

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 businesses find out what's true about 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. The paragraphs under it are the detail. Prefer paper? [Download it as a PDF](#).

— WHY DATES SLIP

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

MONTH 1

Decision raised

Which program gets the shared engineers?

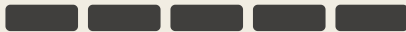


Work waiting on it

MONTH 2

Raised again

"We need more information." Nobody 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.



— WHAT A GREEN IS WORTH

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

GREEN

**DATA MIGRATION**

Blocked on a vendor API change. Nobody on either side owns it.

× No owner named

GREEN

**INTEGRATIONS**

No agreed definition of done. The customer team has accepted 3 of 11.

× No owner named

GREEN

**LAUNCH DATE**

Already moved twice. No team lead I spoke to expects June 12.

× No owner named

GREEN

**RESOURCING**

Two programs are booked to the same 4 engineers in April and May.

× No owner named

5 of 5

reported green

4 of 5

hiding a blocker

0

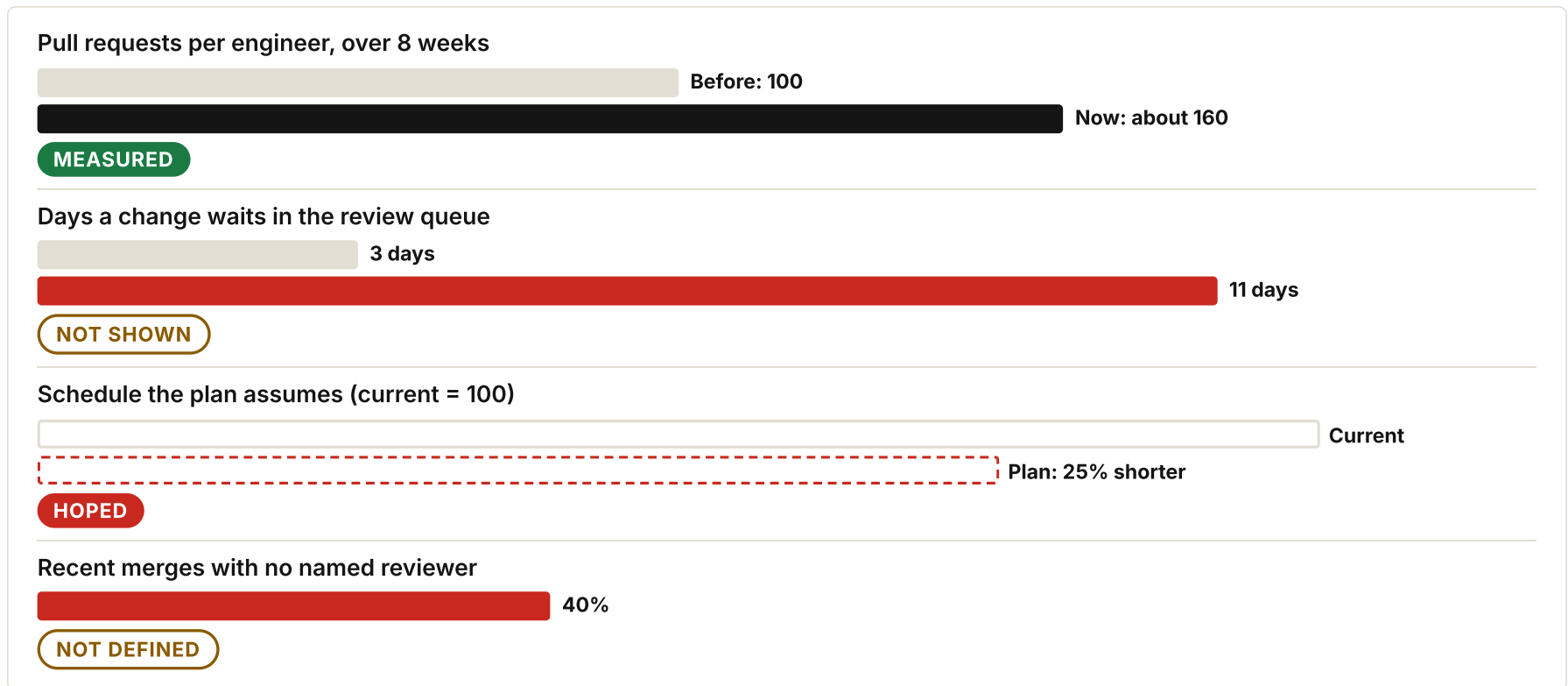
blockers with a named owner

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

For each green, I ask three things: who owns it, what is it waiting on, and who checked?

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

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.

Many plans now count on AI making the team faster. Some of that is measured. Some is a number from a vendor that went into the schedule as if it had been. 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.

HOW I START

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

● Day 0

A free 20-minute call. You tell me what's happening.

● Within a day

Fee quoted in writing. Agreed before we begin.



I talk to the people doing the work and read what exists

Interviews, the plan, the contract, the status history.

● One page

What's true, what's assumed, what to decide, the date.

Nobody can diagnose a program in twenty minutes, so I won't pretend to. The call is for deciding whether two weeks of looking is worth your money.

If you'd like an NDA first, I'll sign yours or send mine.

— 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	Apr 3
	Define "done" for integrations	COO, with the customer lead	Apr 8
	Decide who gets the 4 shared engineers	CEO	Apr 10
	Name a reviewer for agent-written code	CTO	Apr 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

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

You've read the page

1

FIX IT YOURSELVES

The page says what's true and who decides what. Use it. The fee was fixed and the work took two weeks.

You keep: the page.

2

ASK ME TO STAY

I run the recovery, lead delivery, or advise. The next slide shows how.

You keep: the page, and me.

3

STOP THE WORK

If the page says it isn't worth finishing, you stop with a reason you can give the board.

You keep: the reason.

All three are fine outcomes. I'd rather you used the page and never needed me than hired me for something you could fix yourselves.

— WAYS TO WORK TOGETHER

If you want me to stay, there are **three ways** to work together.

BEFORE YOU COMMIT

ADVISORY

You don't need me in the room every week.

A standing conversation. Bring me the plan before you commit, the date before you announce it, the vendor before you sign.

Starts with a free conversation.

WHILE IT'S BEING DELIVERED

FRACTIONAL LEADERSHIP

You need delivery run, not reported on.

I lead your program or delivery function part of the week, inside your team. I own the plan, the risks and the decisions.

Starts with a free conversation.

AFTER IT SLIPS

RESCUE

Something you committed to is slipping.

We choose a recovery path and a date you can defend to your board.

Starts with the Two-Week Reality Check.

Rescue is the usual way in: something has already slipped, and the Reality Check comes first.

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

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 agent-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 item has a person's name on it, not a team's.

When agents write much of the code, part of the handover is deciding who reviews it, who owns it, and what has to be true before it ships.

WHO THIS IS FOR

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.
- ✓ Delivery needs running and nobody has the time.
- ✓ You're about to commit to a plan, a date or a vendor and want it pushed on first.

Don't call me when

- ✗ The problem is understood, 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 business****Also: operating partners at private-equity firms**

— WHO YOU'D BE TALKING TO

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

ONE PROJECT

Project Manager



SEVERAL PROJECTS, ONE OUTCOME

Program Director



SEVERAL PROGRAMS AT ONCE

Portfolio Lead



NEXT STEP

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

Book a free 20-minute conversation

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 plainly.

Or write to badri@deliveryliftpm.com. I reply to every message 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.