

Deliver Better Results

How to Unlock Your Organization's Potential GIL BROZA



Supplementary resource for the book *Deliver Better Results*. More at DeliverBetterResultsBook.com

Summary of the Five Levels

Level	Fitness	Highest risk	Strategies for leveling up
1	Has some successes, but is unable to contribute adequately to achieving company objectives	Loss of key people	1a. Manage the project portfolio with greater strategic control over committed and in-progress items 1b. Design the way of working based on what matters most for achieving the mission and objectives
2	Contributes to achieving company objectives, but neither effectively nor efficiently enough	Excessive disruptions → setbacks	2a. Establish clear and appropriate decision-making 2b. Stabilize the system
3	Results are satisfactory, but fully dependent on a few people who make all the high-impact decisions	Big changes → chaos and breakdown	3a. Increase contributor safety, real teamwork, and collaboration 3b. Defer commitments and increase release frequency while controlling costs 3c. Engage teams meaningfully, collaboratively, and efficiently in planning
4	Effective and efficient, but slower to achieve major outcomes than it needs to be	Loss of patience and trust → breakdown of good habits	4a. Expand team ownership of major outcomes 4b. Improve the inputs to decisions and the decision-making processes 4c. Reduce the technical cost of change
5	Produces all the results the company needs from it	Change at the top → being reshaped	Two actions provide some "insurance": build trusting relationships and help others improve their systems