

The Delivery Readiness Review

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Strategy, made real.

Approval is not adoption

A strategy gets signed off, everyone goes back to work on Monday, and whether it moves depends on apparatus that nobody examined during the approval. The Delivery Readiness Review establishes whether that apparatus can carry what has just been approved.

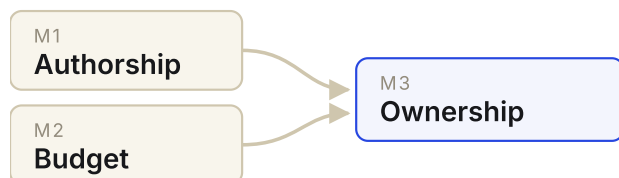
It is due diligence on a decision already taken. The strategy is not second-guessed and its content is not the subject. The work is prospective: what already supports delivery, where the gaps sit, and what would have to change first for the rest to hold together.

What it examines

Five mechanisms, arranged in two clusters that do not depend on each other.

CLUSTER A

Can the strategy command the work?



CLUSTER B

Can the organisation see it moving and steer it?



Direction runs inside a cluster and never between them, which is why the two repairs are independent of each other.

Cluster A asks whether the strategy can command the work.

- **Authorship.** The body that approves is not the body that delivers.
- **Budget.** The budget contradicts the strategy.
- **Ownership.** Nobody owns the outcome.

Authorship and the budget both feed ownership, and that is where they converge. A name against an outcome only means something if that person helped shape the work and can pay for it, which is why repairing ownership on its own rarely produces the result anyone wanted.

Cluster B asks whether the organisation can see the strategy moving and steer it.

- **Reporting.** The results framework reports outputs, not what they mean for the outcome.
- **Deciding.** Governance meets to report status, not to decide.

This pair is a hand-off rather than a convergence, so what matters is the quality of what passes between the two.

Neither cluster depends on the other, so an organisation can be sound on one and stuck on the other, and where both constrain delivery the two repairs can run at the same time.

Who does the work

The people named in the proposal are the people who do the work. This method turns on judgement rather than volume, on which documents get read against each other and which questions get put to which people, so a client commissioning senior time gets senior time throughout, rather than only at the presentation at the beginning and at the end.

Where the method comes from

It was built over two decades of designing strategies, delivering them, and running portfolios that were expected to deliver them, which is a different vantage point from advising on any of the three. Two of those workstreams are written up in full at alefurtado.org/method, one on performance management under an institutional strategy and one on capability under a digital strategy.

What it returns

A position, not a score. The instrument is called the **Monday-Morning Test**, and the question it puts to each of the five mechanisms is whether that mechanism enables the work on Monday or stalls it. The test is a question asked of the apparatus rather than a mark given to the organisation. It reports which mechanisms support delivery, which constrain it, and in what order the constraints have to be lifted. There is no maturity rating and no number on a scale, and that is deliberate. A score exists in order to be compared, and institutional set-up, governance culture and funding structure are particular to each organisation, so a benchmark tells you where you rank against organisations whose apparatus you do not share. What matters is whether your own mechanisms will carry the strategy you have just approved.

A repair order. Where several mechanisms constrain delivery, which is common, the deliverable is the sequence rather than the list. A repair made out of sequence tends not to work.

How hard the evidence was to get. Every item is logged with what it showed and what it took to produce. A mechanism that looks sound on paper but took two weeks and a working group to evidence is not yet a system, and nothing inside the document itself can tell you that.

What people believe, set against what the documents show. Everyone interviewed answers the same opening question about what is most likely to stop the strategy. Where the answers separate by layer, and where they separate from the evidence, that distance is worth as much as anything in the file. A team managing around a constraint that belongs to another part of the organisation is holding back capacity it already has.

And where nothing constrains delivery, the Review says so. An instrument that can only ever find something is not a diagnostic.

What it asks of you

Duration	Three weeks of work, at a fixed fee agreed before it starts
Interviews	Around fifteen, of forty-five minutes, scheduled by you
Counterpart	One named person to route document requests through
Documents	Records you already hold. Nothing is created for the Review

What it is not

It is not an evaluation, because an evaluation asks whether something worked and this strategy has not run yet. It is not an audit, because nothing is being tested against a compliance standard. It does not rewrite the strategy or the results framework. It does not design and/or implement the fix for the gaps identified. Those are separate engagements.

Two readings, one instrument

The same review lands in very different places depending on what is actually holding the work back. Both of these are written up in full and can be read on their own.

Where the strategy stopped, the structural reading in cluster A.
alefurtado.org/method#case-1

Where the team stopped short, belief set against evidence.
alefurtado.org/method#case-2

The next step

A twenty minute conversation about the strategy you have just approved and what is already in place to deliver it.

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