

CHAPTER 13

What now? - Velocity - The Velocity of Decision-Making and Execution

What	Push Decision-Making to the Frontline With a Formal Decision Rights Matrix
Why	This step removes the founder bottleneck and accelerates daily operations.
Background	The chapter states that the biggest bottleneck to velocity is a centralized founder and unclear authority. This step forces decisions to be made at the lowest possible level.
How	Build a Decision Rights Matrix defining who decides, who is consulted, and what thresholds require escalation. Use the Operational Accountability Chart to assign ownership for all recurring decisions. Grant frontline teams autonomy within clear guardrails (e.g., pricing thresholds, budget limits, customer resolution authority). Require all teams to log autonomous decisions for transparency and coaching—not approval.
What	Install Agile Execution Through Quarterly Sprints and Weekly Action Points
Why	This step creates a fast, iterative execution engine.
Background	The chapter emphasizes replacing long planning cycles with rapid iteration and MVPs. This step ensures decisions translate into action immediately.
How	Replace annual planning with rolling Quarterly Sprints tied to WIGs. Require every team to define Weekly Action Points aligned with sprint goals. Launch MVPs or Minimum Viable Offers when they are 70% ready (the 70/90 Rule). Enforce 90% follow-through on feedback collection and data logging.
What	Remove Approval Friction and Redesign Processes for Velocity
Why	This step structurally increases organisational speed.
Background	The chapter states that slow decisions are almost always system failures, not people failures. This step eliminates structural drag.
How	Map all approval chains and eliminate any step that does not add at least 20% value. Automate approvals using workflow tools to replace manual signoffs. Apply the Systemic Coaching Lens to diagnose why decisions are slow (competence, fear, unclear process, missing data). Redesign workflows to minimize handoffs and maximize autonomy.



CHAPTER 13

What	Build a Culture That Rewards Fast, Well-Reasoned Action and Learning
Why	This step embeds velocity into the cultural operating system.
Background	The chapter mandates shifting from perfection to fast, incremental learning. This step ensures speed becomes a cultural norm, not a heroic exception.
How	Normalize experimentation and controlled risk-taking. Hold short retrospectives after every sprint to capture lessons and refine processes. Publicly reward teams that move fast, test early, and adapt based on data—even when experiments fail. Track and celebrate reductions in cycle time (e.g., idea → MVP, deal cycle time, approval time).

What	Measure and Manage Velocity as a Core KPI Across the Organisation
Why	This step makes velocity a measurable, improvable organisational capability.
Background	The chapter defines speed as a measurable asset that buys market share and freedom. This step ensures velocity becomes a managed, visible performance dimension.
How	Introduce KPIs such as Time-to-Decision, Time-to-MVP, Deal Cycle Time, and Feedback Velocity. Track these KPIs in Weekly Reviews and tie them to WIGs. Require teams to report cycle time improvements and systemic blockers weekly. Remove two known bottlenecks within 30 days using the Systemic Coaching Lens.

Closing Thought	Speed is the currency of scaling, and the only way to achieve it is through decentralization, agile execution, systemic redesign, and cultural reinforcement.
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