



ACTION PLAN

Delivery Turnaround Action Plan

A 90-day action plan responding to the operating model review, with measures and owners.

HORIZON

90 days

PHASES

3

PRIMARY MEASURE

Cycle time

STATUS

Sample output

Objective

OBJECTIVE

Reduce median end-to-end delivery cycle time from 58 days to 40 days within 90 days, with no net increase in headcount, and make cycle time the reported delivery metric.

Phase 1 — Days 1 to 30: Establish Ownership

#	Action	Owner	By day
1.1	Name a single delivery owner per segment	COO	5
1.2	Publish the accountability model to all delivery staff	COO	10
1.3	Instrument end-to-end cycle time and publish a baseline	Analytics	14
1.4	Merge pre-sales scoping into the delivery scope document	Delivery	21
1.5	Freeze delivery hiring	COO	5
1.6	Identify and log every current handoff point	Delivery leads	28

Phase 2 — Days 31 to 60: Remove Handoffs

#	Action	Owner	By day
2.1	Eliminate the duplicate scoping step in both pilot segments	Delivery	40
2.2	Give delivery owners direct authority over date commitments	COO	38
2.3	Establish a single escalation path with a named owner	COO	45
2.4	Publish weekly cycle time by segment	Analytics	35
2.5	Retire the three reports superseded by cycle time	Analytics	55
2.6	Run a mid-phase review against the 40-day target	COO	60

Phase 3 — Days 61 to 90: Prove And Extend

#	Action	Owner	By day
3.1	Confirm cycle time improvement in both pilot segments	Analytics	75
3.2	Decide whether to extend the model to remaining segments	Executive	80

3.3	Re-assess capacity need against cycle time, not backlog	COO	85
3.4	Lift or extend the hiring freeze on the evidence	Executive	90

Measures

Measure	Baseline	Day 90 target
Median end-to-end cycle time	58 days	40 days
Share of time in handoff	37%	Below 20%
Projects per person per quarter	1.7	2.2
Executive escalations per month	14	Below 5

Risks

- Ownership ambiguity during transition — mitigated by naming owners in week one, before any process change.
- Perceived demotion for existing leads — addressed individually before publication.
- Cycle time gaming through scope splitting — mitigated by reporting project count alongside cycle time.
- Hiring freeze fatigue — the freeze is explicitly time-boxed to 90 days with a decision point.

Governance

A single weekly review, 30 minutes, with three items: cycle time by segment, handoffs removed this week, and anything that needs an executive decision. The plan ends on day 90 with a decision to extend, hold or reverse — taken on the measures above rather than on impression.

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