way of thinking works for business teams as well as development. It is becoming more and more popular for B2B companies, especially in the tech industry, to adopt a B2C2B sales model. We focus on reaching the team member by creating products that will make their life better and allow the idea to trickle up to the decision makers, instead of the other way around.

Traditional budgeting doesn't fit into this bottom-up movement that many companies are experiencing, where budgets are dictated from the top-down with little collaboration from the teams and not reviewed very often.

3. It 'is not flexible

Traditional budgeting techniques are inflexible. This is where beyond budgeting can be really beneficial to companies that have already adopted working in agile. Your budget should mirror the way you work. If you don't have a roadmap set in stone for your development for the entire year, then you also shouldn't have a budget that is.

This doesn't mean, of course, that you don't have a vision for the future or an idea of where you want to go. Beyond budgeting doesn't throw all budgeting out the window, it just leaves more room for flexibility and improvement at shorter intervals just as working in agile doesn't mean you don't have a clear vision.

If your teams are working in short sprints and constantly reviewing their work to continuously improve and react quicker to your customers' or industry's needs and demands, then the budgeting within the organization needs to mirror that to match your strategic goals with reality.

4. It does not promote continuous improvement

Another goal of working in agile is to continuously improve on all levels, from continuously improving the team and the way we work to improving the product and the business. There is never an end goal, just always getting incrementally better. This is achieved by setting smaller goals with shorter time frames and reflecting how processes can be improved at the end of each step.

If anything, continuously improving the budget to be more accurate and more realistic should be a top priority for any organization. Re-visiting the budget more often increases the likelihood of projects finishing on time and within budget.

Final thoughts

More and more organizations are adopting a new way of working, which is more efficient, sustainable, and directly affects employee and customer satisfaction. It is time for budgeting to catch up and jump on that bandwagon.

Tempo Budgets for JIRA can help teams implement a flexible approach for better forecasting, manage their budgets, and adapt.

"*Productivity is the name of the game for today's enterprises to work smarter and efficiently.*"
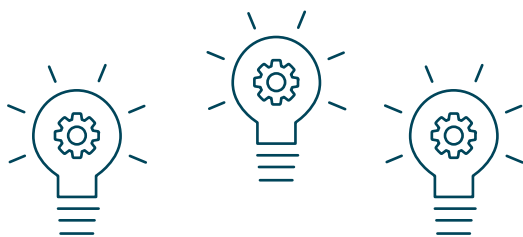
Customize your work environment in JIRA to increase productivity

Author: Steinunn Tómasdóttir

The modern enterprise moves at lightning speed, making teams' productivity crucial to its success. Nevertheless, teams today also face an increasing complexity as they are more distributed — working with different schedules, cycles, launches, and architectures.

They are dynamic, more overloaded, working with shorter deadlines, and carrying out work that moves across devices to drive innovation. Because of that, it is very easy for teams and the larger organizations to get out of sync.

Sounds familiar?

Managers today also face increasing challenges in today's volatile business environment. They need sufficient visibility over project teams and business initiatives in order to know how projects are performing and whether they aremaking sense for the business.

If you take a second look at your company, there must be some ancient practices or slow processes that can be eliminated. In the modern enterprise environment, multiple tools across teams can lead to information silos, or worse, which can cause a lack of focus and hinder competition and growth.

Productivity is the name of the game for today's enterprises to work smarter and efficiently.

Are you in?

How do you improve productivity?

Productivity is measured by the output per unit of input. However, things are often not as they first appear with productivity data. To ensure business sustainability, one needs to understand where value streams are coming from. To improve productivity from our standpoint, organizations need to monitor how much time is spent on tasks, prioritize initiatives and all work, manage revenue, and measure profits and ROI to ensure funding to strategy.

Modern teams need tools that can be accessed anywhere on many devices, including mobile phones. They need to focus on simplicity and ease of adoption, flexible permissions to customize more granularly the way information is depicted, and real-time business data to keep all business initiatives aligned and prioritized.

All in all, the tools need to enable easier access to teams, data, and cloud storage leading to better collaboration.

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Atlassian products are designed to provide you with mission-critical products, premier support, and strategic services to help you get the most out of your applications. Tempo, seamlessly integrated with the JIRAs, focuses on helping all technical and non-technical teams connect and work together in JIRA. Scaling for Tempo is about the team and culture.

In the end, it is all about Time, - Money, - and People.

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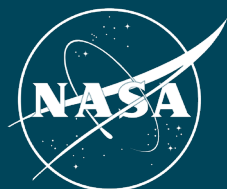
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