

Software delivery needs an owner. Borrow one for a while.

Software delivery: who owns what		
The plan	NO OWN	Updated by whoever had time.
Risk log	NO OWN	Last touched in August.
The stuck decision	NO OWN	Back on the agenda for the third time.
AI-written code	NO OWN	Merged fast. Reviewed by whoever was free.

Illustrative example. Not a real client's report.

I'm Badri. I run software programs and delivery functions part-time, one to three days a week, from inside your team.

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.](#)

Delivery goes unowned because it fits in **nobody's week.**

THE CTO'S WEEK	THE PROGRAM MANAGER'S WEEK	NOBODY'S WEEK
ARCHITECTURE, HIRING, INCIDENTS Leading engineering Already full.	TICKETS, STATUS, MEETINGS Tracking the work Reports what happened.	THE PLAN, THE RISKS, THE STUCK DECISION Owning the outcome On no one's calendar.

Your CTO is busy leading engineering. Your program managers are busy tracking the work. The plan, the risks and the decision that keeps coming back sit in the gap between them, and the gap has no calendar.

That's the seat I fill. Part-time is on purpose: the job needs a senior person, not necessarily a full-time one.

I run delivery. I don't replace your leadership.

What I own

- The plan and the cadence
- The risks, said out loud
- The decisions that keep coming back
- A status executives can rely on
- Who reviews AI-written code, and what has to be true before it ships

What stays with you

- Hiring and firing
- Budget
- Architecture and technical direction
- Strategy and priorities

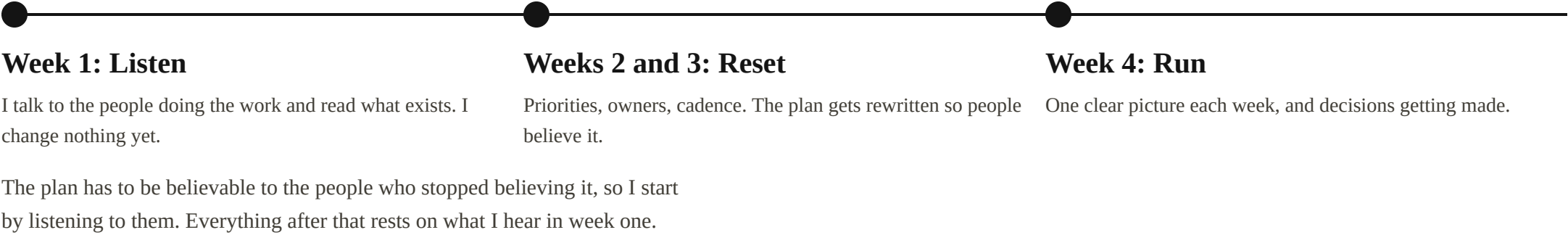
If I'm doing this right, nothing about your authority changes. I'll push on your priorities, but they're still yours.

A typical week has **a rhythm.**

MON	TUE	WED	THU	FRI
EARLY WEEK I check the plan against what people actually did, and get the picture from the team rather than the report.		MIDWEEK Stuck decisions go to whoever can make them.		END OF WEEK One page: where we are, what changed, what I need from you.

Some weeks are one day, some are three. We agree the number up front and change it when the work changes.

By week four, I'm running it.



The goal is that **one day you don't need me.**

WHAT	WHILE I'M HERE	WHEN I LEAVE
The plan	Me	→ A named person on your team
The risks	Me	→ A named person on your team
The decisions	Me	→ A named person on your team
Review of AI-written code	Me, until it's set up	→ A named reviewer on your team

I stay through the hard part, then I leave. A handover only counts if every line has a person's name on it, not a team's.

If I think the work is done before you do, I'll say so. Fewer days is a fine outcome.

This is for companies where delivery matters **and** **has no owner.**

You probably need this when

- ✓ Your CTO spends half the week coordinating delivery.
- ✓ You promised a date, and no one person is accountable for it.
- ✓ You need a senior person now, and a full-time hire is months away.

Probably not for you if

- ✗ You need a full-time executive. I'm part-time on purpose.
- ✗ No one has the authority to make decisions. I can't fix that from the delivery seat.
- ✗ You want a big team, a framework or a long deck.

CEO, COO or CTO

Software or tech-enabled company

A sponsor who will back the calls

I've run delivery **day to day, at scale.**

PORTFOLIOS

Whole portfolios of programs at once

More than twenty years in software delivery, from project manager to portfolio lead.

OPERATING MODELS

A new delivery division, built

So I know what it takes to run delivery, and to leave it running.

AI-ENABLED SERVICES

Delivery of AI-enabled services

The most recent work before I went independent in 2026.

One person, part-time, from inside your team. [More on LinkedIn.](#)

If you need something different, **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. <u>See the short version →</u>	FRACTIONAL LEADERSHIP You need delivery run, not reported on. I lead your program or delivery function part of the week, from inside your team. You are reading this one.	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>

A Two-Week Reality Check is the smaller first step if you're not sure yet what you need. Advisory suits a decision you want to think through first.

— NEXT STEP

Start with a twenty-minute call. Tell me what needs running.

Book a free 20-minute call

You describe the situation, and I tell you whether this is the right shape of help. If it is, I send a fixed monthly fee in writing within a day. If it isn't, I'll say that too.

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

— NOT READY TO CALL? START HERE

THE SHORT VERSION

Fractional, as a page

The same story without the slides.

A SMALLER START

The Two-Week Reality Check

A fixed-fee way to find out what's true first.

ONE PAGE, FREE

The six questions

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