

better, aligned
decisions, **everyday!**



What if it all comes down to . . .

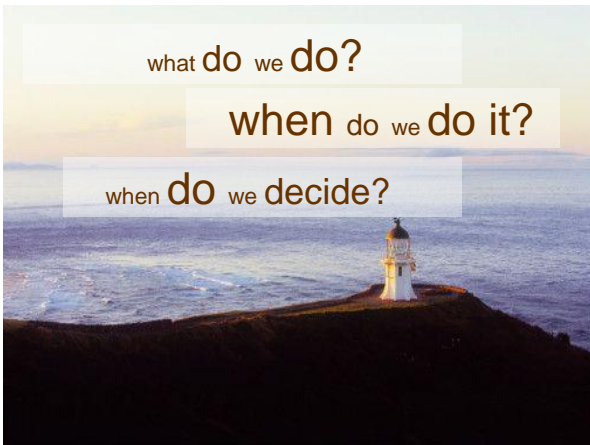
making better decisions?



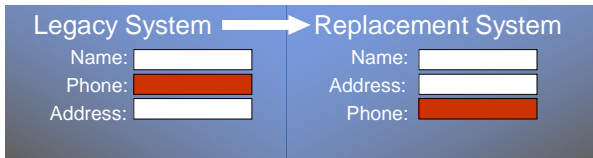
what do we do?

when do we do it?

when do we decide?



And...
how do we
decide?



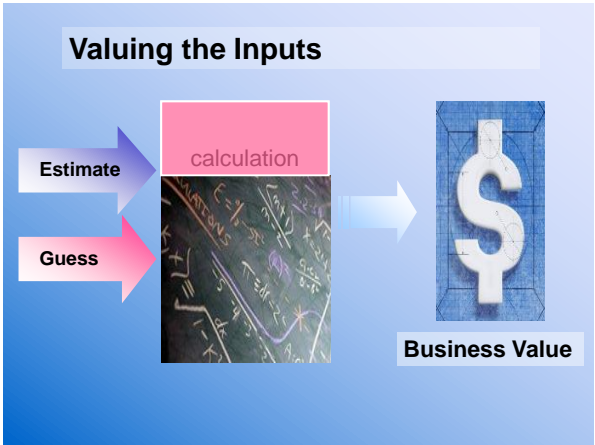
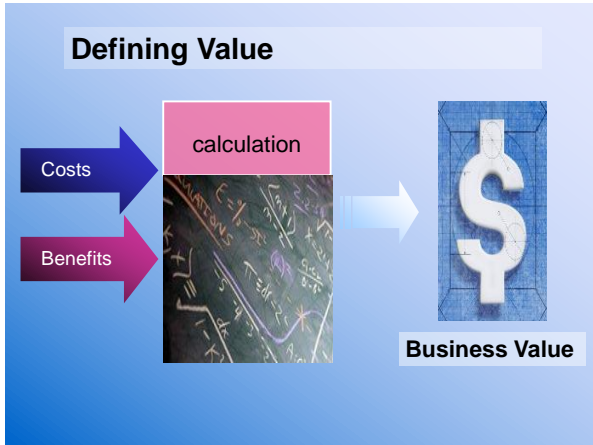
what's the **value** of
this required
change?



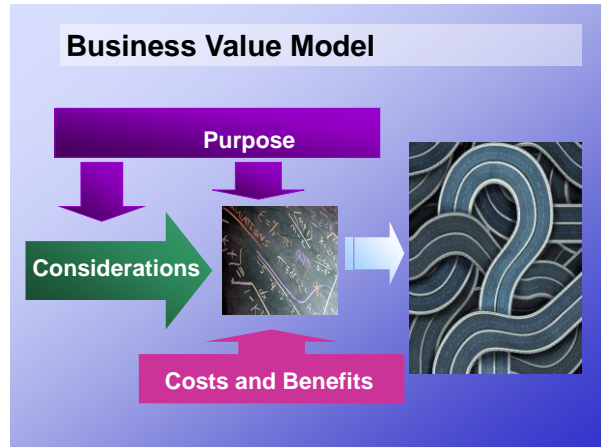
Ideally, we decide based on

value,

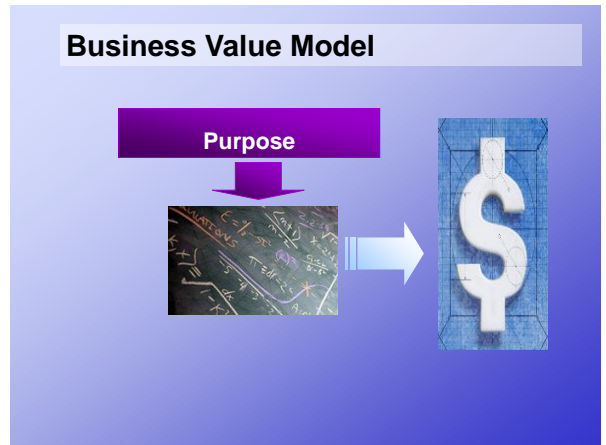
but, what's that?



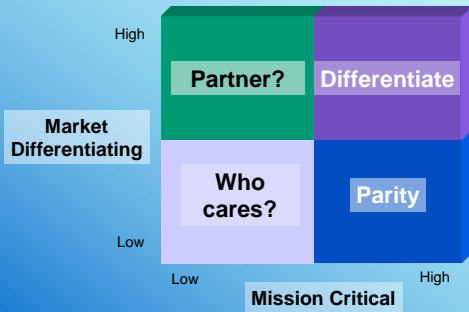
we need some help !



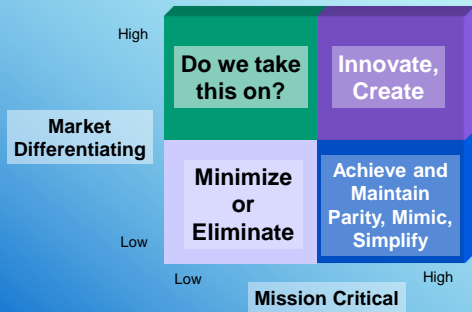
where
do
we
start?



Purpose Based Alignment Model



Purpose Based Alignment Model



The Differentiating Rules

Rules	How?
Always Be the Market Leader	Innovate now and forever
Focus	Have 1-3 specific things you do better than anyone else
Own Differentiating	You cannot outsource your innovation

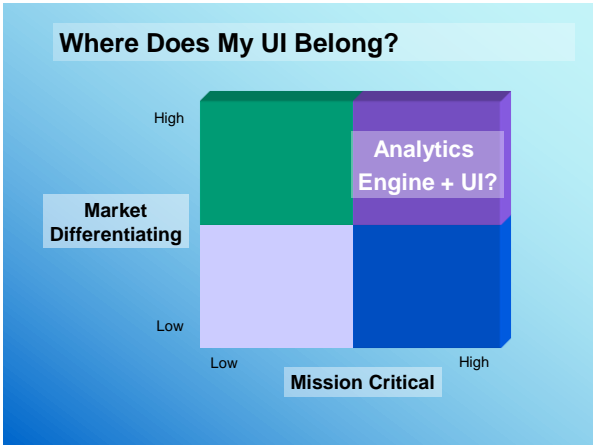
The Parity Rules

Rules	How?
Fill Any Gaps Because Gaps Kill	Adopt Best Practices – adopt the innovation of market leaders
Eliminate Risks Because Risks Kill	Simplify – complexity increases risks and reduces agility
Create Capacity To Focus Resources on Innovation	Standardize – there is only downside to exception handling of Parity activities

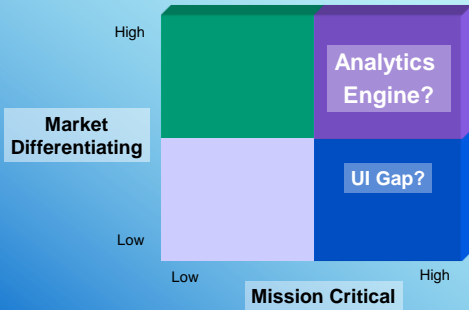
How about an example?



Competitor's Killer UI



Where Does My UI Belong?



UI As Parity



new design goals:

- “go to school” on competitor’s UI

don’t be ● so bad

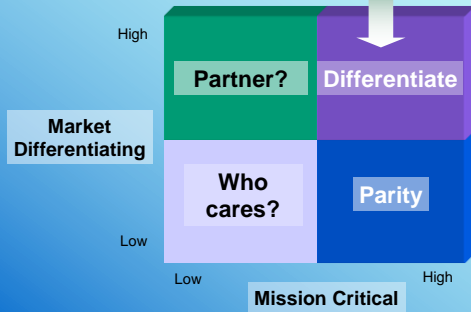
Results

- Market-aligned project, cut time by **50%** and costs by **40%**.
- Resources to create next evolution of analytics engine.



The Challenge?

Strategy



strategy = sustainable
competitive advantage



4 important questions:

1. Who do we serve?
2. What do they want and need most?
3. What do we provide to help them?
4. What is the best way to provide this?

the “billboard” test...



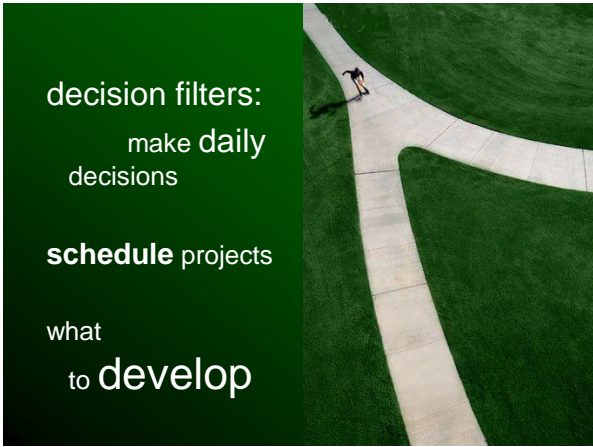


Galapagos "Billboard"



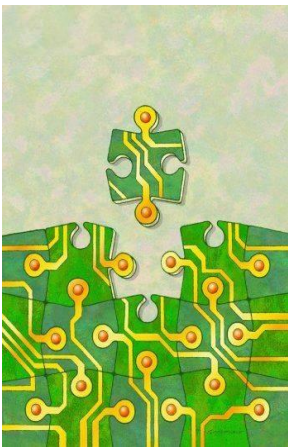
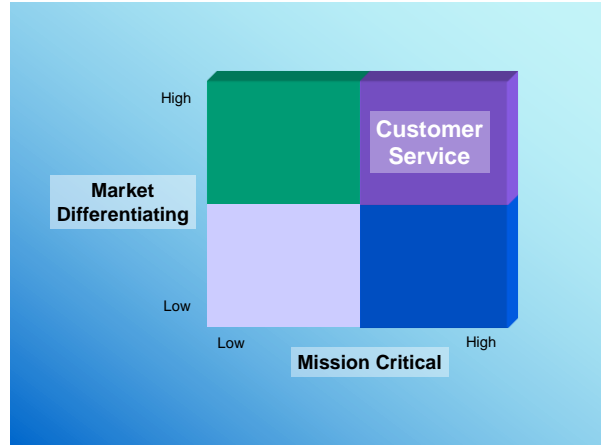


strategy
creates
decision
filters
→ a **HUGE** idea!

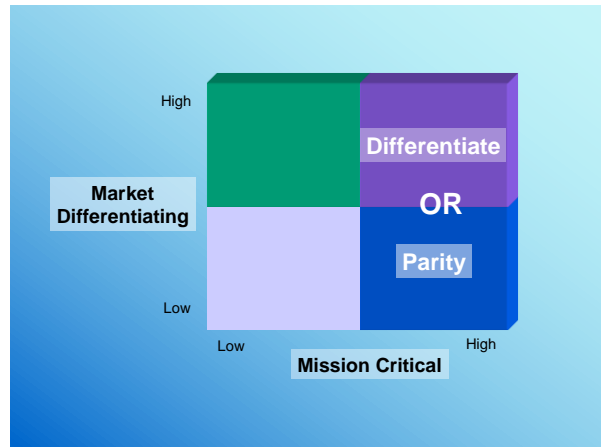


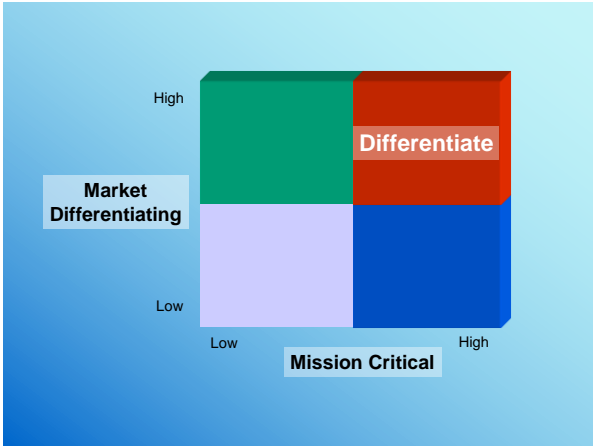
How about another example?

single purchase,
multiple credit cards



**requires
customization**





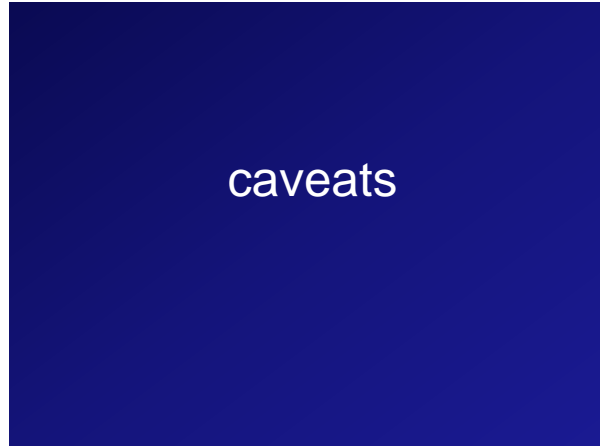
pass the “billboard” test?



treat exceptions as exceptions



caveats



common sense not
common
practice



parity is mission critical



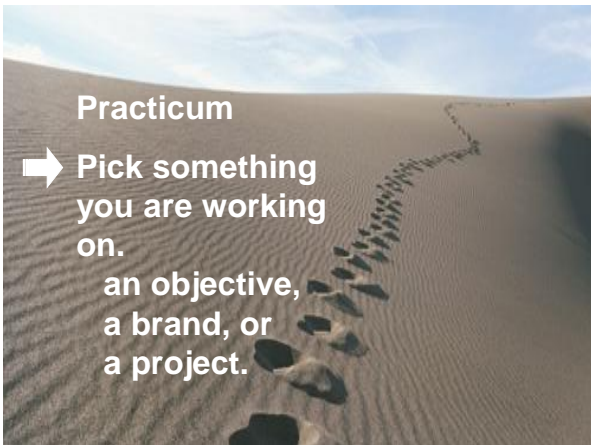
purpose is **not**
priority



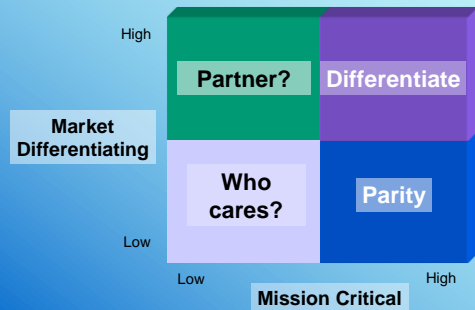
differentiating
changes
over
time

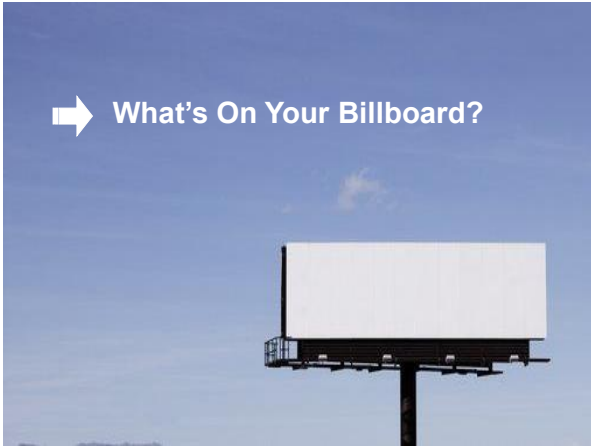
Practicum

➔ Pick something
you are working
on.
an objective,
a brand, or
a project.



➔ What is the purpose?





➡ What's On Your Billboard?

➡ your
decision
filter?

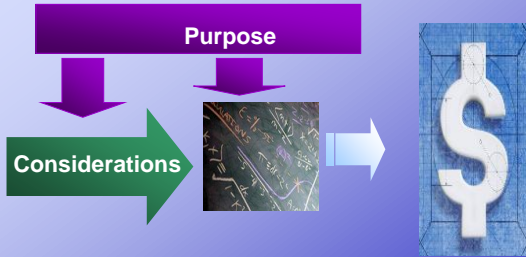


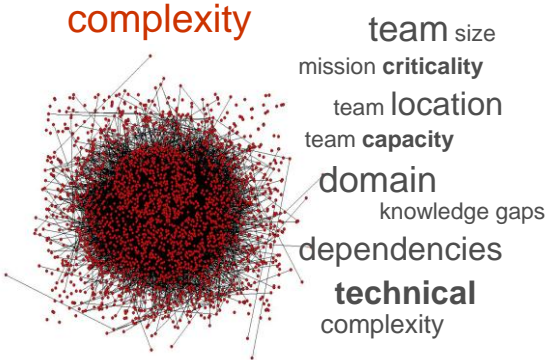
➡ do you have any
exceptions?



other
considerations
?

Business Value Model





uncertainty

market

uncertainty

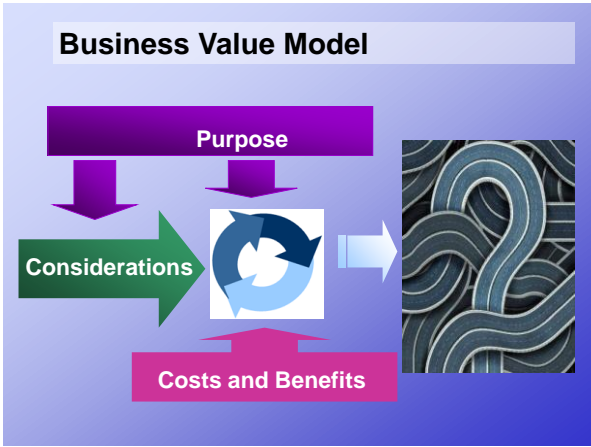
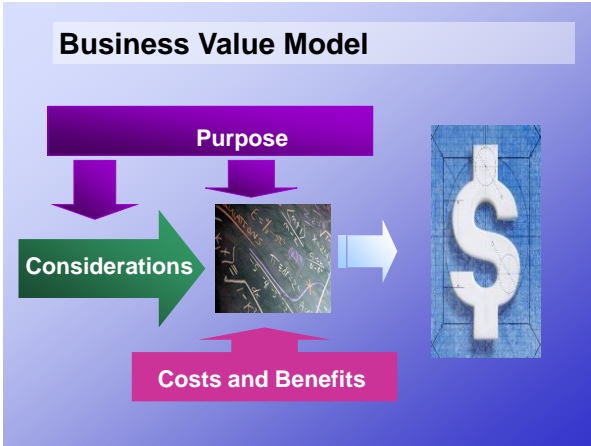
technical

uncertainty

project **duration**

dependents



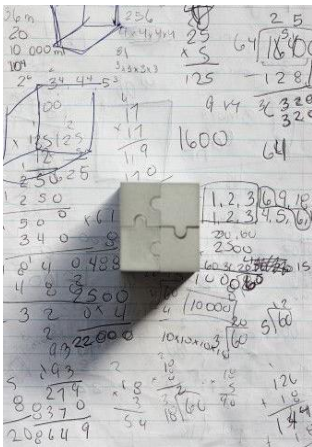


resolve differences

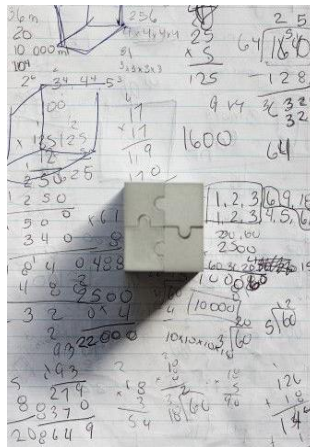


group chunks

high — medium - low



➡ What are your largest value chunks?



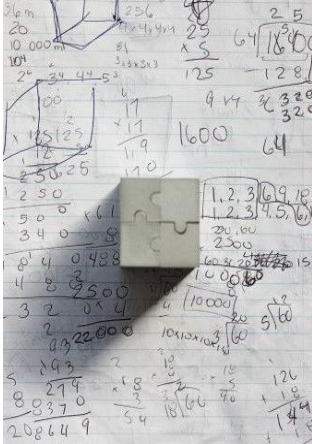
“build”
a
chunk...



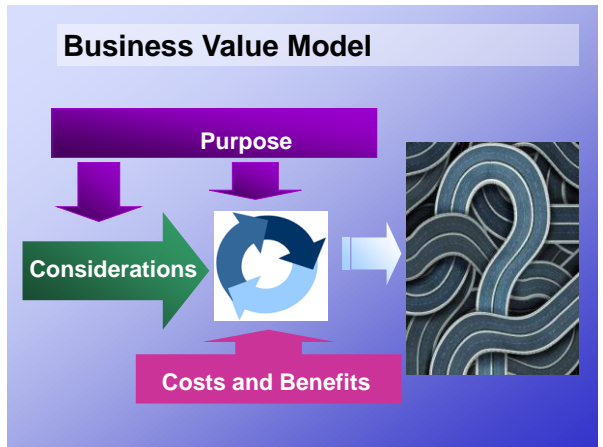
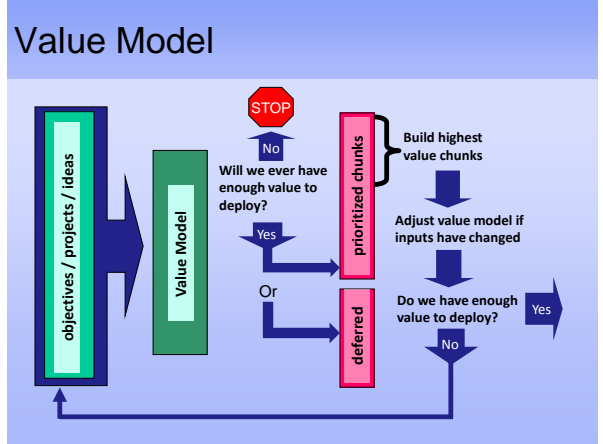
...you can
ask...

Do we have enough business
value to go to market?

Should we continue?



What goes in the next cycle or chunk?





it's
a
collaboration

