



From Strategy To Done – Delivering Value

Alan Inglis

Three questions that we need to ask

Where are the value opportunities?

What is the route to value?

How do we make things happen?

Delivering Value



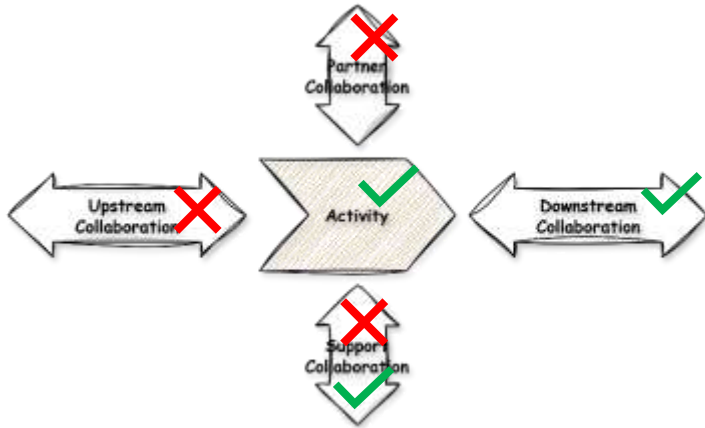
Where is the value?

1. Understand your organisation's value chain



Co-create this with
key stakeholders

2. Identify major opportunities to create value or remove value destroyers



3. Create a value opportunity inventory

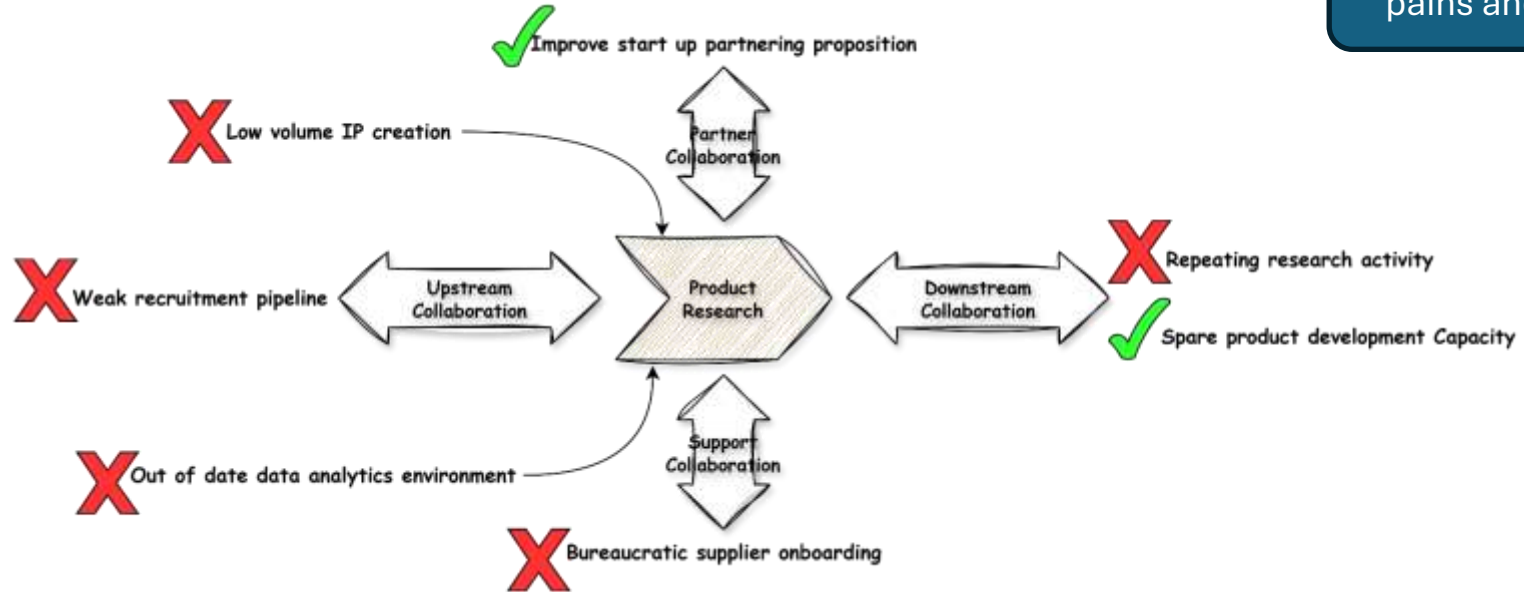


- Activity
- Challenge (Pain or Gain)
- Objective
- Value opportunity

In the value chain!

Identify the value opportunities

Focus on business pains and gains



What have you got in your toolkit that will increase value?

Do not be distracted by shiny new technology

“Find use cases for...”



Anchor your activity through value opportunities

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Delivering Value

The start point

The Right Challenge

What is the **urgent** business need?
What is the value?
Today - who wins, who loses?

The Right Solution

What scope is covered?
What exactly will be delivered?
What are the risks to value?

The Right Objective

What does success look like?
How will it be measured?
When must value be delivered?

Clarify Decision Rights

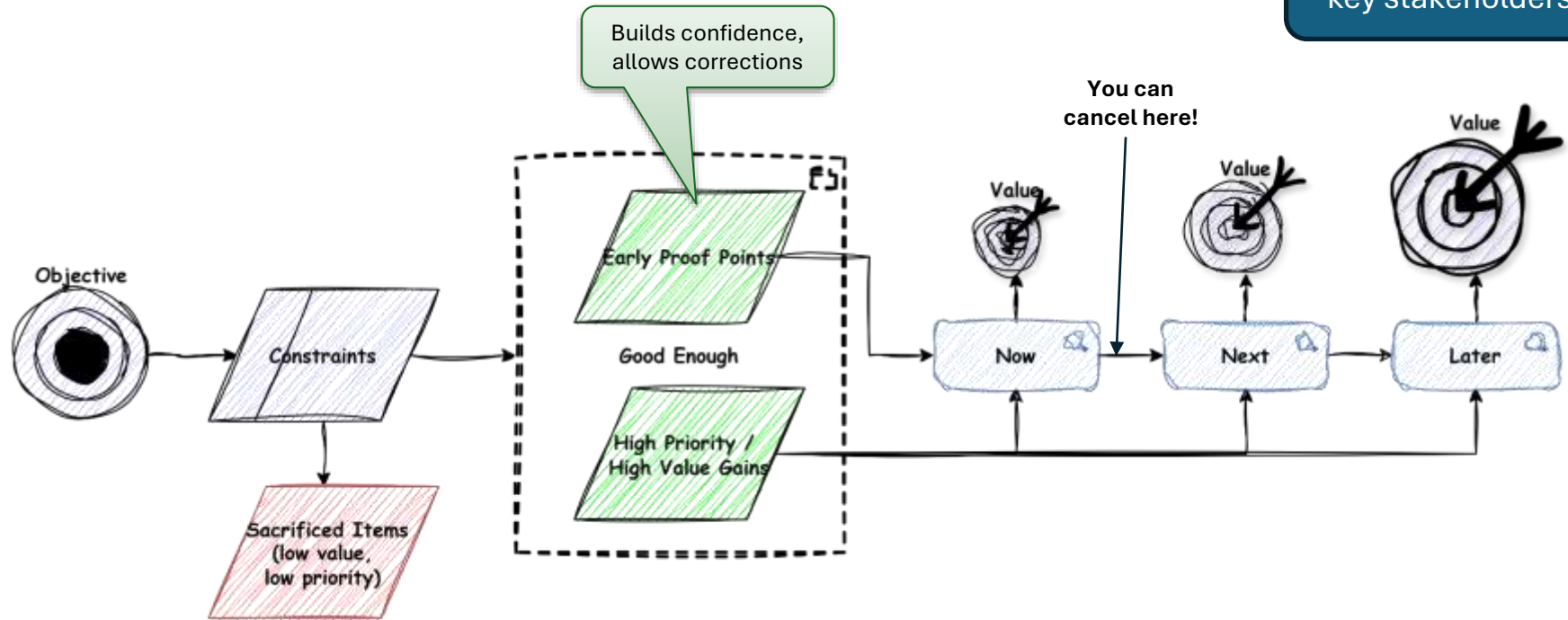
What exactly are we asking for?
What are the critical constraints?
Who has the authority?

Problem Decision Canvas

No mandate = no momentum

Route to Value

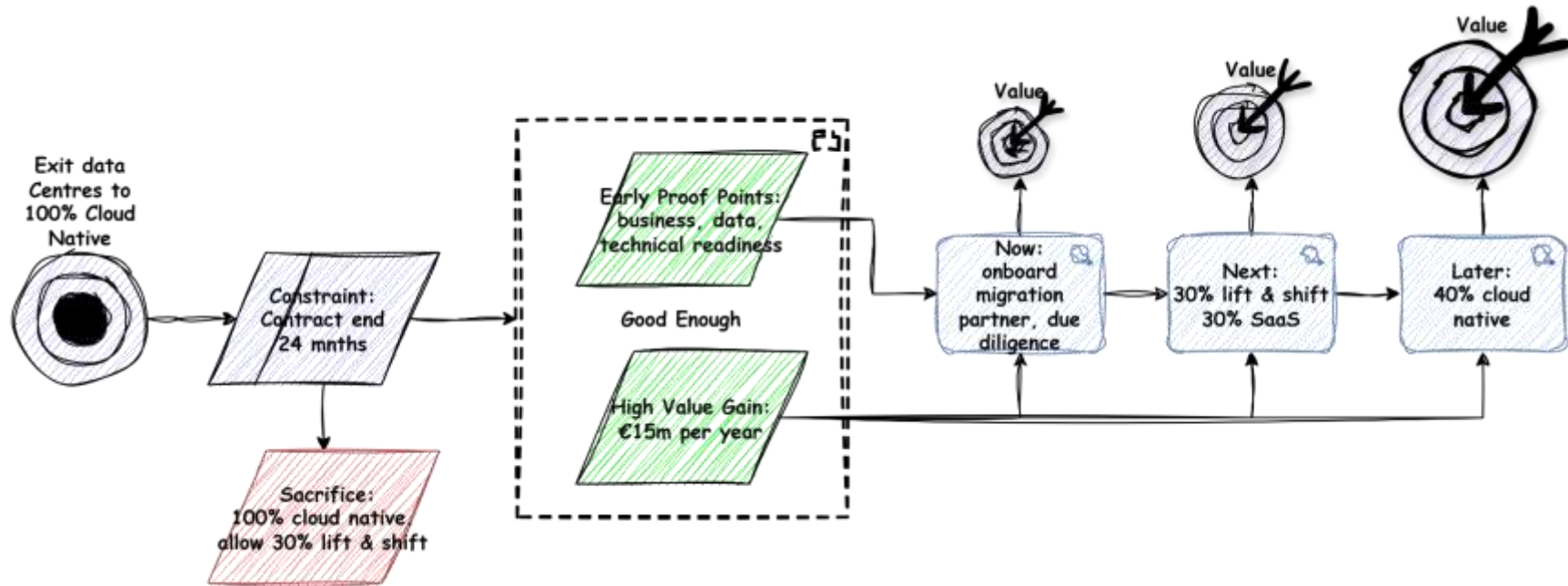
Co-create this with
key stakeholders



Route to Value Canvas

A value driven roadmap

Cloud Migration Example



Option	Speed	Risk	Cost	Strategic Fit
100% cloud native	Slow (long tail)	Risk of zero value	High (risk driven)	100%
30% lift & shift	Within 2 years	Contained	Medium (avoids high risk)	70%

Transparent trade off that balances different business goals

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Delivering Value

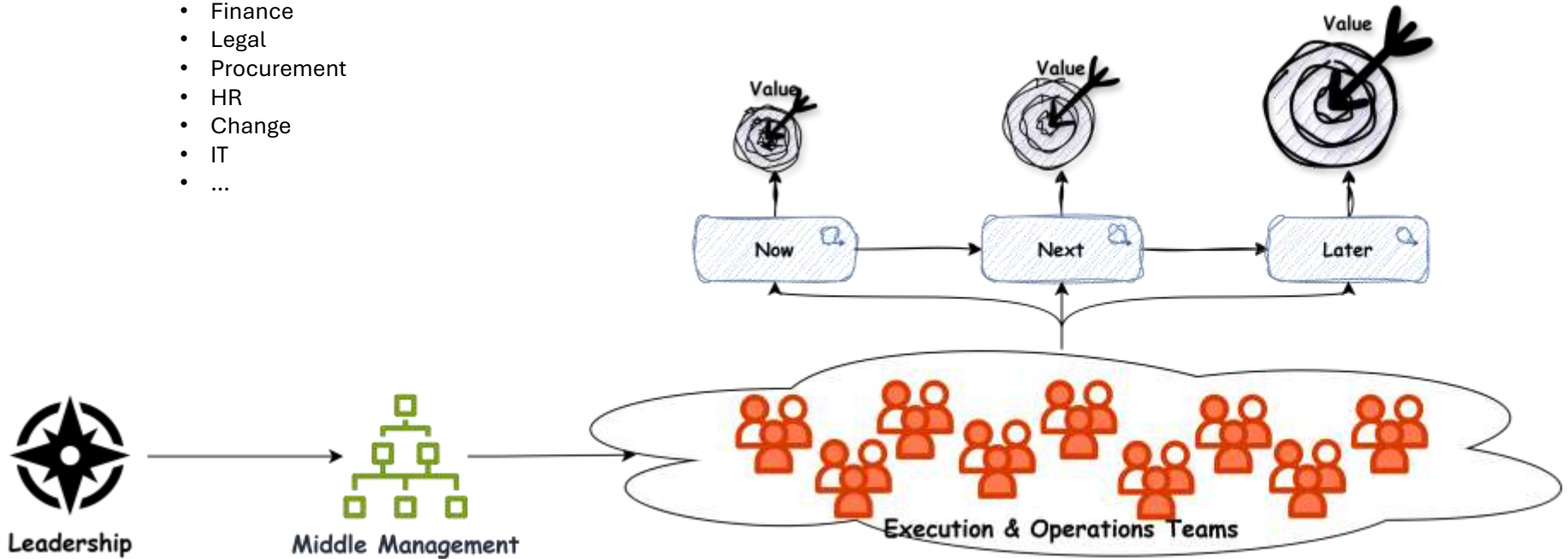
How is value delivered?

Who?

Execution, adoption and value delivery is achieved by teams from:

- Operations
- Finance
- Legal
- Procurement
- HR
- Change
- IT
- ...

Understand the value delivery eco-system



Do you understand motivations?

How do we make things happen?

Why?

[Keep the vision alive](#)

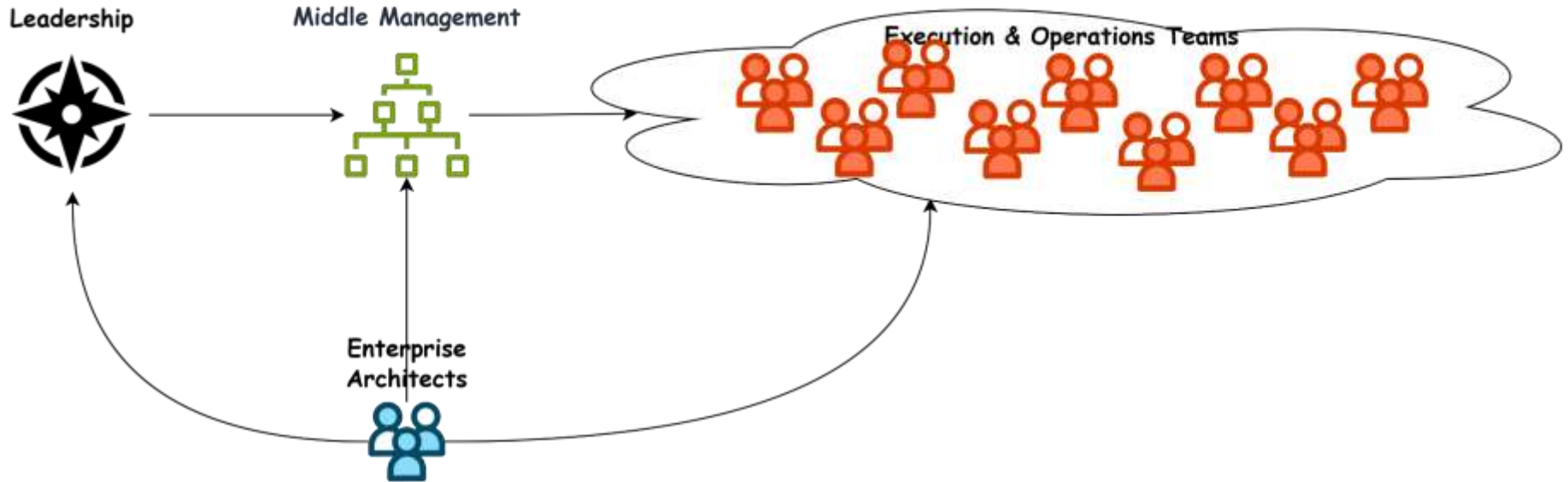
- Shape strategic trade offs
- Provide evidence of value
- Build coalitions
- Educate and learn

What?

- Roadmap shapes execution
- Facilitate roadmap evolution as co-design
- Make strategic alignment transparent
- [Educate](#) and learn

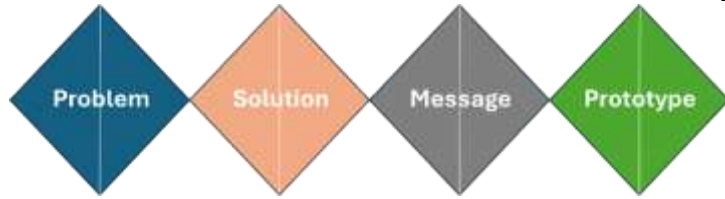
How?

- Co-create patterns & guardrails
- Empowered, supportive (self) governance
- Celebrate value delivery (not “go-live”)
- Solve architectural problems together
- [Surface critical details](#)
- Educate and learn



Value will be eroded unless you manage it

Some secret weapons ...



Design Thinking / Design Sprints:

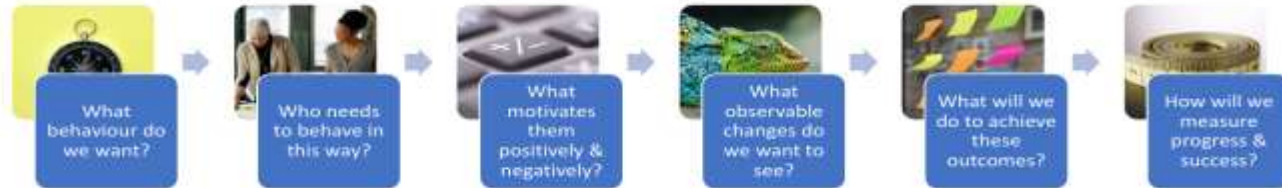
Top down: Focus on the key business issues

Bottom up: Wisdom of the “doers”

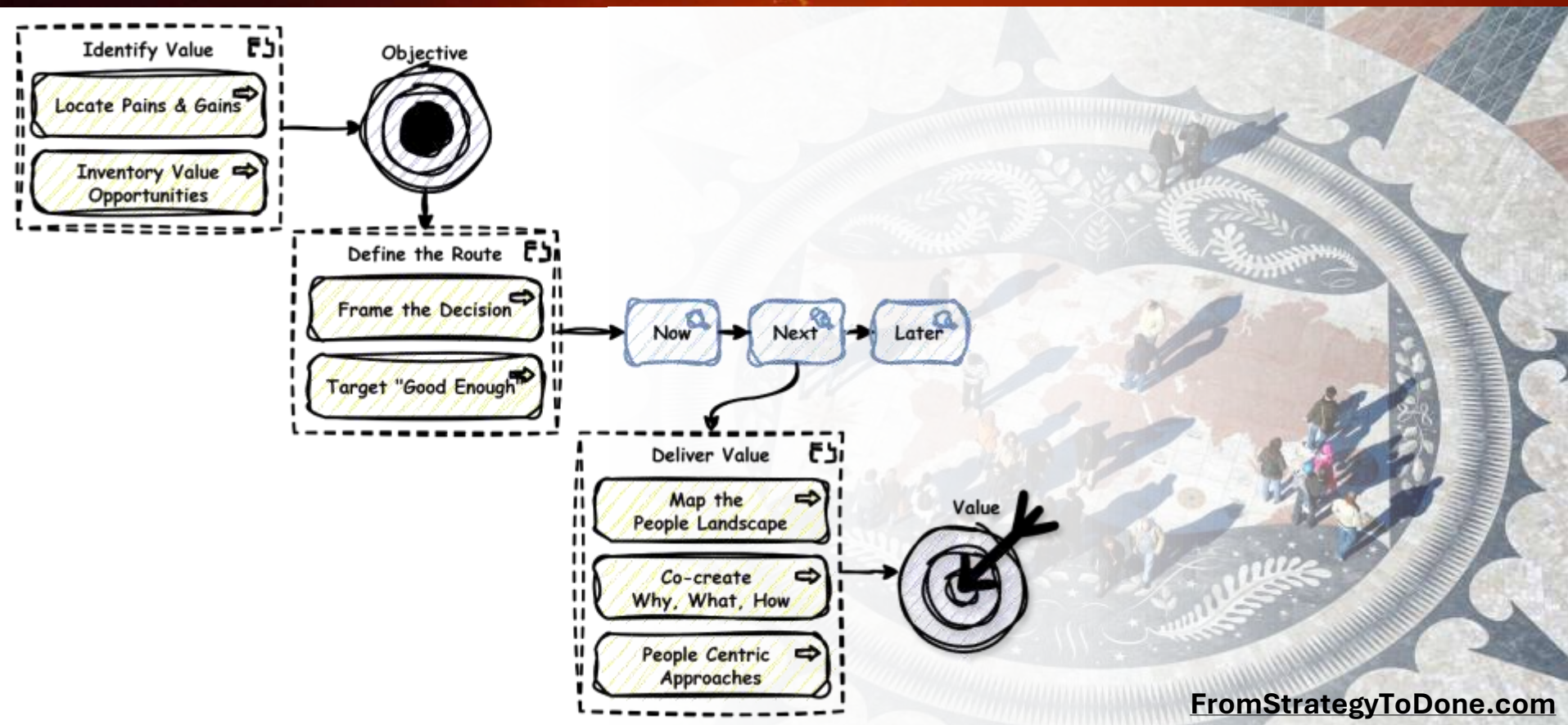
Prototype, prototype, prototype

Tailor the message to behaviours

Behavioural science to help you work with your stakeholders more successfully



The answers ...



Delivering Value - behaviour over process



Discussion