

# 3 Pains Slowing Your Software Delivery and How to Fix Them

How product and engineering leaders can ship the right work, faster

Product and engineering leaders sit in the middle of every digital transformation. They're the center of every delay, every missed commitment, every gap between strategy and what actually ships.

Worldwide software spending is forecasted to grow 13.3% in 2026 to \$1.44 trillion<sup>1</sup>.

The real question is whether that investment is reaching the right work.

Software budgets keep growing. So do the demands.

More roadmap requests, more dependencies, more AI tools, more pressure from finance to show what each release returned.

Much of the friction product and engineering leaders feel daily traces back to the same place: decisions made without the data to defend them. **Three patterns show up over and over:**

- ❌ Roadmaps set by stakeholder pressure instead of data.
- ❌ Delivery data is fragmented across a dozen tools that don't agree with each other.
- ❌ Outcomes you can't tie back to the business.



*This guide will look at each of these pains in depth, then show how Planview helps you close the gap.*

1. Source: Gartner, Gartner Market Databook, 1Q26, John Lovelock, Grigory Betskov, Linglan Wang, Megan Fernandez, Inna Agamirzian, Arunasree Cheparthi, Amarendra, Neha Sethi, Rishi Padhi, Andrew H. Kim, Suzie Low, and Vivek Tiwari, 27 March 2026.

## Prioritization by Politics, Not Data

You're prioritizing **without the data you need**. Stakeholder pressure fills the gap, commitments get optimistic, and the cost compounds: missed dates, dropped scope, and roadmap decisions you can't defend.

### Product Leaders:

Roadmap commitments get negotiated under stakeholder pressure, then managed reactively when delivery slips.

You spend **hours pulling status from across teams** instead of focusing on strategy, customer discovery, or the next bet.

Every surprise **costs you credibility** with the people you've promised dates to.

### Engineering Leaders:

Priorities shift mid-sprint, and your teams **find out days later**.

Teams can't see bottlenecks, **which delays delivery and results** in stakeholder mistrust.

Without capacity data on where teams are overloaded, you can't allocate resources where they're needed **most**.

**Only 2% of Strategy Execution Laggards find it simple to gather and analyze data for decision-making, vs 26% of Leaders. A 13x gap. When the data isn't there, politics fills the vacuum.**

Source: Planview, [The State of Strategy Execution: 2025 Global Benchmark Study](#).

## THE SOLUTION

You move the right priorities forward with confidence. Interactive roadmaps tied to capacity, work planning, and dependencies let you model scenarios before you commit. [AI delivery analytics](#) surface risks and bottlenecks early enough to act on and maintain stakeholder trust.

### ✓ Roadmaps & Dependency Management

Interactive roadmaps synced to capacity, work planning, and dependencies. Model scenarios, uncover constraints, and align to OKRs before committing.

### ✓ AI Delivery Analytics

Real-time risk indicators, trend insights, and analytics across product, team, and team-of-teams views. Spot delivery risk before it lands in an executive escalation.

## Toolsprawl Is Hiding Your Real Risk

Your delivery data is scattered across a dozen tools and none of them agree, meaning you can't confidently track progress and flag risks early. Manual rollups paper over the cracks until **risk lands as an executive escalation**. AI agents are accelerating the fragmentation, not solving it.

### Product Leaders:

You spend hours pulling roadmap status from systems that don't talk to each other, and by the time it's presentable, half the data is already stale.

Stakeholders ask questions you can't answer in real time, and the numbers in your deck disagree with the numbers in your CTO's deck.

**Every strategy call rests on whatever data you could pull together in time** and you already know it's incomplete.

### Engineering Leaders:

Your data lives in Jira, ADO, GitHub, your CI/CD platform, your QA tools, and your incident system – and none of them share a common view.

Bottlenecks and dependencies stay invisible until they break a release, and your most senior engineers spend hours reconciling status instead of building.

**The risk you can't see is the risk that ships.**

**“Generative AI (GenAI) continues to boost software growth, particularly in GenAI model spending, with growth in 2026 projected to surge to 107.3% (up from 80.8% in the last iteration).”**

Source: : Gartner, Gartner Market Databook, 1Q26, John Lovelock, Grigory Betskov, Linglan Wang, Megan Fernandez, Inna Agamirzian, Arunasree Cheparthi, Amarendra, Neha Sethi, Rishi Padhi, Andrew H. Kim, Suzie Low, and Vivek Tiwari, 27 March 2026.

Here's the problem though: **AI tools are entering your stack faster than anyone predicted, and the visibility gap is widening at the same pace.**

## THE SOLUTION

You see how delivery runs across your whole stack in one place, in real time. Planview's 65+ third-party connectors bring data from your toolchain into a single source of truth. [Anvi<sup>®</sup>, Planview's integrated AI solution](#), works across that data to surface risk you'd miss in any single dashboard.

### ✓ Unified Enterprise Toolchain

65+ connectors to Jira, ADO, GitHub, ServiceNow, and the rest of your stack. Real-time data in one place, with no forced migration.

### ✓ Embedded AI

Not another AI tool in your stack. Embedded AI runs on the unified data your 65+ connectors pull together. As your teams adopt more GenAI tools, your visibility expands, not fragments. Surfaces risk early, automates delivery summaries, and replaces hours of manual reporting with minutes of human review.

## You Can't Prove What Shipped Mattered

Your team is shipping. **Whether any of it mattered is anyone's guess.** Output stays high, dashboards turn green, and when leadership asks which release moved the business, you answer from a story.

### Product Leaders:

You ship a feature, the metrics move, and **you can't say** which one caused which.

Every stakeholder walks in with an opinion. You walk in with one too – because **that's all the data lets you bring.**

**Performance reviews ask what you shipped.**

The harder question, what did it accomplish, never gets answered with data.

### Engineering Leaders:

Velocity, cycle time, DORA metrics... engineering's whole scorecard, **and not one line item** the CFO can put in a budget conversation.

Tech debt and platform **investments lose every prioritization fight** because you can't price the cost of skipping them.

**Engineering shows up as a cost line on someone else's strategy.**

**56% of Strategy Execution Leaders have excellent visibility into how strategy connects to delivery. Only 2% of Laggards do, and it shows up in the numbers. Leaders exceeded their revenue goals by 12.1% in 2025; Laggards fell short by 0.1%. The difference is whether teams can connect what they shipped to what the business needed.**

Source: Planview, [The State of Strategy Execution: 2025 Global Benchmark Study](#).

## THE SOLUTION

Engineering and Product work the same scorecard as the business. Connected OKRs cascade from portfolio to team and pull progress directly from delivery data. When leadership asks which investment paid off, you have the receipts. Executive-level views put those receipts in the room where the budget gets written.

### ✓ Connected OKRs

OKRs that pull progress directly from product and delivery data, cascading from portfolio to team. Product and Engineering work against the same outcome metrics.

### ✓ Executive-Level Views

A unified intelligence layer with end-to-end data, surfacing the tradeoffs that matter in board and CEO conversations.

# How Planview Wins

Three pains. Three answers. One platform.

Built so the answer to each pain reinforces the others, instead of adding more tools to your stack.



That coherence isn't an accident. Three structural choices make it possible:

### ONE PLATFORM, END-TO-END

Strategy, roadmaps, OKRs, delivery, and value streams operate in one connected system. Every level from portfolio to team draws from the same source of truth. "What shipped, and did it matter?" is one query against one dataset, not a reconciliation project.

### NO FORCED MIGRATIONS

65+ connectors plug into your existing toolchain: Jira, ADO, GitHub, ServiceNow, and the rest. Teams keep working where they already work, and your data flows into a single source of truth. The visibility you need shows up without forcing a tools project on engineering.

### BUILT FOR HYBRID REALITY

More than 50% of enterprises run hybrid methodologies: a mix of Agile, waterfall, and everything in between. Planview supports the full range, so teams work the way they already work. And your prioritization data stays consistent regardless of how each team delivers.

**"We had to get faster and more efficient in delivering new capabilities to allow us to be more competitive in the marketplace. Planview gave us that capability."**

– VP, Huntington National Bank | [READ Customer Story](#)

The three pains rarely show up alone. If even one of them sounds like your week right now, the others are usually right behind it.

If these pains sound familiar, see how [Planview's Software Product Delivery solution](#) gives product and engineering leaders the visibility, real-time data, and AI insights to prioritize with confidence, deliver with predictability, and prove the business impact of every release.

## About Planview

Planview is the platform for driving enterprise execution and outcomes. It brings initiatives, investments, and resources into a continuous, connected model of the business: the actionable understanding leaders need to move decisively, keep teams and AI in lockstep, and know how their bets are performing. Trusted by the world's leading organizations and recognized by Gartner, Forrester, and IDC, Planview transforms how enterprises turn strategic investments into decisive action and measurable results.