

A status report can say green while the work says otherwise.

Platform migration: weekly status		
Data migration	GREEN	Depends on a vendor API. Nobody owns it.
Integrations	GREEN	Green for nine weeks. No agreed definition of done.
Launch date	GREEN	The third date. Nobody believes it.
Resourcing	GREEN	Two teams, booked to the same engineers.
AI adoption	GREEN	80% of engineers use it. Review queue: 11 days.

Illustrative example. Not a real client's report.

I'm Badri. I help CEOs, COOs and CTOs at growing software and tech-enabled companies find out what's really going on with a program that's slipping, and commit to a date they can defend.

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.](#)

Often there's a decision in there that **nobody** owns.

MONTH 1

Decision raised

Which program gets the shared engineers?

Work waiting on it

Illustrative. Each block is a piece of work that can't finish until the decision is made.

A decision that keeps coming back is missing an owner. Every line on the status report can stay green, because the report tracks the work and not the decision the work is waiting on.

MONTH 2

Raised again

"We need more information." No one is asked to decide by a date.

Work waiting on it

MONTH 3

Raised a third time

Same decision, same room, same three questions.
Owner of ending it: nobody.

Work waiting on it

It's the first thing I look for. When that's the cause, the fix can be as small as one name and one date. PMI's 2015 Pulse of the Profession found that 47% of unsuccessful projects were affected by poor decision-making. That's about poor decisions rather than missing ones, so it fits the pattern without proving it.

A green with no named owner **is an opinion.**

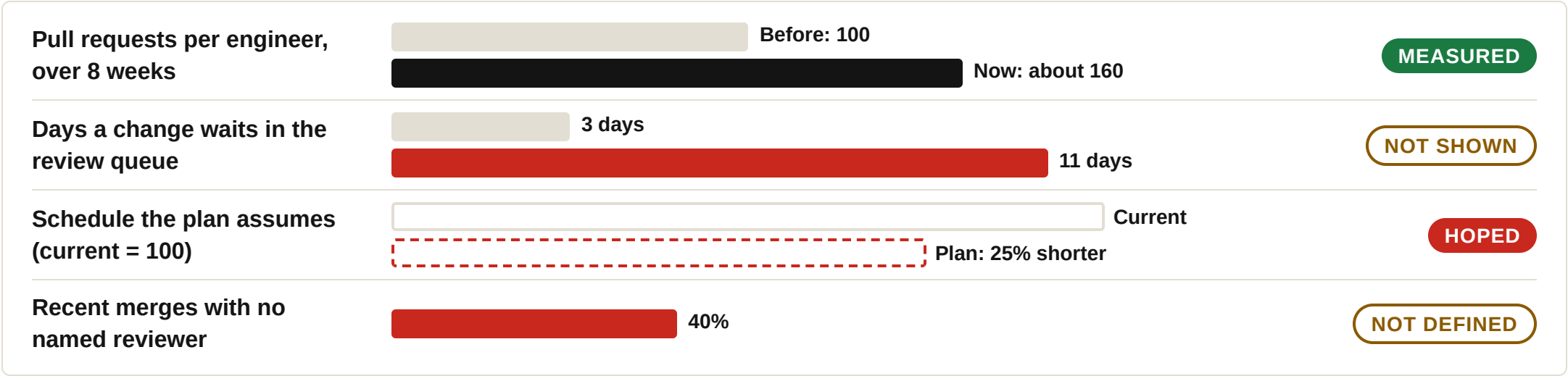


Fictional example, taken from the sample on slide 6. The fifth green, AI adoption, is on the next slide.

Every dependency outside the team needs a person's name and a date next to it.
"The platform team" isn't a name.

In the sample, four of the five greens were waiting on something. None of those waits had an owner, which is why none of them showed up red.

An AI productivity gain nobody measured is an assumption with a budget.

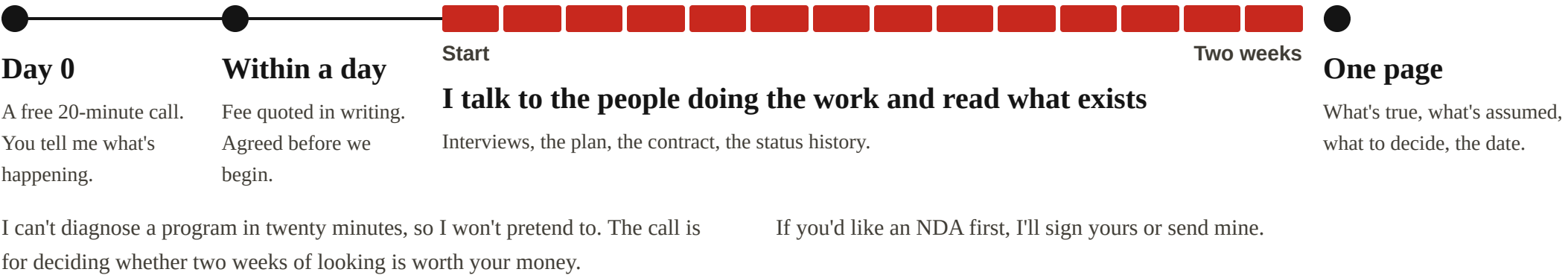


Fictional figures from the sample page. They show the shape, not a benchmark.

Plenty of plans now count on AI making the team faster. Some of that is measured. Some is a vendor's number that went into the schedule as if it were. I separate the two.

More code is not more features shipped. If pull requests are up and the date hasn't moved, look at the review queue before you look at the team.

I start with a two-week Reality Check, **at a fixed fee.**



— WHAT YOU GET

You get one page. It ends with a date I'd defend, or the reason I wouldn't.

TWO-WEEK REALITY CHECK SAMPLE OUTPUT			
THE ANSWER	The June 12 launch is not defensible. The date I'd defend is August 28, if the first three decisions are made by April 10.		
WHAT'S TRUE	Five greens. Four hide a blocker, and none has a named owner.		
WHAT'S ASSUMED	A 25% schedule cut from AI. Not shown by the data. Take it out of the plan.		
DECISIONS, OWNERS	Name one owner for the vendor API	CTO	April 3
	Define "done" for integrations	COO, with the customer lead	April 8
	Decide who gets the 4 shared engineers	CEO	April 10
	Name a reviewer for AI-written code	CTO	April 17
THE DATE I'D DEFEND	August 28. If the vendor fix slips past April 24, the honest date moves to October.		

From the sample page. The company in it is made up.

Every line shows what it's based on: an interview, the contract, the staffing sheet, the review-queue history. If I can't back a line up, it says so.

There's a [one-page sample \(PDF\)](#). Read it before you decide whether to call.

Then you decide: fix it yourselves, ask me to stay, or stop.



Any of the three is a fine outcome. I'd rather you used the page and never needed me than hired me for something you could fix yourselves.

Rescue is the usual way in. **There are two others.**

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. <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. You are reading this one.

Advisory and fractional leadership suit companies that want me in the room before anything has slipped. Both start with the same free call.

This is for CEOs, COOs and CTOs who've promised a date to **a board, a customer or an investor.**

Call me when

- ✓ A date you promised has moved, and another status report won't fix it.
- ✓ You're about to commit to a plan, a date or a vendor and want it pushed on first.

Don't call me when

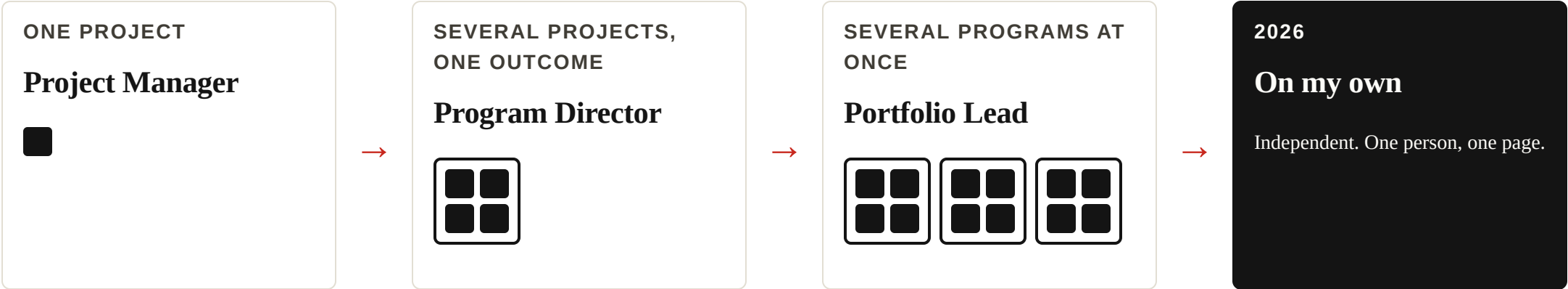
- ✗ You already understand the problem, owners are named and decisions are getting made. Save your money. I'll tell you so on the call.
- ✗ You want a big team, a framework or a long deck. I'm one person, and I write one page.

CEO, COO or CTO

Growing software or tech-enabled company

Also: operating partners at private-equity firms

I'm one person, with more than twenty years in software delivery.



I've also worked in startups, so I know how much a small company can absorb. And I've run delivery where a slipped date becomes a budget conversation with a client's CIO, with teams spread across time zones. That's the pressure a rescue usually comes with.

[More on LinkedIn.](#)

NEXT STEP

Start with a twenty-minute call. **Tell me what's slipping.**

Book a free 20-minute call

You tell me what's late, what's unclear, or what the status report isn't saying, and we decide together whether I can help. If I'm not the right fit, I'll say so.

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

NOT READY TO CALL? START HERE**ONE PAGE, FREE****The six questions**

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

TWO MINUTES**Is your green really green?**

Ten questions. Nothing is stored or sent.

SEE THE OUTPUT**A sample Reality Check**

One page, from a made-up company.