

Delivery risk scan for

AC-ME

a saas company

Executive summary

What you need to know

Of the four initiatives reviewed, two are at serious risk of missing their committed deadlines. Both share the same pattern: the teams are completing less work per week while the amount of work has continued to grow. The two other initiatives are tracking well. One requires ongoing scope discipline to stay that way.

Portfolio at a glance

<p>Critical</p> <p>Customer portal redesign</p> <p>28% chance of hitting the deadline - Seven items blocked, average age 18 days. Work completion rate down 38% over the past 6 weeks</p>	<p>Committed Jun 30, 2026</p> <p>Most likely Oct 21, 2026</p> <p>+ 16 weeks</p>
<p>At risk</p> <p>Payment infrastructure v2</p> <p>54% chance of hitting the deadline - 22 items added since kickoff, a 69% increase on the original scope. Work completion rate down 31% over 6 weeks</p>	<p>Committed May 15, 2026</p> <p>Most likely May 28, 2026</p> <p>+ 2 weeks</p>
<p>On track</p> <p>Mobile app refresh</p> <p>81% chance of hitting the deadline - Consistent pace, stable scope, currently tracking 2 weeks ahead</p>	<p>Committed Jul 31, 2026</p> <p>Most likely Jul 17, 2026</p> <p>- 2 weeks</p>
<p>On track</p> <p>Internal reporting dashboard</p> <p>76% chance of hitting the deadline - Healthy pace and no blockers, though scope has been growing slowly over the past month</p>	<p>Committed Aug 31, 2026</p> <p>Most likely Aug 14, 2026</p> <p>- 2.5 weeks</p>

Initiative breakdown - 01 of 04

Customer portal redesign

Started January 2026, 30 developers on the team

28 %
on-time probability**Jun 30, 2026**

Committed deadline

Oct 21, 2026

Most likely delivery

+ 16 weeks

Behind on commitment

Forecast distribution — likelihood of completion by date



Key findings

- The team has been completing 38% less work over the past six weeks. Normally they finish 8-12 items per week. Recently that's dropped to 5-7, consistently below their usual floor. The number of things they're working on hasn't changed. The slowdown is coming from work getting stuck, not from the team being stretched thin.
- Seven items are currently stuck. Five have been sitting longer than it typically takes to finish similar work. Three of those haven't moved at all in over two weeks. These are the main reason the delivery forecast looks the way it does.
- At the current pace of 5-7 items per week, the remaining work would take 24-34 weeks. At the team's normal pace of 8-12, that shrinks to 14-21 weeks. The gap between the committed date and the most likely date is almost entirely explained by the current slowdown. This isn't a team that's too small for the job.
- Scope has grown in five of the last six weeks. 22 items have been added since kickoff, which is 69% more than what was originally planned. Some of these may be fixes for earlier work rather than genuinely new requirements.
- Over the past 12 months, this team has been one of the more consistent and predictable teams in the portfolio. What's happening now is a temporary departure from their track record, not who they are. The right response is to clear the obstacles in front of them, not to add more people.

Initiative breakdown - 01 of 04

Customer portal redesign

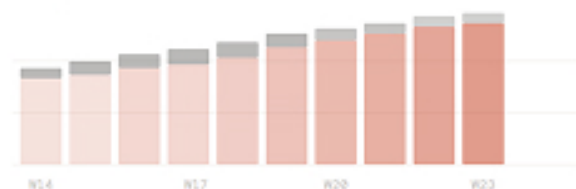
Started January 2026, 30 developers on the team

Recommendations

1. Focus this week on the three items that haven't moved in over two weeks. These are the most likely to need escalation or a decision that the team can't make on their own. Identify what's blocking each one specifically. In most cases it's a dependency on another team, a pending decision, or unclear requirements. Assign a single owner per item to drive resolution.
2. Pause adding new work to this initiative until the stuck items are resolved. Every new item added while the team is already stalled pushes the forecast further out. The most effective thing leadership can do right now is protect the team's focus, not add to their plate.
3. Review the 22 items that were added since kickoff with the team lead. Separate genuine new requirements from rework and defect fixes. If a meaningful portion is rework, that points to a quality issue earlier in the process that will keep generating new items unless addressed. If it's genuinely new scope, that warrants a conversation about whether the June 30 date or the scope needs to change, because both can't stay as they are.
4. Don't add people. The data shows this team delivers consistently under normal conditions. The current dip is caused by obstacles, not by a lack of capacity. Adding people to a team that's blocked will increase cost without improving the timeline. Remove the blockers first and let the team return to its natural pace.

Trends

Scope evolution



Remaining scope has grown in five of the last six weeks.

Completion rate



Weekly completion rate has dropped below the team's typical range

Initiative breakdown - 04 of 04

Internal reporting dashboard

Started September 2025, 5 developers on the team

76 %
on-time probability

Aug 31, 2026

Committed deadline

Aug 14, 2026

Most likely delivery

- 2.5 weeks

Ahead of commitment

Forecast distribution — likelihood of completion by date



Key findings

- This initiative is in a healthy position. The team has been delivering at a steady pace over the past several months, with completion rates consistently within their normal range of 6-9 items per week. There are no blocked items and no signs of the team being overloaded. The forecast reflects this: 76% confidence against the August 31 deadline, with the most likely completion date coming in 2.5 weeks early.
- The one area to watch is scope. Over the past four weeks, 8 new items have been added to the initiative. Individually none of these additions were large, but the pattern is consistent: scope has grown in each of the last four weeks. At this rate, roughly 2-3 items per week are being added while the team completes 6-9. The math still works in the team's favour today, but the margin is narrowing.
- If scope continues to grow at the current rate, the forecast will begin to shift. The 2.5 week buffer could erode within the next month, moving this initiative from comfortably ahead to roughly on track. It wouldn't take much more beyond that to push it into "at risk" territory.
- It's worth noting that this team's delivery pace has been remarkably stable. The risk here isn't performance. It's the gradual accumulation of small additions that individually seem harmless but collectively change the equation.

Initiative breakdown - 04 of 04

Internal reporting dashboard

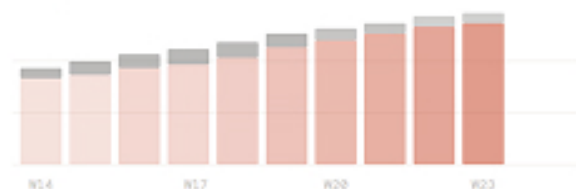
Started January 2026, 30 developers on the team

Recommendations

1. No immediate action needed on the delivery side. The team is performing well and the forecast is healthy. This is not an initiative that needs intervention right now.
2. Establish a scope review cadence for this initiative. A brief weekly check with the team lead or product owner to track what's being added and why. The goal isn't to freeze scope, it's to make the growth visible so it can be a conscious decision rather than something that accumulates unnoticed.
3. Set a simple threshold: if the on-time probability drops below 70% or the buffer shrinks to less than one week, escalate for a scope conversation. Having that trigger defined now means the team won't have to make a judgment call later about when to raise the flag.
4. Consider whether some of the recently added items could be deferred to a follow-up phase. If even half of the new additions can wait, it would stabilise the forecast and protect the buffer the team has built through consistent delivery.

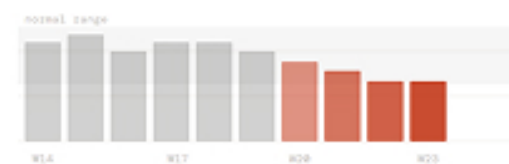
Trends

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Methodology

How this scan works

What data was used

This scan is based entirely on workflow data from your Jira Cloud instance: the dates when items moved between workflow states. No ticket descriptions, comments, or personnel data were accessed or stored. The export was limited to the four initiatives listed in this report, covering January 2025 through March 2026.

The data points used:

Item workflow state transition	Blocker flag history and duration
Epic and initiative group	Creation and resolution dates
Backlog addition timestamps	Sprint assignments and boundaries

How the on-time probability is calculated

Each forecast is based on 10,000 simulated outcomes using the team's actual historical completion rates. Each simulation draws a weekly completion rate from the team's real distribution, not an average, and projects forward from the current remaining item count. The on-time probability is the percentage of those simulations that finished before the committed deadline.

This means the number reflects how the team actually works, including their natural variability, rather than assuming a best-case or typical scenario. A narrow curve on the forecast chart means a predictable team. A wide curve means higher variability in outcomes.

What the most likely delivery date means

The most likely date is the median outcome: the point where half of the 10,000 simulated futures finished earlier and half finished later. It is not a guarantee. It is the single most probable outcome given current conditions. For initiatives tracking ahead of deadline, this date will be earlier than the commitment. For initiatives at risk, it will be later.

Scope of this scan

This scan covers up to five active initiatives per engagement. This is deliberate. More than five dilutes the analysis and leads to surface-level reporting. The goal is depth over breadth: a clear, honest read on the initiatives that matter most, with enough detail to act on.

Limitations

This scan reflects a point in time. Forecasts are based on conditions as they are today, not predictions of future decisions. If scope changes, blockers resolve, or team composition shifts, the forecast will shift with it. The numbers are a starting point for conversation, not a fixed verdict.