

Someone to think out loud with, **who has nothing to protect.**

Decisions on your desk		
Commit to the March date?	OPEN	Everyone in the room needs it to be yes.
Sign the vendor?	OPEN	The references were the vendor's picks.
VP or fractional?	OPEN	Hiring takes four months. The date doesn't wait.
Count the AI gain?	OPEN	30% faster. Measured where?

Illustrative example. Not a real client's.

I'm Badri. I have a standing conversation with leaders who have software delivery decisions to make: the date, the vendor, the hire or the plan.

This deck is for reading, not presenting. The big sentence on each slide is the short version, and the paragraphs under it are the detail. Prefer paper?
[Download it as a PDF.](#)

— THE PROBLEM

Big decisions get made in rooms where **nobody** **can say no.**

THE DATE

Everyone in the room needs it to be yes.

THE VENDOR

The references were the vendor's picks.

THE HIRE

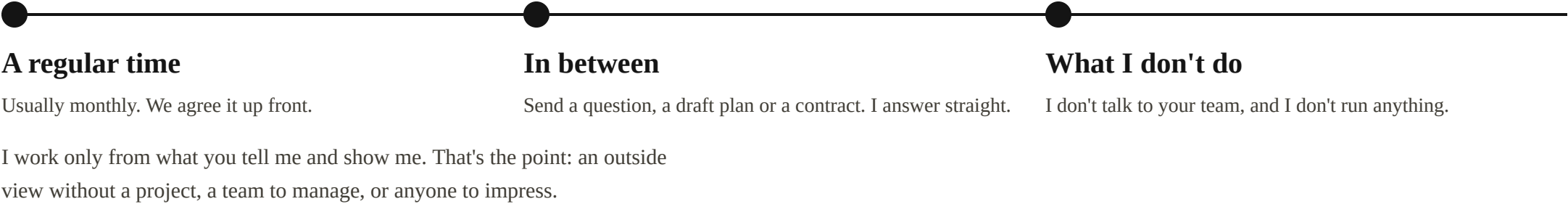
Hiring takes four months. The date
doesn't wait.

THE AI GAIN

30% faster. Measured where?

The people closest to a decision usually have a stake in how it comes out. A date, a vendor, a hire and an AI claim all share that problem. I don't have a stake.

A standing conversation, **kept small.**



Every AI gain in a plan should be marked **measured or hoped.**

Measured

Cycle time before and after, on the same kind of work.

Hoped

A vendor's 30%, copied into the schedule.

Most plans mix the two without saying so. Marking each claim forces the question of what it would cost if it were wrong. There's a [one-page worksheet](#) for it, free, and nothing is stored.

I'll tell you when you need **more than advice.**

IF YOU WANT	THAT'S	HOW IT STARTS
Me to talk to your team	A Reality Check	→ Two weeks, fixed fee
Me to own the plan	Fractional leadership	→ One to three days a week
An outside view on a decision	Advisory	→ A standing conversation

I won't let advice quietly turn into a project. When I think we've reached the edge of it, I'll say so.

This is for leaders who make the call **and want a second set of eyes.**

Call me when

- ✓ You're about to commit to a date, in a building where saying no isn't an option.
- ✓ You want to talk a hire, a vendor or a plan through with someone outside the politics.
- ✓ You'd like an outside view without starting a project.

Don't call me when

- ✗ You want someone to do the work. That's fractional leadership.
- ✗ You want me to talk to your team. That's a Reality Check.
- ✗ You're looking for a rubber stamp. I'll tell you what I'd push on.

CEO, CTO or founder

Software or tech-enabled company

Also: operating partners

I've spent years asking **what a date is standing on.**

ESTIMATES

Led the group that reviewed estimates on large deals

Most of the job was asking what a date, a vendor claim or a plan rested on.

CAREER

Project manager to portfolio lead

More than twenty years in software delivery.

NOW

Independent since 2026

One person. No team to sell you.

[More on LinkedIn.](#)

If you need more than a conversation, **there are two other ways in.**

The life of a program



BEFORE YOU COMMIT	WHILE IT'S BEING DELIVERED	AFTER IT SLIPS
ADVISORY You have a decision coming and nobody neutral to think it through with. A standing conversation, kept small. Bring me the date, the vendor, the hire or the plan. You are reading this one.	FRACTIONAL LEADERSHIP You need delivery run, not reported on. I lead your program or delivery function part of the week, from inside your team. <u>See the short version →</u>	RESCUE Something you committed to is slipping. We start with a Two-Week Reality Check, then choose a recovery path and a date you can defend. <u>See the short version →</u>

Both start with the same free call, and I'll tell you honestly which fits.

NEXT STEP

Start with a twenty-minute call. **Tell me what you're deciding.**

Book a free 20-minute call

You tell me what's on your desk, and I say whether a standing conversation would help. If it wouldn't, I'll tell you that.

Or write to badri@deliveryliftpm.com. I reply within one business day.

NOT READY TO CALL? START HERE

THE SHORT VERSION

Advisory, as a page

The same story without the slides.

TWO MINUTES

Is your green really green?

Ten questions. Nothing is stored or sent.

ONE PAGE, FREE

The six questions

Try them on your own program before the next steering meeting.