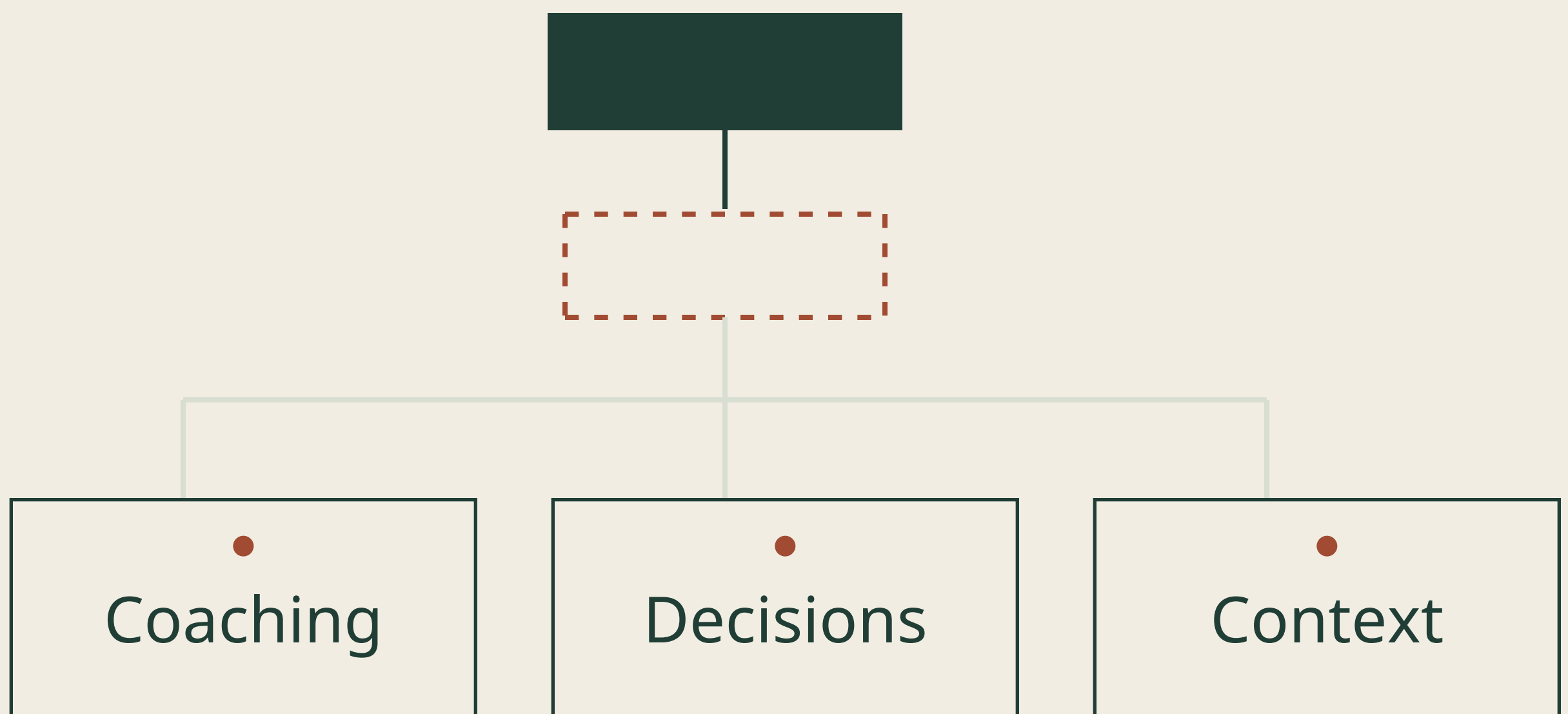
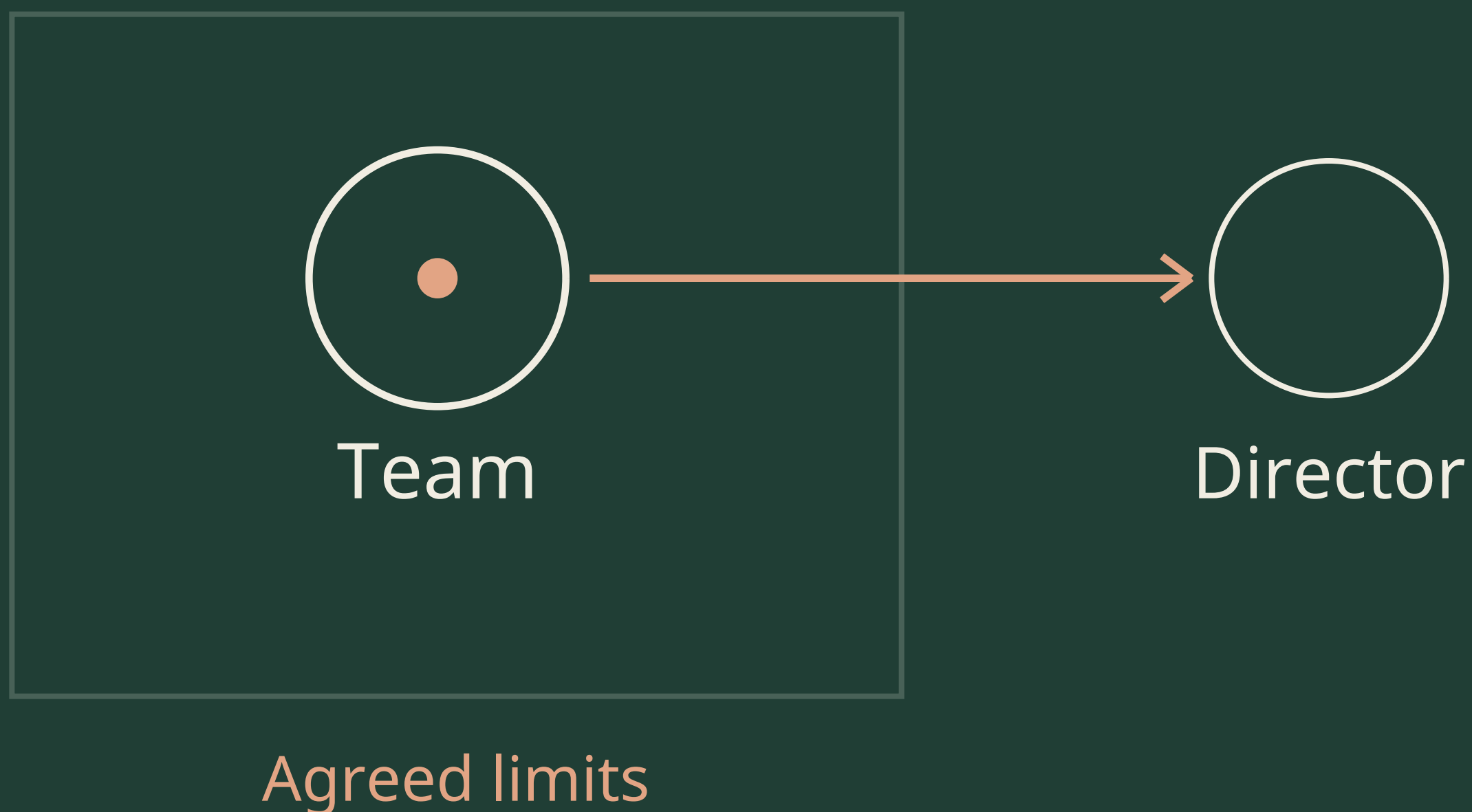


A role can go.
Useful work remains.



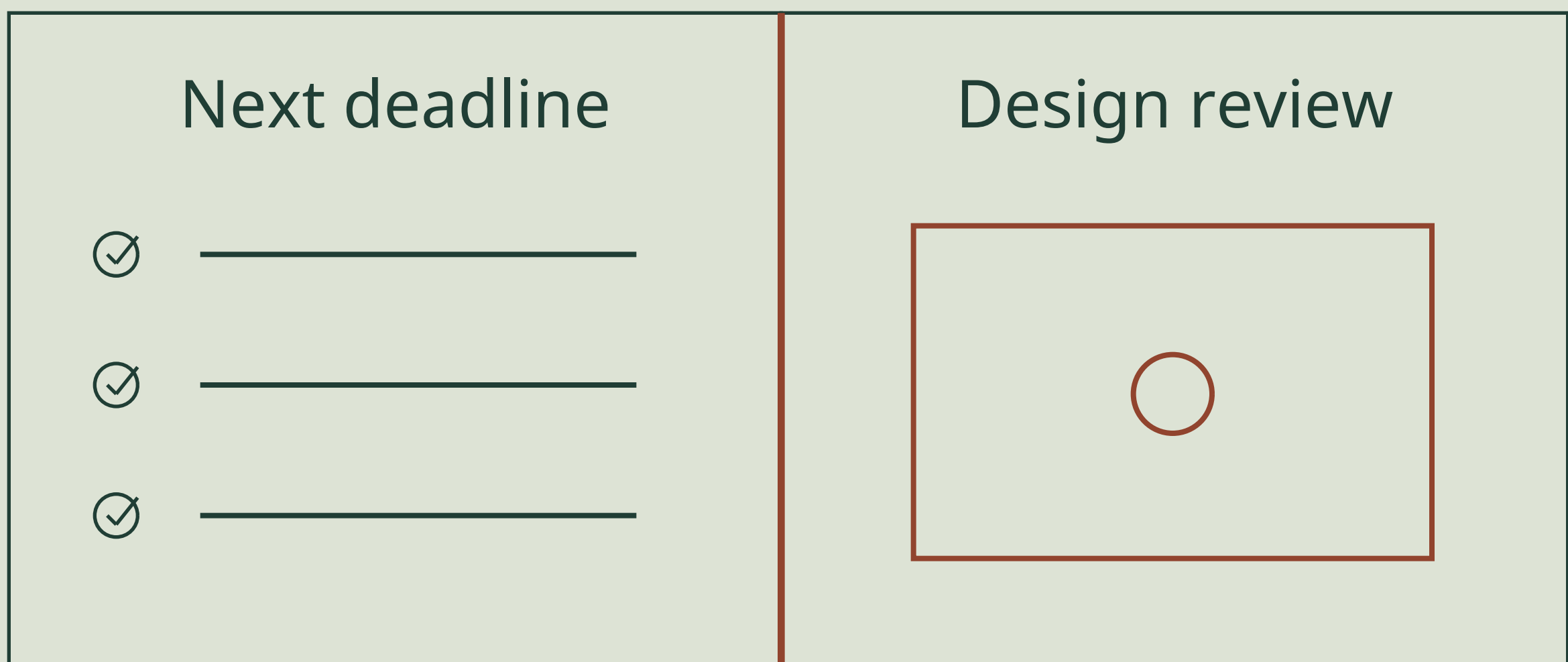
Give that work an owner, authority, and time.

Fewer layers don't *settle who decides.*



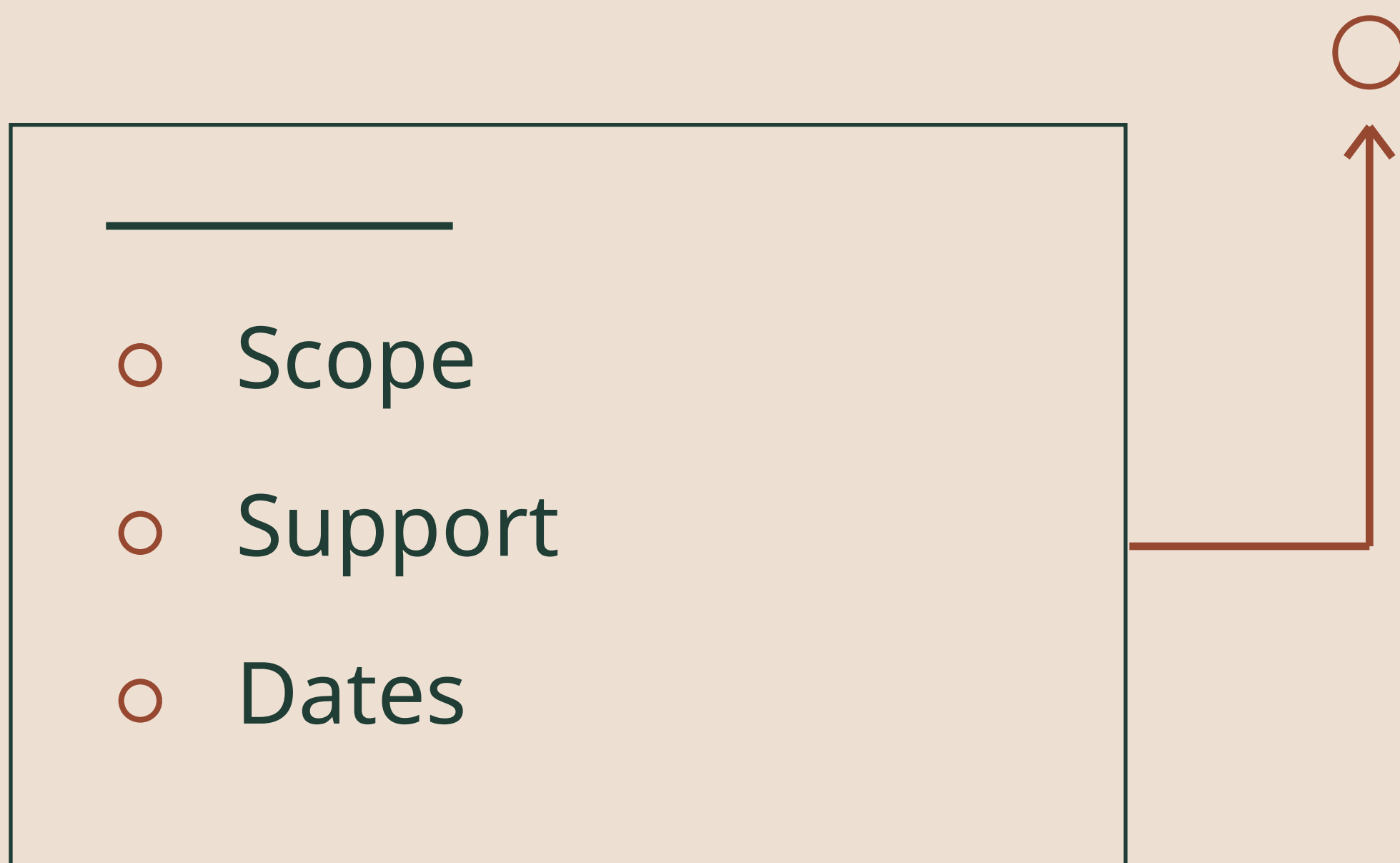
Agree decision limits during planning. Revisit them when decisions stall.

Give an engineer *a chance to lead.*



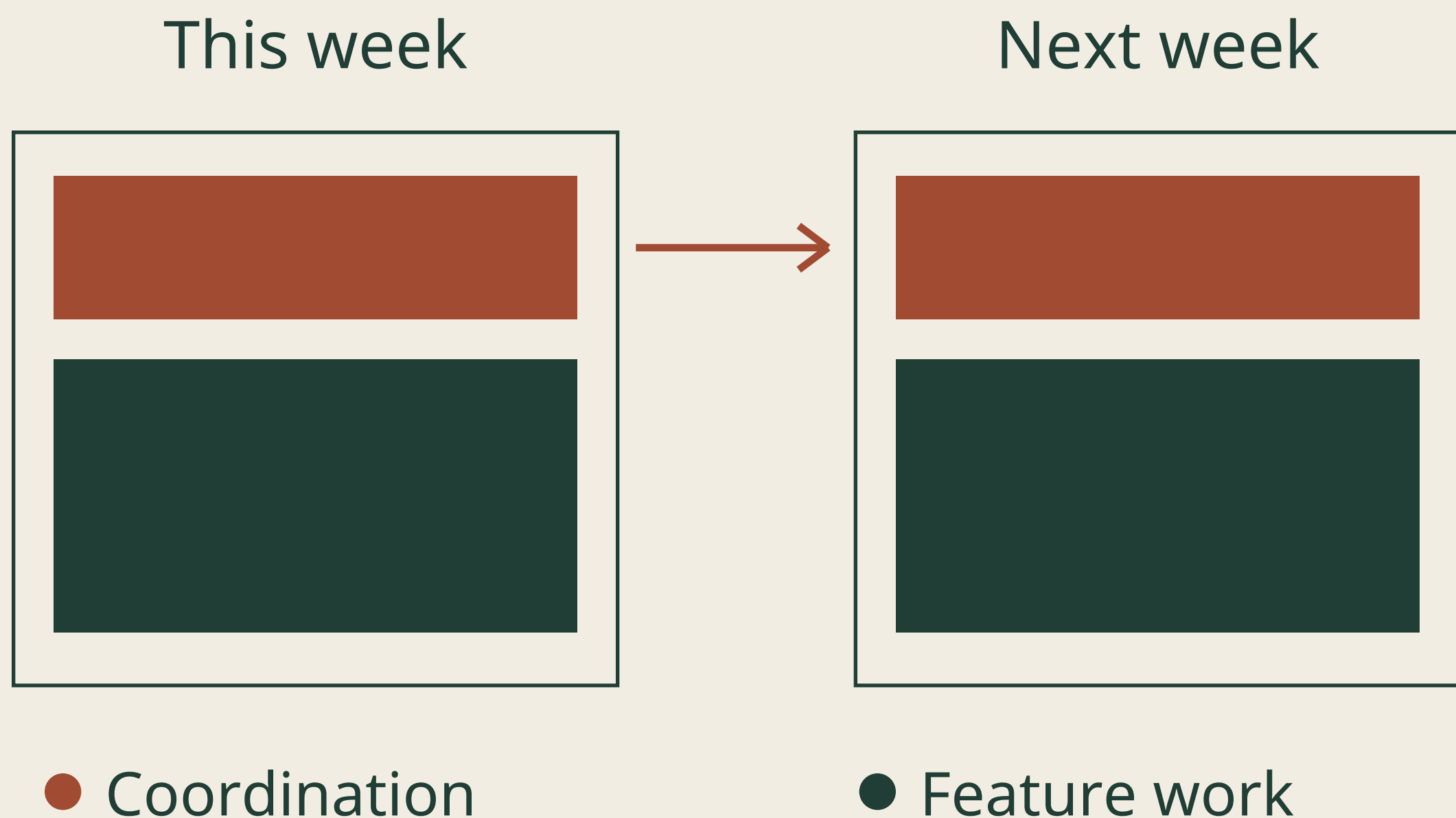
Ask what someone wants to learn, and who can help.

Directors need to *manage upward.*



Take a recommendation to the person who can change the commitment.

Make room in *the next plan.*



Illustrative plan

At your next planning meeting: who owns the work, what can they decide, and what makes room?