

Move from Idea to Working Change

Factory Capability F3: Delivery.
Turning approved designs into stable, working realities.



The Factory Domain: The Engine of Value

Delivery sits precisely in the middle of the Factory sequence. It is the moment the organization stops planning the improvement and makes it real.



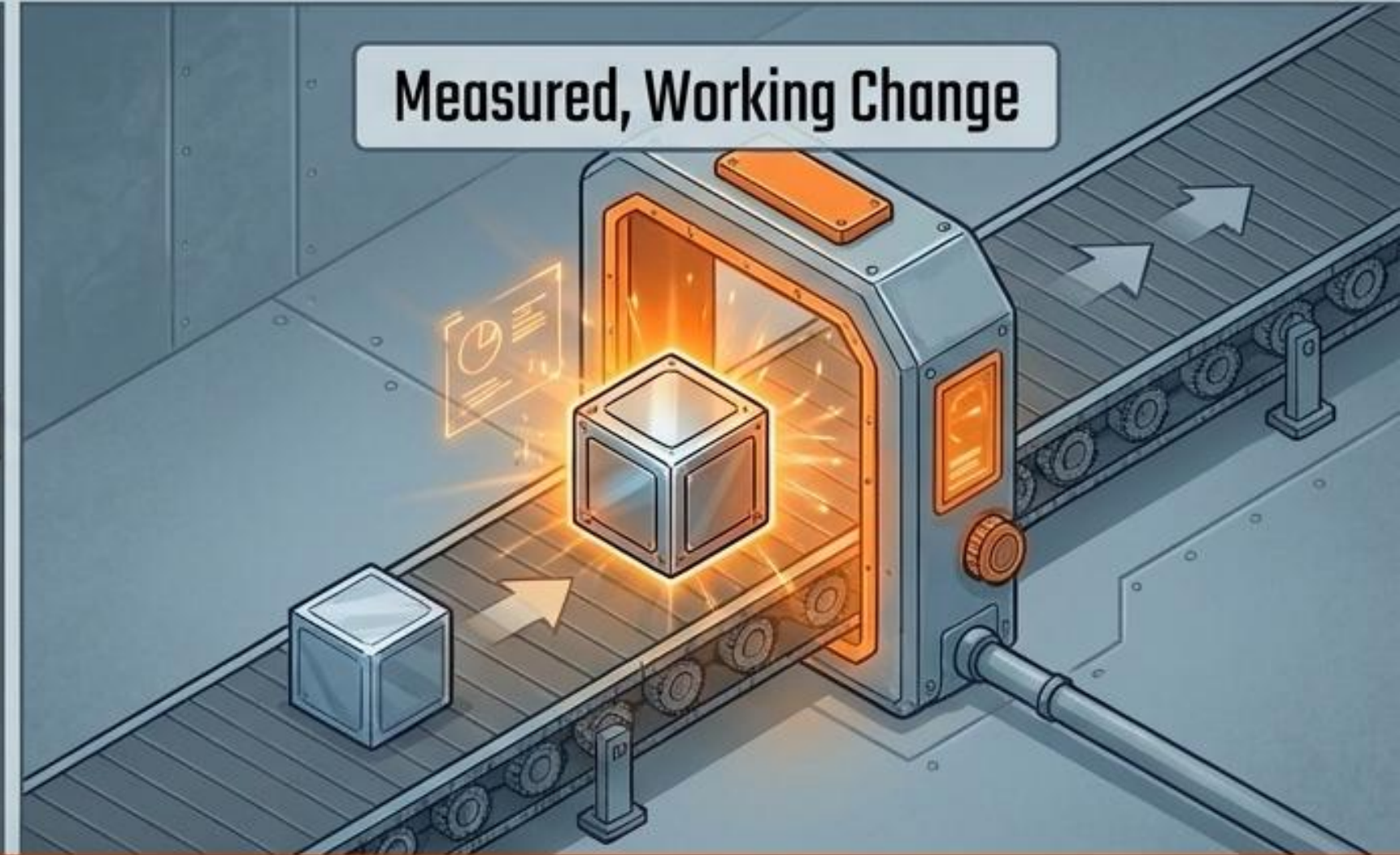
The Delivery Illusion: Go-Live is Not Success

Many organizations have more ideas than working improvements. They approve use cases, hold workshops, create designs, and run pilots. Then the work stalls because nobody owns the delivery path.

The Pilot Graveyard



Measured, Working Change



The Rule: A release can go live and still fail to create value. Delivery is successful only when the use case is stable enough for users to operate it, and for Measurement to prove what changed

The Boundary Line: Launching vs. Embedding

Delivery provides the working change. Adoption ensures people actually use it. If these blur, value is lost.



Delivery (Factory Domain)

- Builds and configures the solution.
- Tests the outputs, controls, and access.
- Fixes post-launch defects.
- Releases the tool to the operation.



Adoption (People Domain)

- Embeds the tool into everyday work.
- Changes human behavior and routines.
- Stops reliance on old workarounds.
- Proves safe, repeated use by employees.

The Machinery of Execution: Five Core Behaviors

Delivery turns a designed use case into a working release through a disciplined, linear assembly path. It coordinates the build, tests the workflow, and stabilizes the launch.



Node 1: Plan the Delivery Path

Before build begins, Delivery confirms readiness. The design must be approved, owned, funded, and scoped.

Scope

Controls

Dependencies

What it means in practice:

- Confirm scope, owner, and roles.
- Map cross-domain dependencies (Technology, Data, Risk).
- Define success measures and required controls.
- Establish the release path and support plan.

Node 2: Build and Configure

Construct the solution without breaking the enterprise architecture.



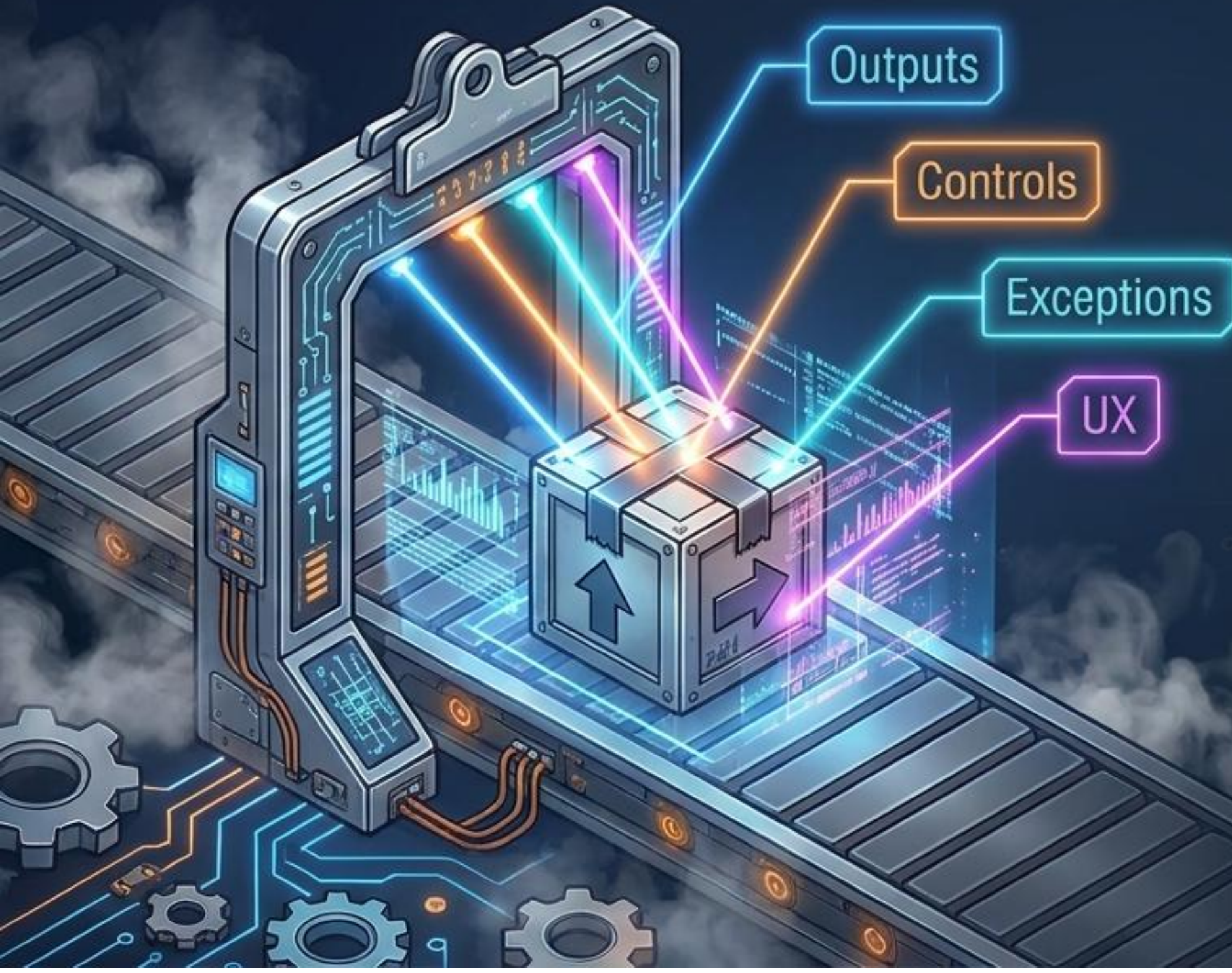
**Approved
Platform**

What it means in practice:

- Assemble or configure the solution using approved platforms.
- Ensure data flows through approved, governed pipelines.
- Apply authorized integration and automation patterns.
- Coordinate with Technology to ensure security and resilience standards are met.

Node 3: Test the Work, Not Just the Tool

A tool can function perfectly while the workflow fails completely. Testing must evaluate real operations.



What it means in practice:

- ✓ **Outputs:** Are the results accurate and valuable?
- ✓ **Controls:** Do human review and risk escalations trigger correctly?
- ✓ **Exceptions:** Does it fail safely when given bad data?
- ✓ **Experience:** Is the user experience intuitive and support-ready?

Node 4: Controlled Launch

Release the improvement into the live environment without creating operational chaos.



Go-Live Criteria

What it means in practice:

- Ensure communication, training, and ownership are in place.
- Verify that issue management and support paths are active.
- Execute against clear, pre-defined go-live criteria.
- No surprise drops into the workforce.

Node 5: Stabilize and Resolve

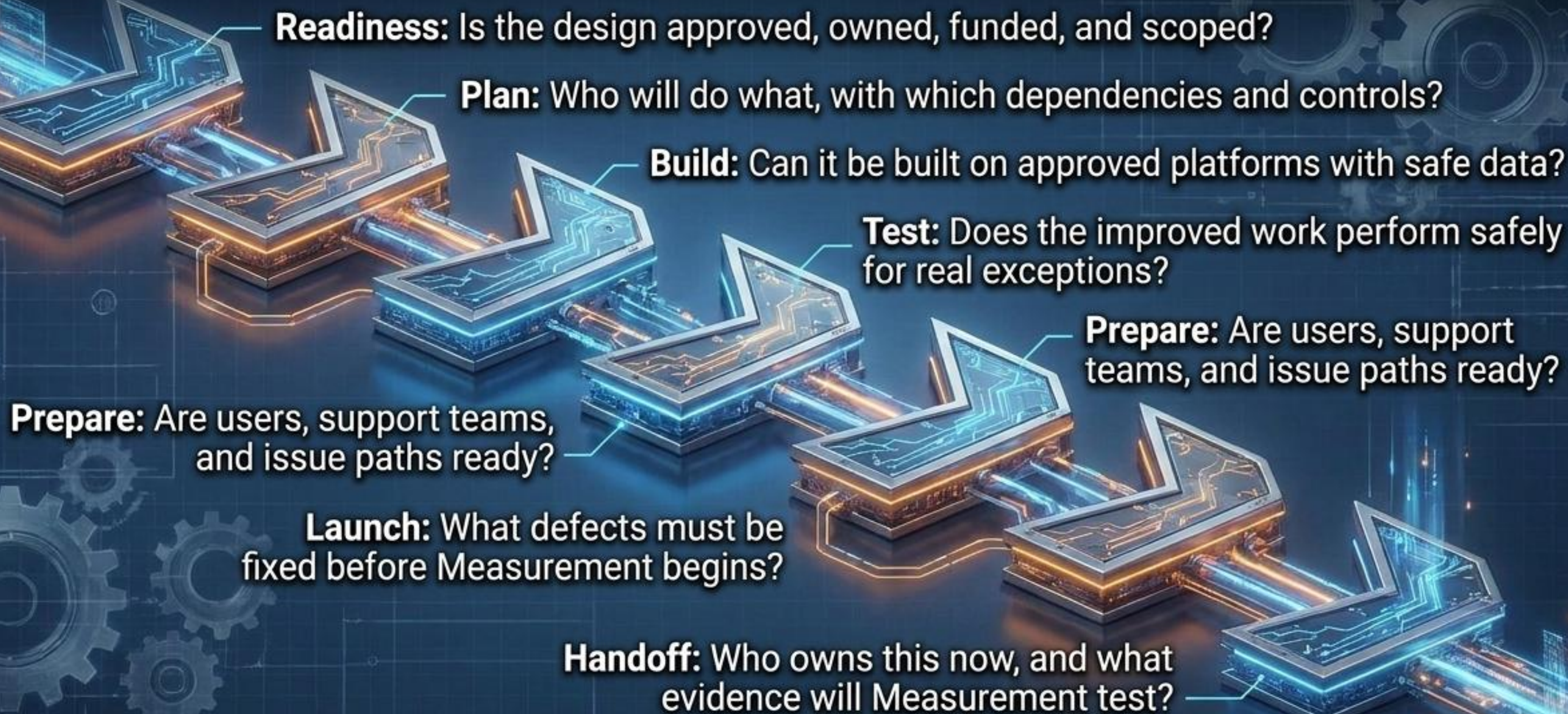
Issues after launch are not surprises; they are expected stabilization work.

What it means in practice:

- Actively hunt and fix early defects and data issues.
- Monitor early use and support users through initial friction.
- Resolve control issues before they escalate.
- Prepare a clean, documented handoff to ongoing owners and Measurement.

The Operating Flow: From Readiness to Handoff

The practical checklist for moving any use case through the Delivery engine.



The Delivery Dashboard: Three Practical Outputs

Delivery produces just enough artifacts to make the release clear, testable, supported, and ready for Measurement. A mature capability only needs these three.



Output 1: The Delivery Plan

The Artifact: Defines scope, roles, timeline, dependencies, controls, testing, launch path, and support responsibilities. Short, realistic, and connected directly to the approved design.



Approved delivery plan with scope, milestones, and dependencies.

Output 2: Launch Readiness Checklist

The Artifact: Confirms that testing, access, controls, training, support, communications, and issue paths are fully ready. Used as a hard gate before release, not a box-ticking formality.



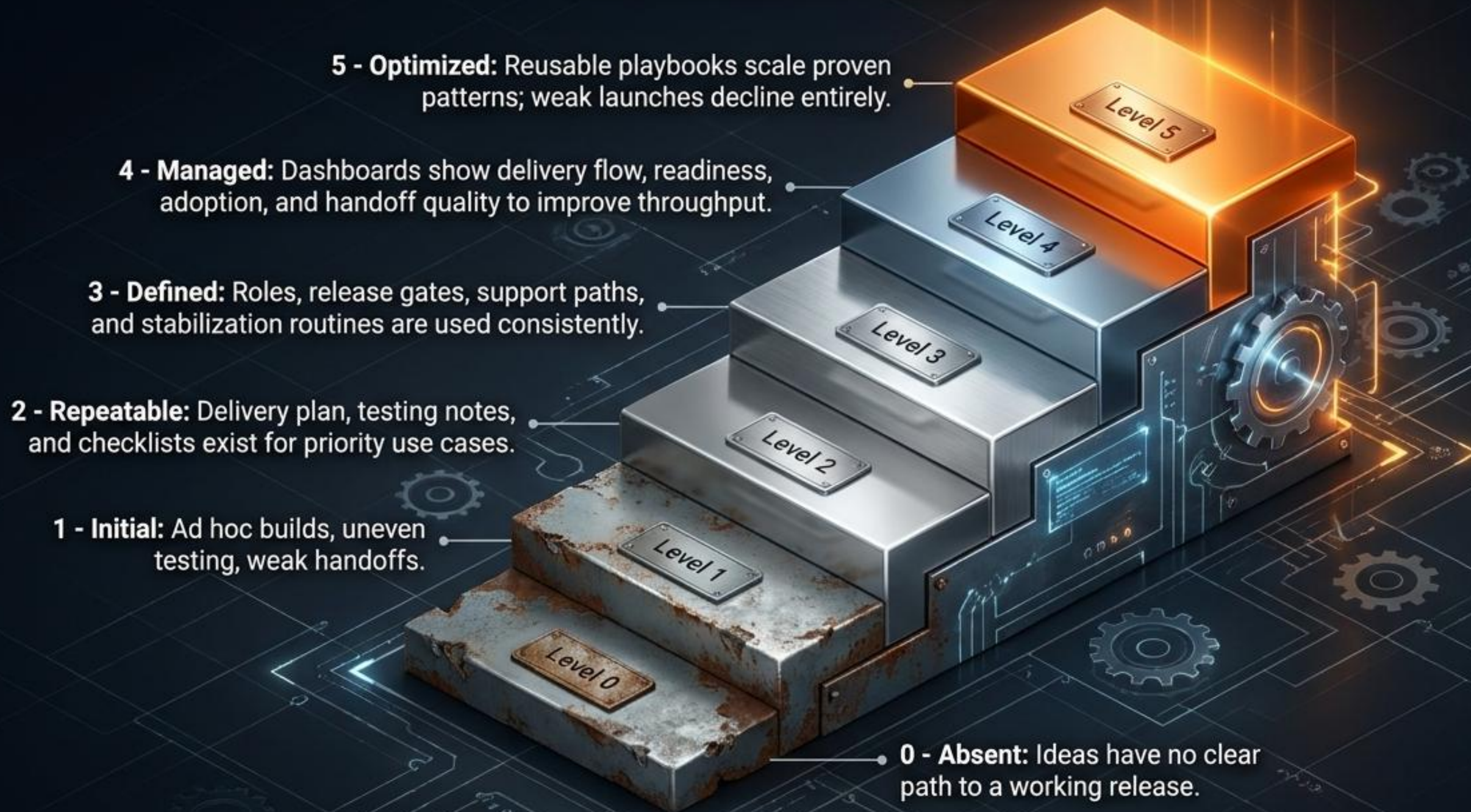
Output 3: Stabilization and Handoff Record

The Artifact: Captures defects, fixes, owner handoff, and the baseline evidence required for Measurement. It proves the release is stable enough to operate and evaluate.



Measuring Delivery: Where Are You?

Score evidence, not aspiration.



Activating Delivery: Monday Morning Moves

Do not build a massive PMO. Start with practical discipline on a single use case.



First Actions:

1. **Pick one approved Design** ready to move into **Delivery**.
2. **Name the use case owner, delivery lead, and support owner.**
3. Create a one-page **Delivery Plan**.
4. Draft a **Launch Readiness Checklist** before the build begins.
5. Define what **evidence Measurement** will need after stabilization.

The Final Rule: The work is not successful because it was launched. It is successful when people can use it, ownership is clear, and evidence shows what changed.