

Level up Your Value Delivery

Making Effective Choices

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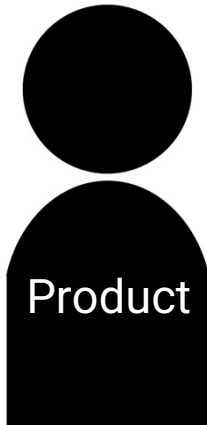
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**What changes will
deliver better results?**

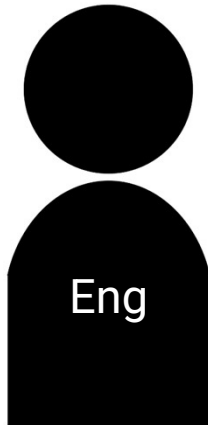
doesn't catch on

Let's run experiments!



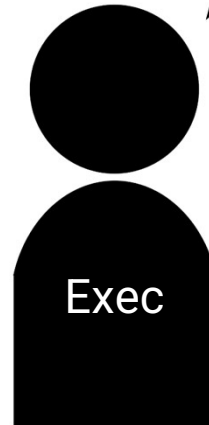
increased risk

We'll do continuous delivery!



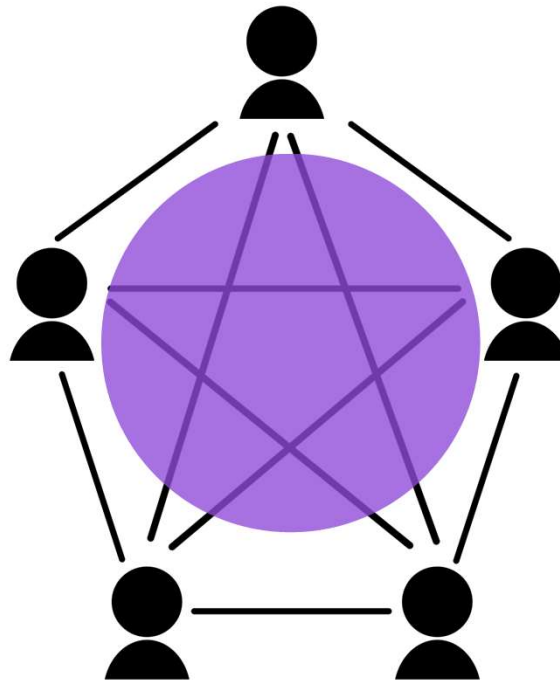
unintended outcomes

Eliminate recurring meetings!



Estimate & plan better!



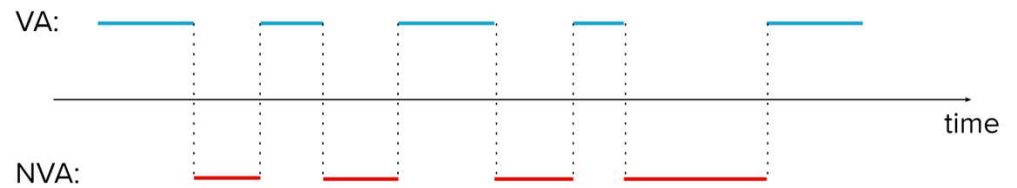
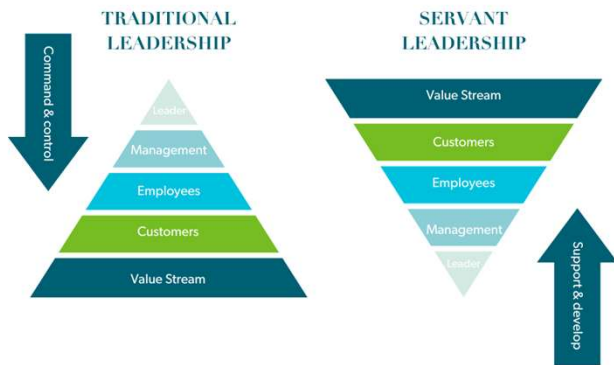
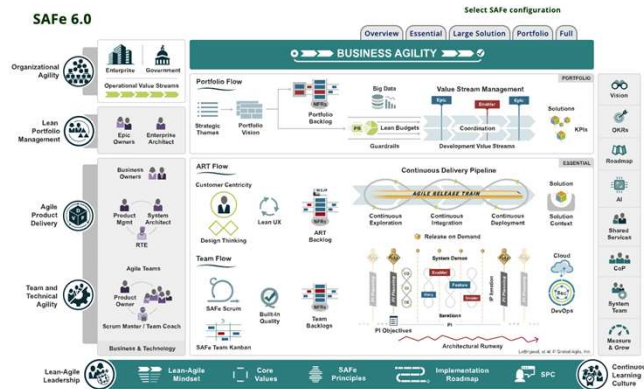
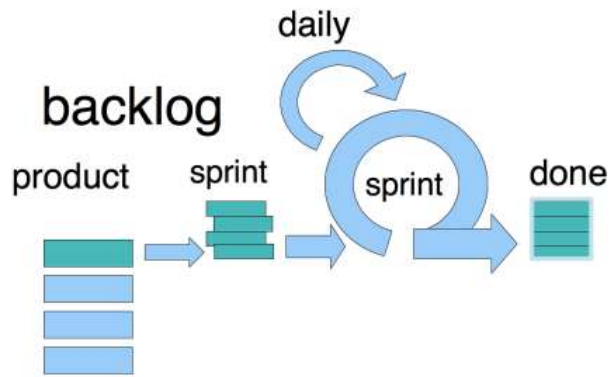


Technological value delivery happens in a **system**


**It's the system's results
(not the deliverables of parts)
that matter.**

So, improve the system.

Some familiar ideas



What can we do differently?



What we
want to
improve

is

the fitness
for purpose

of

our value
delivery
system



**The part of the company (contributors + mgmt + way of working)
that makes (conceives, makes, and delivers)
technology (products/solutions)
that benefits the company's customers (directly or indirectly)**

How do you refer to this part of the company?

**Who does your value delivery
system include?**

The “credit roll” for your product/solution

Everyone involved in conceiving, making, and delivering the product:

- Product + Design + Engineering + Content + Delivery + ?
- If in IT, include Business partners and vendors (who else?)
- If there are multiple systems or value streams, pick one



Note:

- The system might not be a clean slice of the org structure
- The workers likely report to several different managers



**How well it helps the company
achieve its mission & objectives**

5 levels of fitness (independent of operating model)

Characteristics and risks

1

has some successes, but is unable to contribute adequately to achieving company objectives

Loss of key people

2

contributes to achieving company objectives, but not effectively and efficiently enough

Interference & unplanned work ⇒ getting derailed

3

results are satisfactory, but fully dependent on a few people who make all the high-impact decisions

Big changes ⇒ chaos & breakdown

4

is effective and efficient, but is slower to achieve major outcomes than it needs to be

Loss of patience & trust ⇒ breakdown of good habits

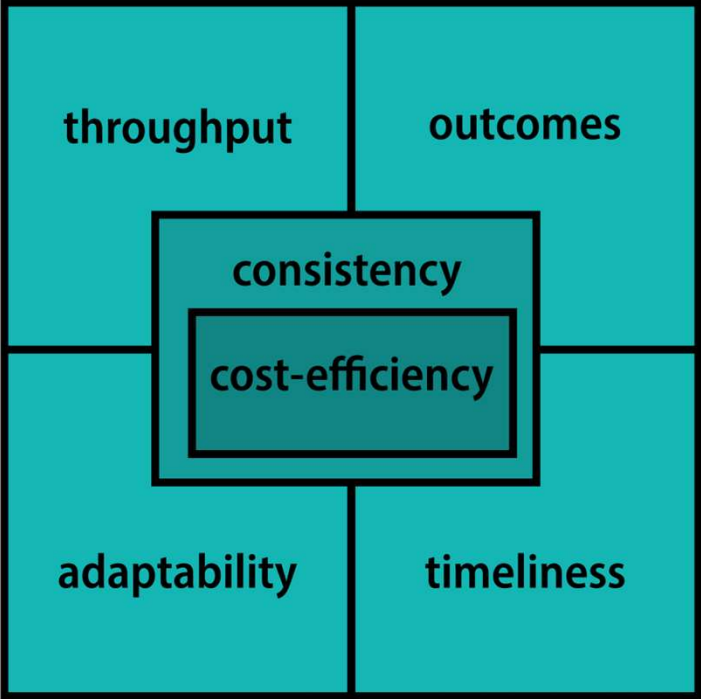
5

produces the results the company needs from it

Shifts in senior leadership ⇒ system revamp

**How can we determine
a given system's fitness level?**

Aspects of fitness



We can determine the fitness level by comparing each aspect's current state to its optimum.

Example: fast-growing startup with 5 Scrum teams

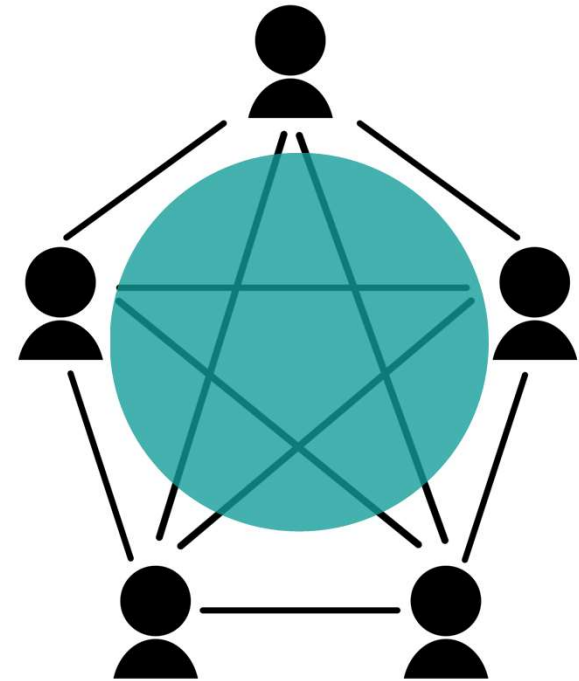
Throughput	The teams regularly made good progress, but the company needed more for its growth targets.
Outcomes	The teams delivered on backlogs that were prioritized by value, but the value wasn't great: the product strategy was weak.
Timeliness	Delivery of complete and customer-meaningful features generally took too long.
Adaptability	Changing product direction and adjusting process weren't painful, but they weren't always easy either.
Consistency	Eng consistency was hampered by architecture debt. Some flip-flopping in product choices due to management hesitation.
Cost-efficiency	Staffing level was good, but the process was wasteful and caused rework.

This meant the system was at level 2.

**To deliver better results,
improve the system.**

Don't: focus on improving just one part or just one aspect.

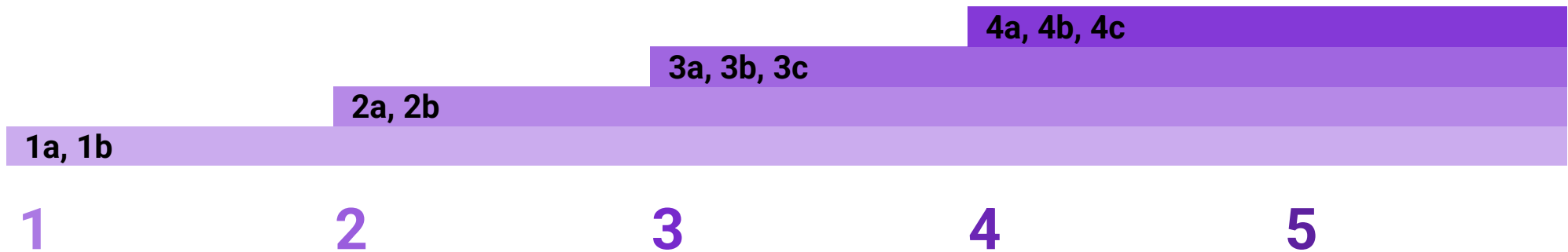
Do: make holistic changes to the system's way of working.



**There's never a good time to
make a change ...**

but things can't stay as they are!

10 sequential & incremental whole-system strategies



The foundation: intentional culture and cross-system partnership

The strategies for leveling up

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If you didn't do this earlier:

Get the session's written guide:

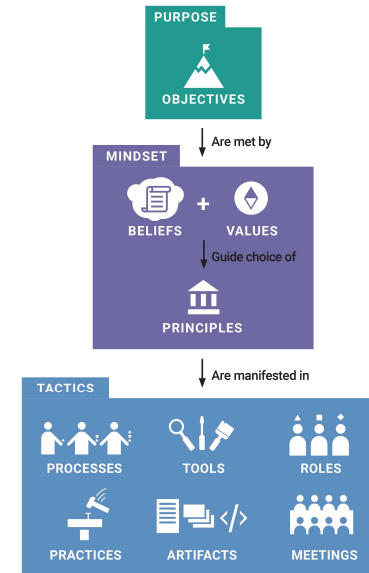
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Level 1 → 2

a. Manage the project portfolio with greater strategic control over committed and in-progress items

b. Design the way of working based on what matters most for achieving the mission and objectives



1a, 1b

Level 2 → 3

a. Establish clear and appropriate decision-making

b. Stabilize the system: Create an acceptable and sustainable balance between the demands on one side and the supply (outputs) on the other end

1a, 1b

2a, 2b

Level 3 → 4

a. Increase contributor safety, real teamwork, and collaboration

b. Defer commitments and increase release frequency

c. Engage teams meaningfully, collaboratively, and efficiently in planning

3a, 3b, 3c

2a, 2b

1a, 1b

Level 4 → 5

a. Expand team ownership of major outcomes

b. Improve the inputs to decisions and the decision-making processes

c. Reduce the technical cost of change

4a, 4b, 4c

3a, 3b, 3c

2a, 2b

1a, 1b

**You have many people
doing complex work
in uncertain conditions.**

**This model:
neither huge transformation
nor many tiny changes**

Conclusion: how to level up your value delivery

- Work with the whole **system**
- Improve its **fitness for purpose** by changing its **way of working**
- Start by **assessing** its current fitness level
- If the lower-level strategies aren't "baked in" yet, take care of that
- Execute the **2-3 strategies** for the current level

