

A Quick Tour of Delivery Management

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I help...
Senior ICs,
Tech Leads and EMs



Senior EMs &
Directors+



CTOs &
VPs of Eng

through...
training



content



1:1
coaching

CTO



Coach



Coach

*"What's keeping you
up at night?"*

CTO



CTO



*"Our organisation is
really bad at
delivering 🤯"*



Coach

CTO



*"Our EMs lack **delivery management** skills 😞"*



Coach

CTO



*“Product constantly complains about how we **deliver** 😡”*



Coach

Phrases



Phrases

*“We’re always **behind** schedule”*

Phrases

*“Timelines keep **slipping**”*

Phrases

*“It feels like we’re **making it up**
as we go along”*

Phrases

*“I have **no idea** when my team
will be **DONE DONE**”*

Phrases

*“There are always **surprises**
along the way”*

Phrases

*“There’s zero **accountability**
for these timelines”*

Phrases

*"I want your team to be
more **predictable**"*

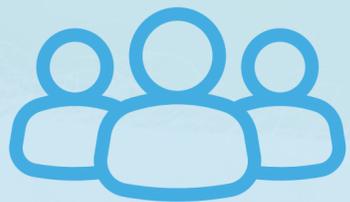
Why does this matter?

The background of the slide is a solid blue color. It is decorated with a repeating pattern of question marks. The question marks are rendered in a light blue, sans-serif font and are scattered across the entire surface, creating a textured, thematic background.

Trust



Thought Experiment

Team 

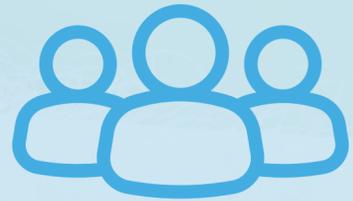
- ▶ Delivery 
- ▶ Earned 
- ▶ No surprises 

Team 

- ▶ Delivery 
- ▶ Shipped 
- ▶ Constant 

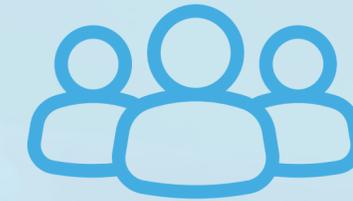
Thought Experiment

Team



“We would like two weeks to work on tech debt”

Team

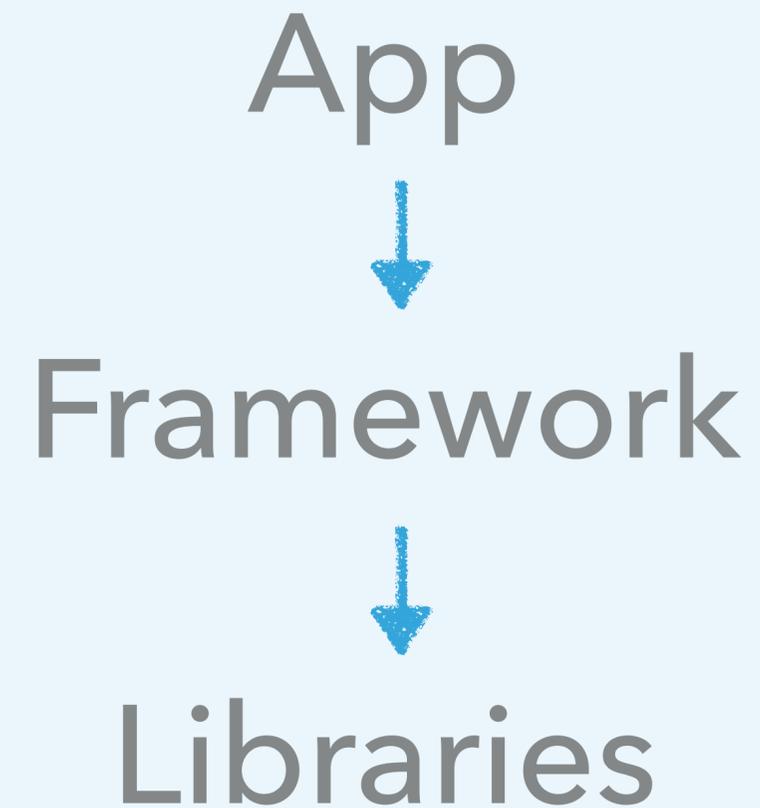
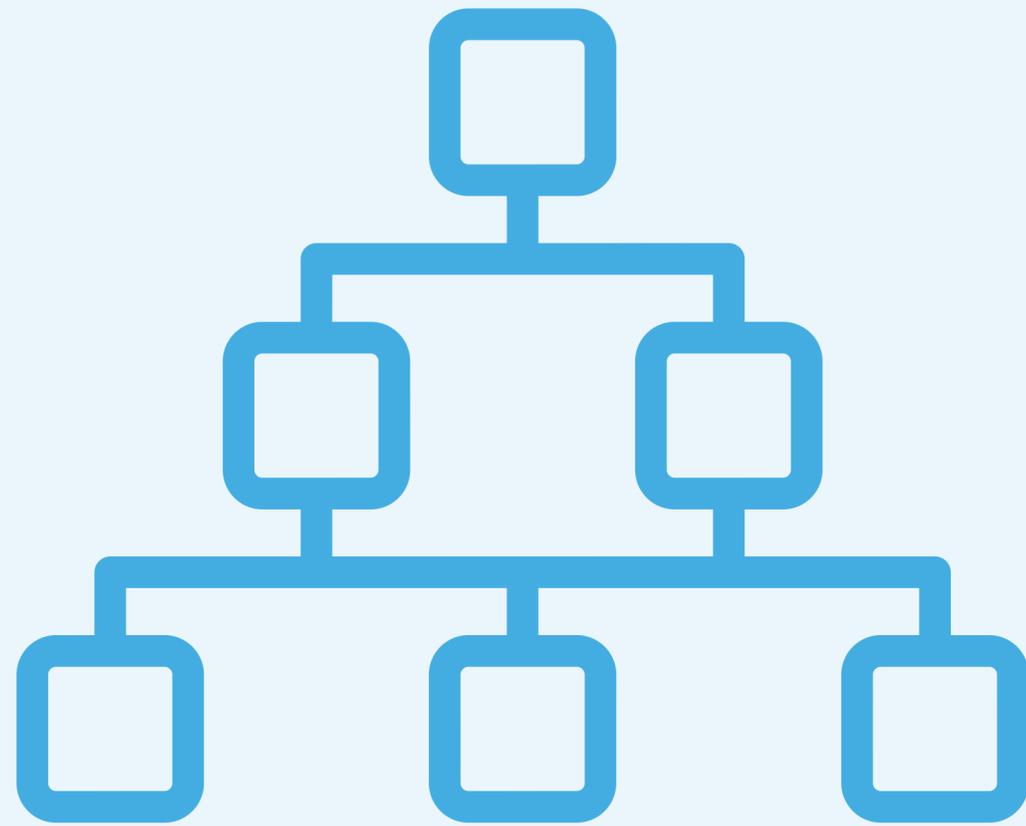


“We would like two weeks to work on tech debt”

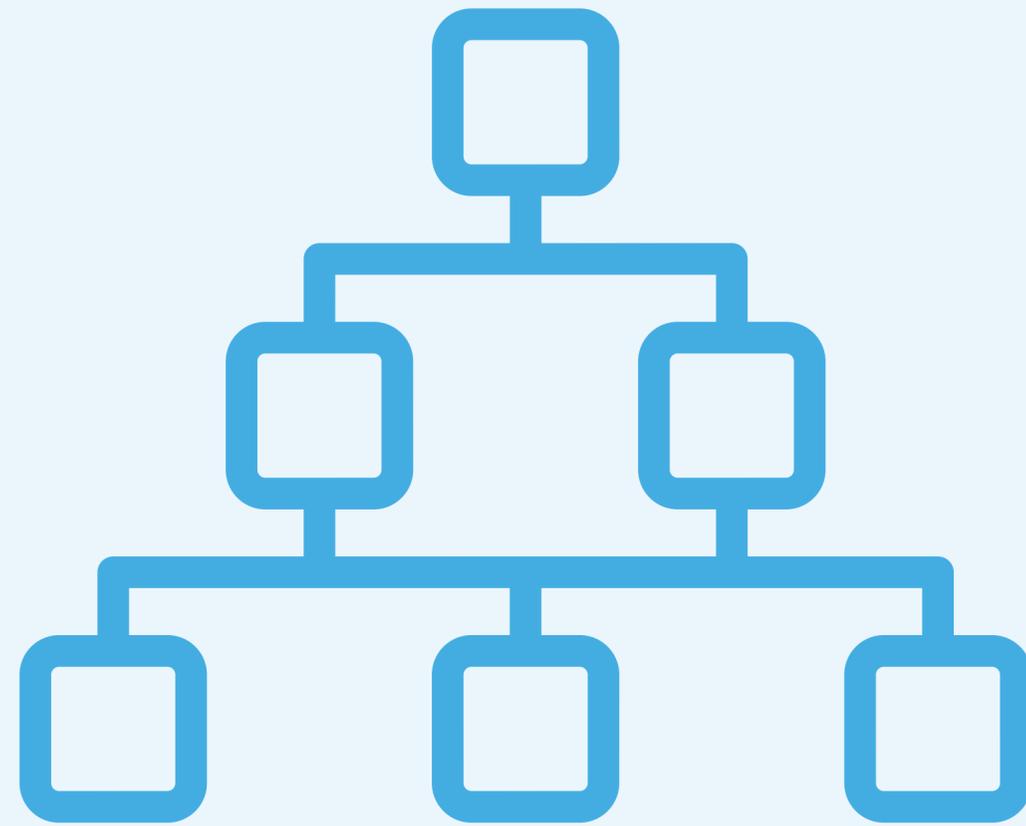
Trust



Also... dependencies



Also... dependencies



Product Success



Campaign



Delivery

Also... dependencies

Initiative



£5M TV Campaign

Also... dependencies

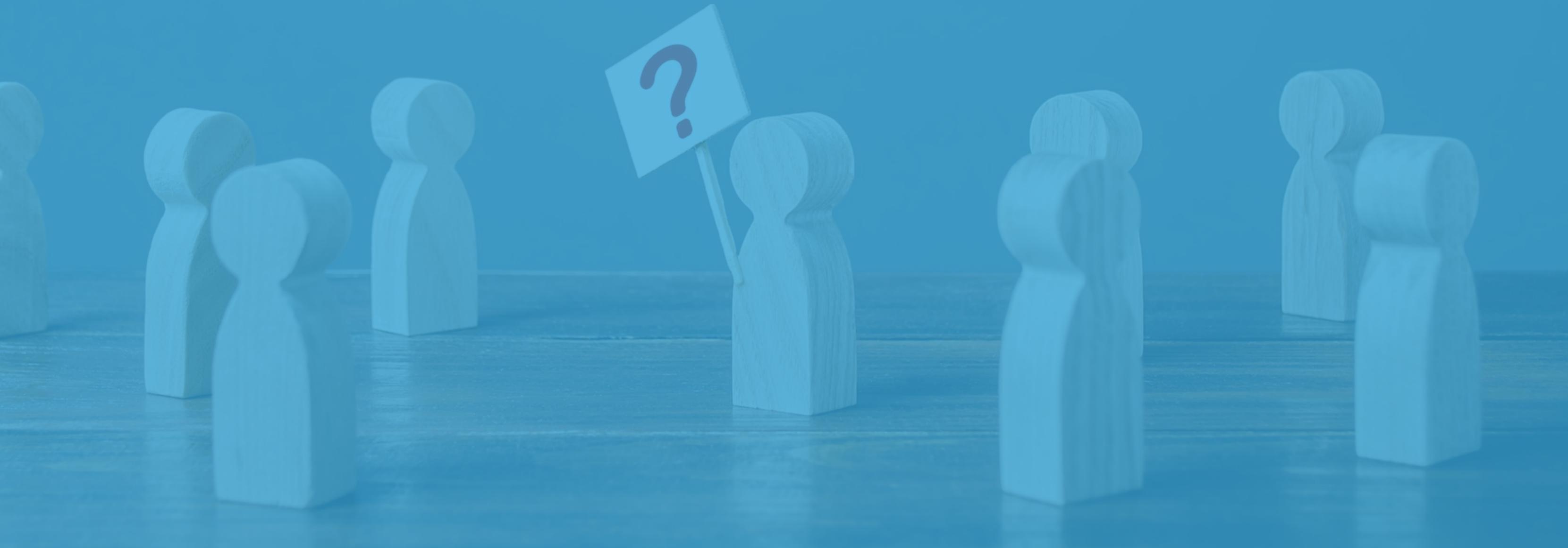
Initiative



£5M TV Campaign

Oops

What is Delivery Management?



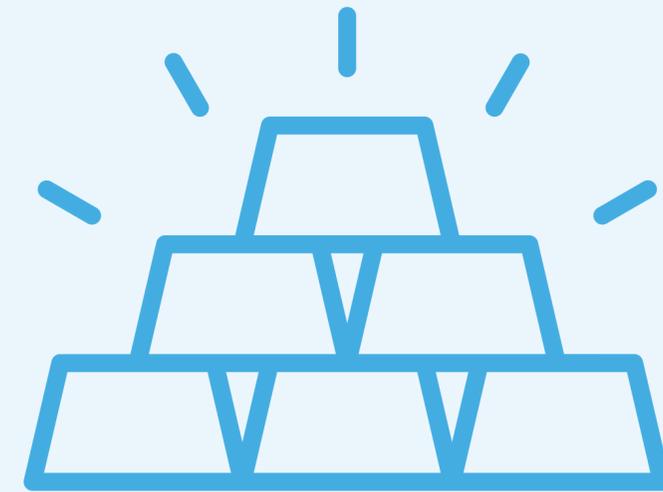
Delivery of what?



Time



Quality

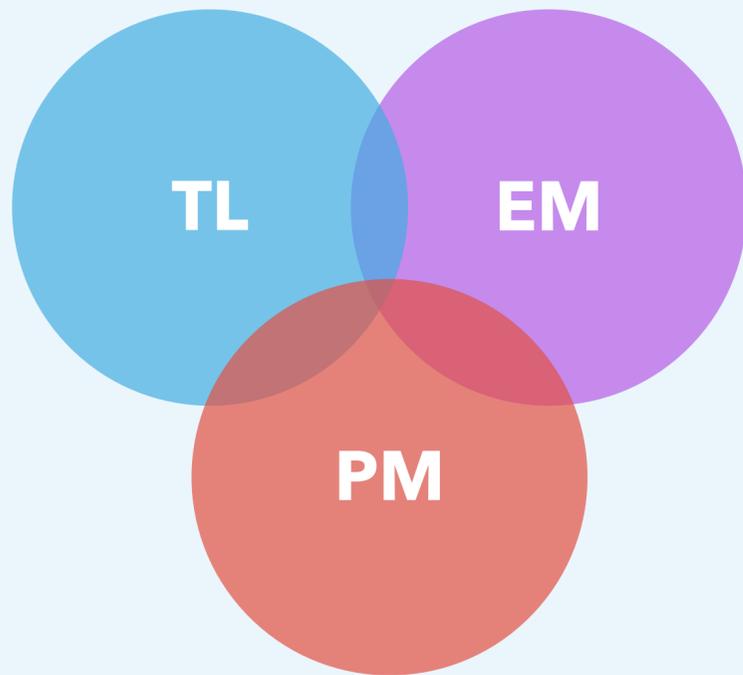


Value

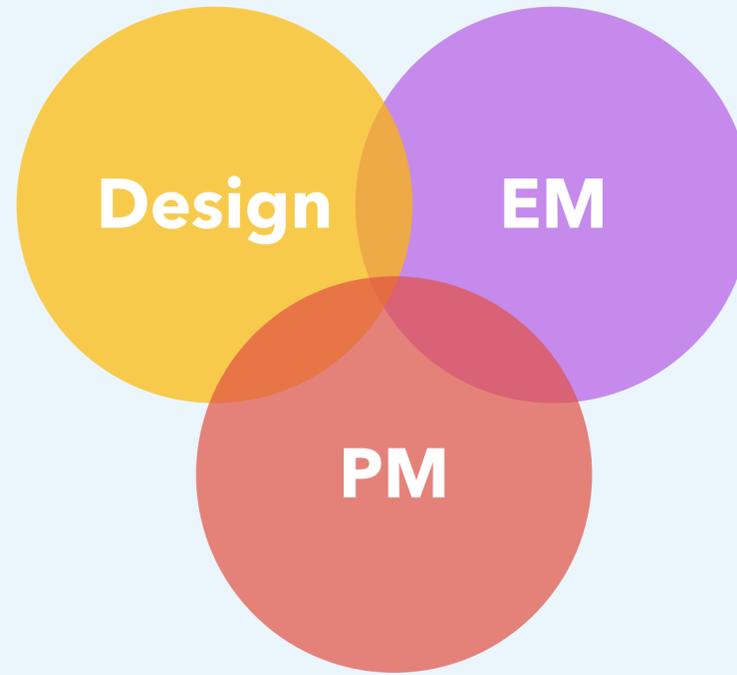
How to measure?



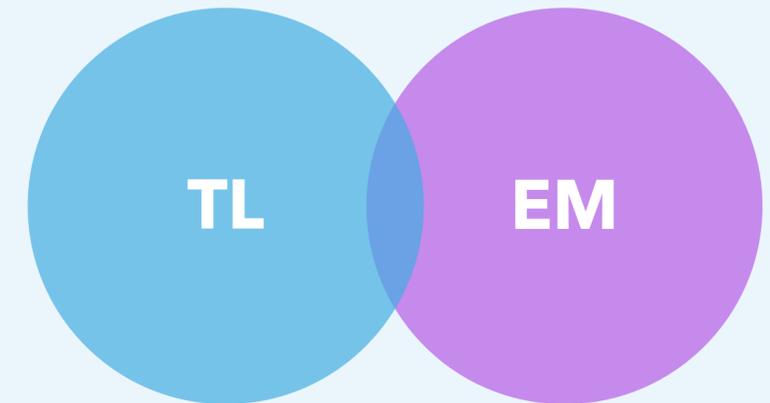
Who owns delivery?



You all do...



Joint accountability





Tragedy of the commons

*I thought they were
responsible for delivery*



Tragedy of the commons

*If you're a leader, you're
always accountable*



How



How

- 1 Build an accurate plan

CTO



"How much is left to complete?"



You

CTO

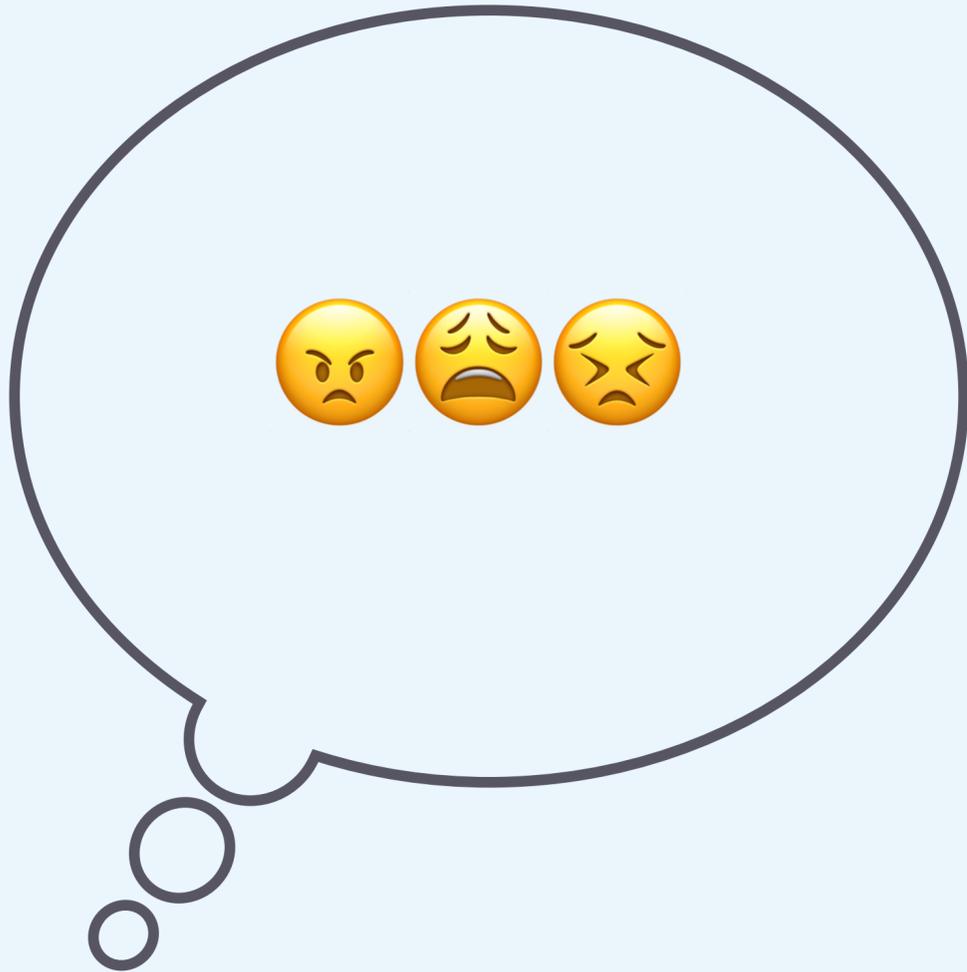
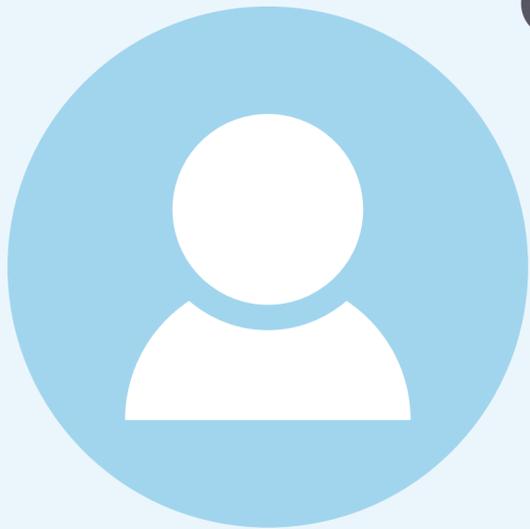


*"But this is too hard
to estimate?"*



You

CTO



You



*“Plans are worthless,
but planning is everything”*

- Attributed to Dwight D. Eisenhower

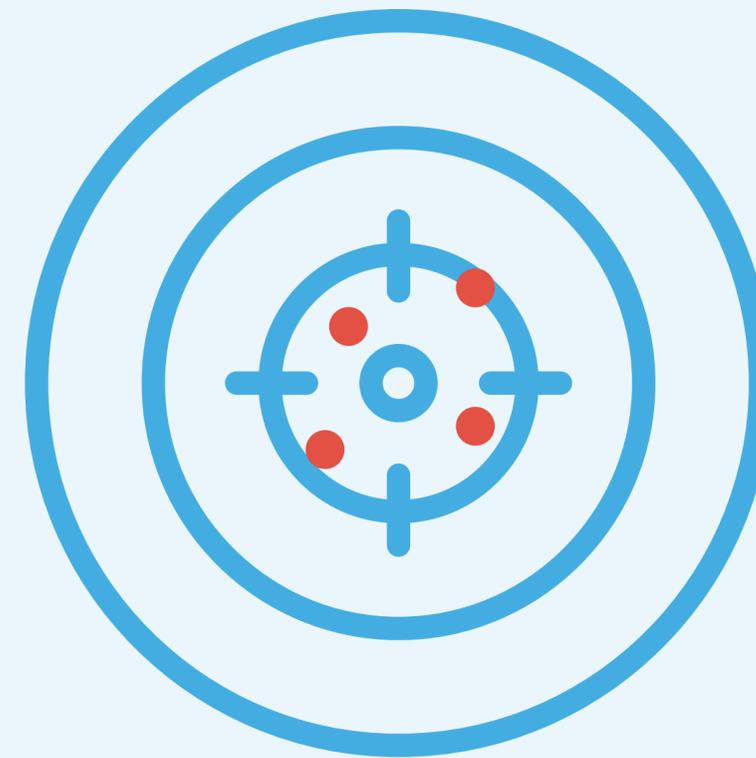
Good plans answer

- ▶ Do we know the outcome?
- ▶ Do we know what we need to do?
- ▶ Do we know (approximately) how long?
- ▶ Are we aware of critical dependencies?
- ▶ How do we know we are done?

Precision vs Accuracy



Precisely inaccurate



Imprecisely accurate

Example

“Our migration will be done on May 12, 2026”

Precisely inaccurate

“Our migration will be done in Jan '26 +/- 1 month”

Imprecisely accurate



How

- 1 Build an accurate plan



How

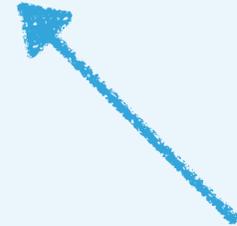
- 1 Build an accurate plan
- 2 Show constant visible progress

Constant visible progress



< 1 week

Daily



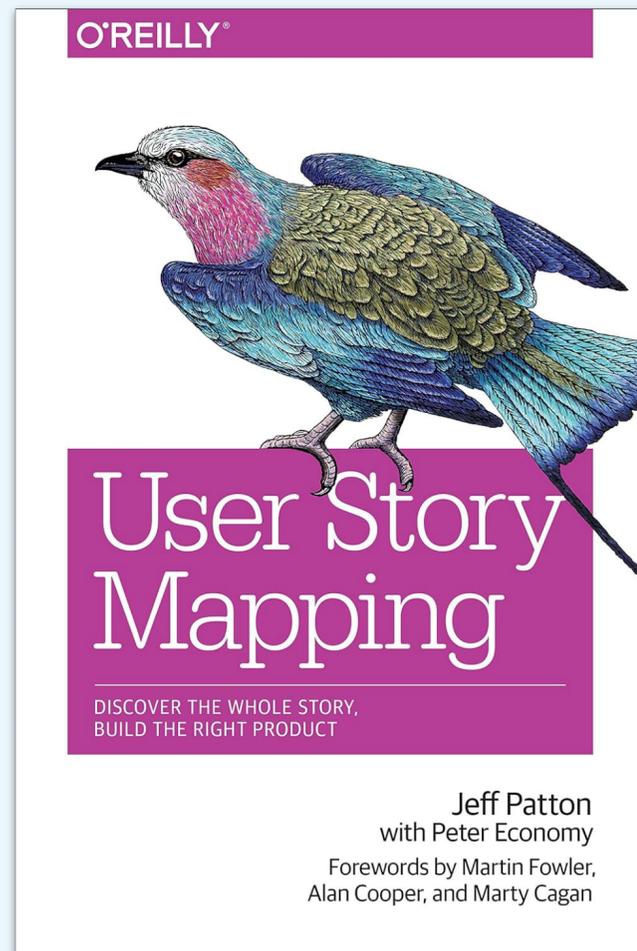
User focused

“

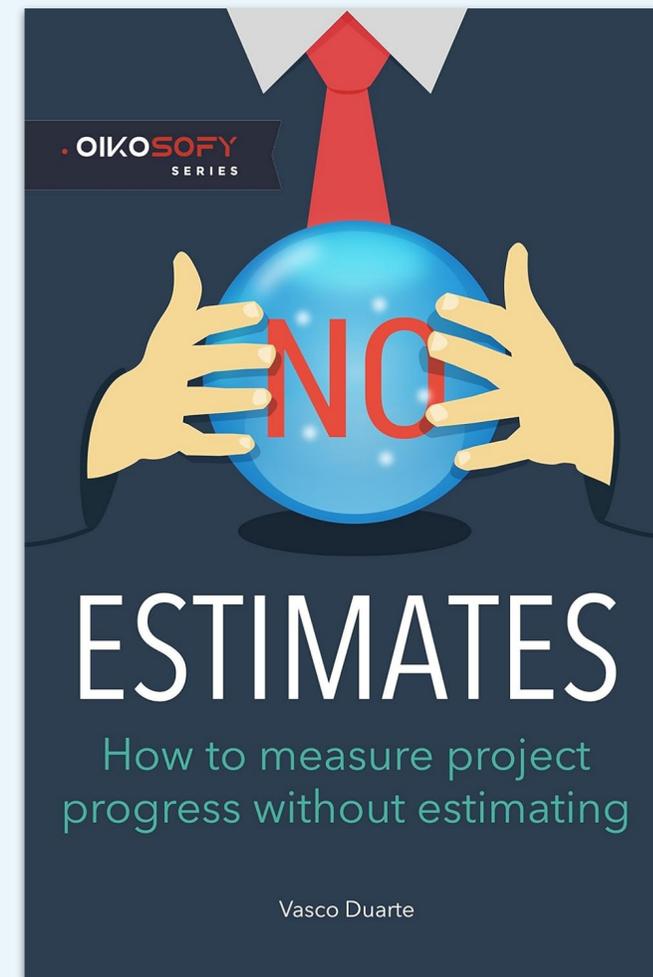
*But our work
is too big to ship*

”

Constant visible progress

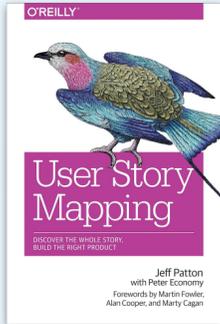
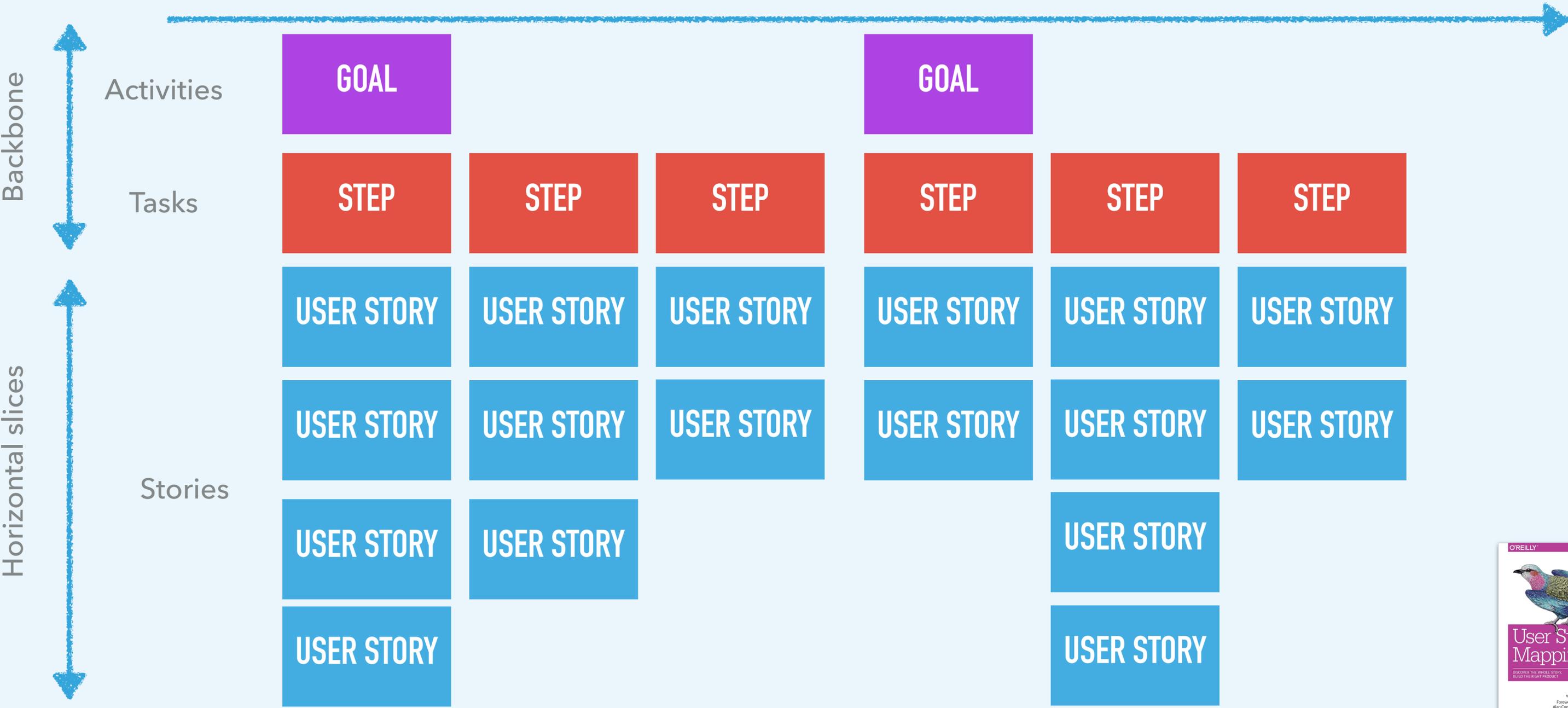


(2014)



(2015)

User flow



Prompt

Please give me a summary of techniques to slice user stories into smaller increments

Please give me a summary of techniques to slice user stories into smaller increments

Sure! Here's a concise summary of **techniques to slice user stories** into smaller, more manageable increments:

◆ Summary of Story Slicing Techniques:

1. Workflow Steps

Break down by stages in a process (e.g., form design → submission → confirmation).

2. Data Variations

Start with basic data types or inputs, then handle more complex or edge cases.

3. CRUD Operations

Split stories by Create, Read, Update, Delete actions.

4. Happy Path First

Begin with the ideal use case, then handle exceptions and edge cases separately.

5. Platform or Channel

Deliver on one platform (e.g., web) before other (e.g., mobile).

Prompt

I'm going to give you a description of a user scenario. Please give me suggestions on how to split this into a set of small user stories.

I'm going to give you a description of a user scenario. Please give me suggestions on how to split this into a set of small user stories.

Perfect — go ahead and drop the user scenario, and I'll help you break it down into small, focused user stories that deliver value incrementally. Ready when you are!





Scenario

*I would like to register a patient for
a medical clinic based in the UK*

Suggestions

I would like to register a patient for a medical clinic based in the UK

Great — let's take that scenario and break it down. Here's the base user story:

As a clinic administrator, I want to register a patient so they can receive medical services.

Now let's slice this into smaller user stories using different techniques. Here's a breakdown:

🧩 Sliced User Stories

1. Happy Path First

- As a clinic admin, I can enter a patient registration.

2. Workflow Steps

- As a clinic admin, I can record the patient's details.
- As a clinic admin, I can record the patient's registration.

3. Business Rules and Validation

- As a clinic admin, I am notified if required fields are missing.
- As a clinic admin, I am alerted if the NHS number is invalid or already in use.
- As a clinic admin, I can register patients who are temporary or overseas visitors.

4. Data Variations & Edge Cases

- As a clinic admin, I can register a patient without an NHS number.
- As a clinic admin, I can update a patient's details after registration.

5. User Segments

- As a walk-in patient, I can fill out a self-registration form via tablet at the reception.
- As a returning patient, I can verify and update my information online.

“

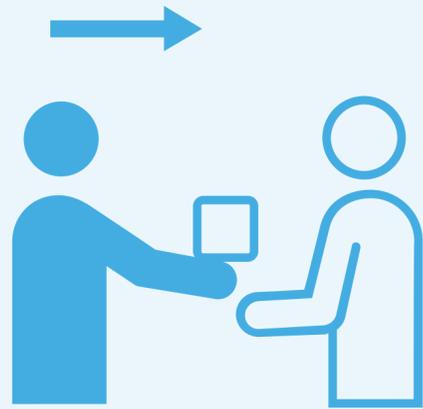
*Our work will
speak for itself*

”

Constant visible progress

What you see is not
what other's see

Constant visible progress



Proactive
communication



Status
reports



Steering
meetings



Raise in
1-1s



How

- 1 Build an accurate plan
- 2 Show constant visible progress



How

- 1 Build an accurate plan
- 2 Show constant visible progress
- 3 Anticipate the future

We can't predict the future



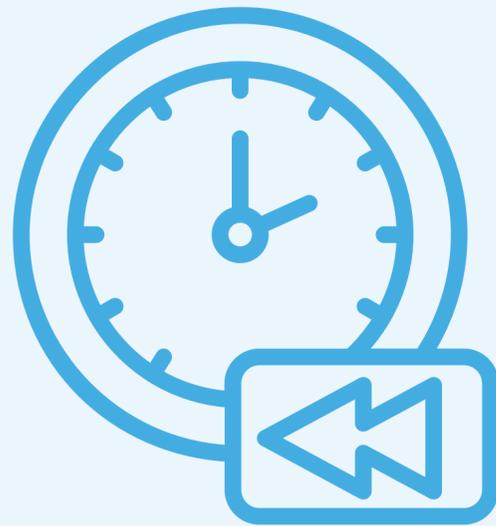
We can't predict the future



But we can guess a few things



About the future

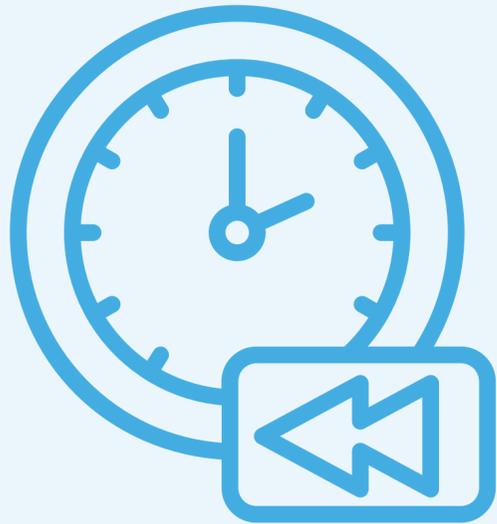


Learn from
the past

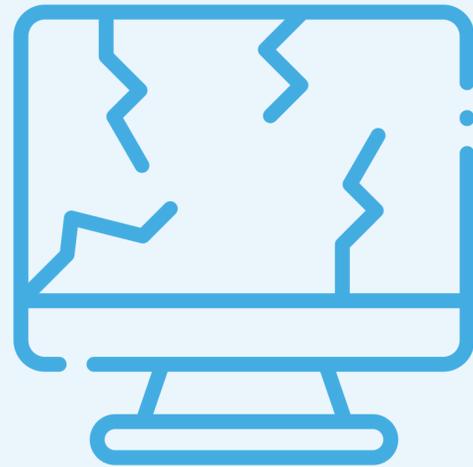
- ▶ What has gone wrong in the past?
- ▶ How can we reduce risk?
- ▶ Use futurespectives/pre-mortems



About the future



Learn from
the past



It won't go
perfectly



About the future

Known unknowns



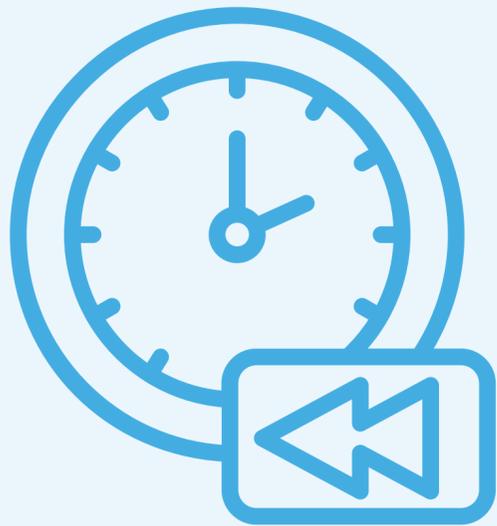
Planned schedule

Contingency

“Under commit and overdeliver”



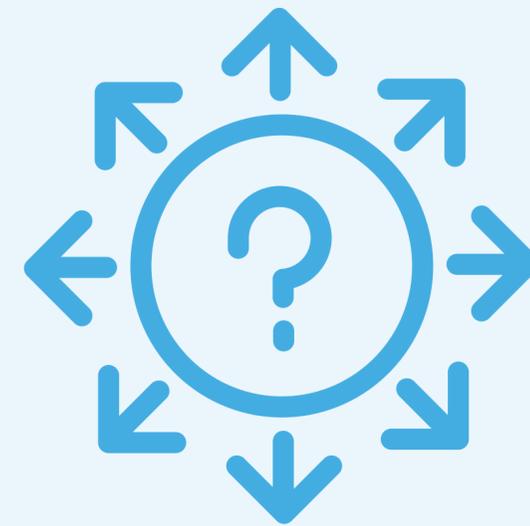
About the future



Learn from
the past



It won't go
perfectly

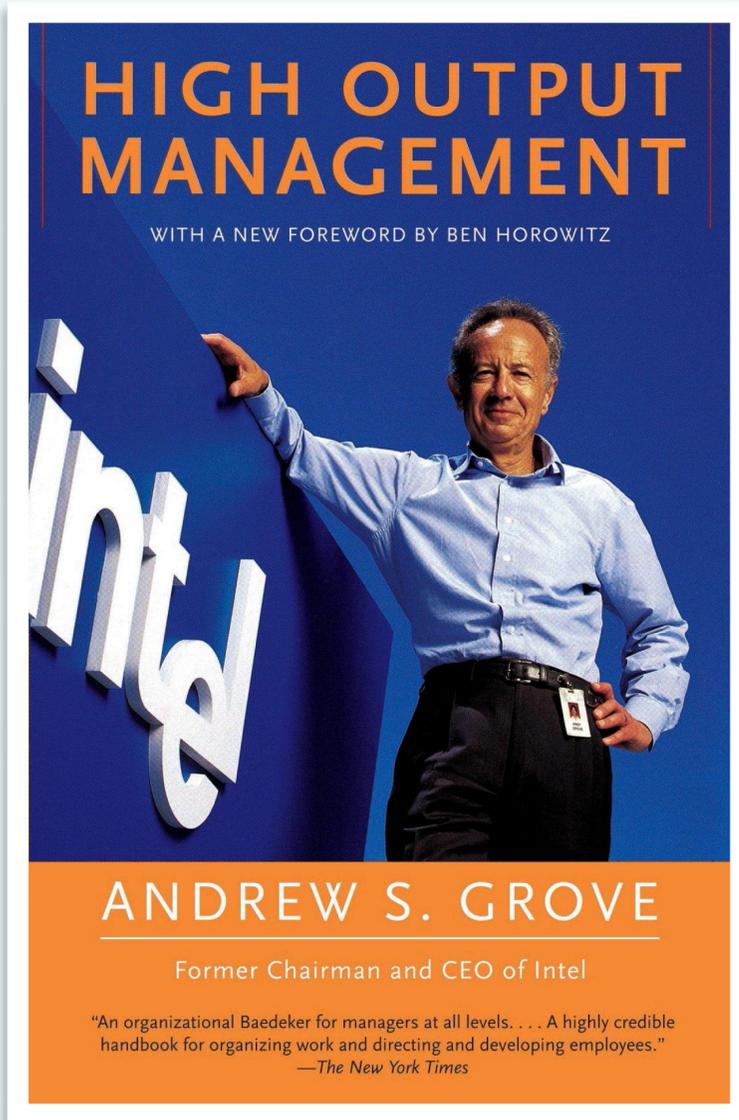


There will be
uncertainty



How

- 1 Build an accurate plan
- 2 Show constant visible progress
- 3 Anticipate the future
- 4 Drive decision-making



"A manager also makes and helps to make decisions"

Gaps



Dependencies





- ▶ Establish a steering committee
- ▶ Present options/trade-offs
- ▶ Decide (and document)
- ▶ Communicate decisions



How

- 1 Build an accurate plan
- 2 Show constant visible progress
- 3 Anticipate the future
- 4 Drive decision-making

CTO



*"Our organisation is
really **great** at
delivering 😊"*



Coach

Stay in touch

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and managers?

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