MD Role Interview Preparation: Delivery Excellence Focus

Program Management & Delivery Metrics for Digital Transformation

Executive Summary

Interviewing with Head of Transformation for MD role reporting to COO, focused on program management and delivery excellence. This preparation emphasizes concrete delivery metrics, measurement frameworks, and operational excellence rather than strategy. Compensation range: C$1.2-2.5M.

Key Message: Proven delivery excellence through metrics-driven program management using SAFe and DORA frameworks.

1. Delivery Excellence Framework

Core Delivery Philosophy

"Metrics-Driven Delivery":

> "I measure what matters at every phase—from inception through production. My approach combines SAFe program metrics with DORA engineering metrics to provide complete visibility into delivery health and business impact."

Delivery Phases & Metrics:

Phase	Duration	Key Metrics	Reports
Inception	4-6 weeks	Business case ROI, Stakeholder alignment score	Executive brief, Stakeholder matrix
Planning	8-12 weeks	Epic breakdown accuracy, Dependency mapping completeness	PI Planning dashboard, Risk register
Development	12-18 months	Sprint velocity, Feature completion rate, Quality gates	Burnup charts, Velocity reports
Testing	4-8 weeks	Defect density, Test automation coverage, UAT completion	Quality dashboard, Test results
Release	2-4 weeks	Deployment success rate, User adoption, Business value	Go-live report, Benefit realization

2. SAFe Program Metrics

A. Program Increment (PI) Level Metrics

PI Objectives Achievement:

- **Target:** 80%+ PI objectives met per increment
- **Measurement:** Weighted score against committed objectives
- **Reporting:** PI dashboard with trend analysis and predictive forecasting

Team Velocity Metrics:

- **Velocity Consistency:** <15% variance between teams
- **Velocity Predictability:** 85%+ sprint commitment achievement
- **Capacity Utilization:** 75-85% optimal range

Program Increment Burnup:

- **Features Delivered:** Planned vs. actual with trend projection
- **Scope Changes:** <10% scope creep per PI
- **Dependencies Resolved:** 95%+ on-time resolution

B. Value Stream Metrics

Flow Efficiency:

- **Lead Time:** Story creation to production deployment
- **Cycle Time:** Development start to completion
- **Work in Progress (WIP):** Limits maintained across all states

Value Delivery:

- **Features to Market:** Time from idea to customer value
- **Business Value Points:** Delivered per PI
- **Customer Satisfaction:** NPS scores and adoption rates

C. Continuous Improvement

Inspect & Adapt Metrics:

- **Problem Identification:** Issues raised per PI
- **Resolution Rate:** Problems solved within PI
- **Improvement Implementation:** Action items completed

---

3. DORA Engineering Metrics

A. Core DORA Metrics

Deployment Frequency:

- **Target:** Daily deployments for digital onboarding platform
- **Current State:** Most banks deploy weekly/monthly

- **Measurement:** Automated deployment pipeline tracking

Lead Time for Changes:

- **Target:** <1 day from commit to production
- **Banking Reality:** Often weeks due to compliance
- **Approach:** Compliance automation and pre-approved changes

Change Failure Rate:

- **Target:** <15% of deployments cause incidents
- **Measurement:** Automated monitoring and rollback tracking
- **Mitigation:** Blue-green deployments and automated testing

Mean Time to Recovery (MTTR):

- **Target:** <1 hour for critical issues
- **Approach:** Automated monitoring, alerting, and rollback
- **Measurement:** Incident tracking from detection to resolution

B. Banking-Specific Extensions

Compliance Metrics:

- **Regulatory Approval Time:** Days to clear compliance reviews
- **Audit Trail Completeness:** 100% change documentation
- **Security Scan Pass Rate:** 95%+ vulnerability scans clean

Quality Metrics:

- **Code Coverage:** >80% automated test coverage
- **Defect Escape Rate:** <2% defects reach production
- **Performance SLA:** 99.9% uptime, <2 second response time

---

4. Phase-by-Phase Delivery Framework

Phase 1: Inception (4-6 weeks)

Key Activities:

- Business case development and stakeholder alignment
- Current state assessment and gap analysis
- Success criteria definition and metrics establishment

Metrics & Reports:

Metric	Target	Measurement
Business Case ROI	>20% 3-year ROI	Financial modeling
Stakeholder Alignment	>90% agreement	Stakeholder survey

Metric	Target	Measurement
Risk Assessment	All high risks identified	Risk register completeness

Deliverables:

- Executive briefing with business case
- Program charter with success criteria
- Stakeholder matrix and communication plan

Phase 2: Planning (8-12 weeks)

Key Activities:

- Epic and feature breakdown
- Release planning and PI scheduling
- Team formation and capacity planning

Metrics & Reports:

Metric	Target	Measurement
Epic Breakdown Accuracy	<5% scope change	Story point estimation variance
Dependency Mapping	100% critical dependencies identified	Dependency matrix
Team Formation	Teams formed, trained, ready	Team readiness scorecard

Deliverables:

- PI Planning results and commitment
- Program roadmap with milestone dates
- Resource plan and team assignments

Phase 3: Development (12-18 months)

Key Activities:

- Agile development with 2-week sprints
- Continuous integration and automated testing
- Regular PI planning and demo sessions

Metrics & Reports:

Metric	Target	Reporting Frequency
Sprint Velocity	85%+ commitment achievement	Weekly
Burnup Progress	On track to PI objectives	Daily dashboard
Quality Gates	100% gates passed	Per story
Dependency Resolution	95% on-time resolution	Weekly

Key Reports:

- Weekly velocity and burnup charts
- Monthly PI progress dashboard
- Quarterly business value assessment

Phase 4: Testing (4-8 weeks)

Key Activities:

- System integration testing
- User acceptance testing coordination
- Performance and security validation

Metrics & Reports:

Metric	Target	Measurement
Test Automation Coverage	>80% automated	Test suite analysis
Defect Density	<2 defects per story	Quality tracking
UAT Completion	100% scenarios passed	Test execution reports

Deliverables:

- Test execution summary
- Defect resolution report
- Go-live readiness assessment

Phase 5: Release (2-4 weeks)

Key Activities:

- Production deployment and cutover
- User training and adoption support
- Benefit realization measurement

Metrics & Reports:

Metric	Target	Measurement
Deployment Success Rate	100% successful	Automated deployment logs
User Adoption Rate	80% within 30 days	Usage analytics
Business Value Realization	ROI targets met	Financial tracking

Deliverables:

- Go-live success report
- User adoption dashboard
- Benefit realization analysis

5. Dashboard & Reporting Strategy

A. Executive Dashboard (Weekly)

Key Metrics:

- Overall program health (Red/Amber/Green)
- Budget utilization and forecast
- Timeline adherence and milestone status
- Risk register and mitigation status

Format:

- One-page executive summary
- Trend charts showing progress over time
- Exception reporting for attention items
- Forecast projections for key milestones

B. Operational Dashboard (Daily)

Development Metrics:

- Sprint burndown across all teams
- Velocity trends and capacity utilization
- Quality metrics (defects, coverage, performance)
- Deployment pipeline status

Business Metrics:

- Feature delivery progress
- User story completion rates
- Dependency resolution status
- Change request impact assessment

C. Business Value Dashboard (Monthly)

Outcome Metrics:

- Client onboarding time reduction
- Process automation percentage
- Cost savings realized
- Customer satisfaction scores

Leading Indicators:

- User adoption trends
- Process efficiency improvements
- Error rate reductions
- Compliance metric improvements

6. Interview Responses: Delivery Excellence

Expected Question: "How do you measure program success?"

Response:

> "I use a three-tier metrics approach. Tier 1 is DORA metrics showing engineering excellence—deployment frequency, lead time, change failure rate, and recovery time. Tier 2 is SAFe program metrics showing delivery predictability—PI objectives achievement, velocity consistency, and flow efficiency. Tier 3 is business outcome metrics showing value realization—client satisfaction, operational efficiency, and financial returns."

Expected Question: "How do you handle delivery challenges?"

Response:

> "My dashboard shows early warning indicators before problems become critical. For example, if velocity drops >15% or defect rates increase >20%, automated alerts trigger immediate team huddles. I use objective metrics to diagnose root causes—is it capacity, complexity, dependencies, or quality issues? Then apply targeted interventions like resource reallocation, scope adjustment, or process improvement."

Expected Question: "What's your approach to stakeholder reporting?"

Response:

> "Different stakeholders need different views of the same data. Executives get one-page health summaries with trend analysis and forecast projections. Operations teams get detailed burnup charts and velocity reports. Business users get outcome metrics showing the client experience improvements they care about. All reports link back to our original success criteria so everyone understands progress toward shared goals."

7. Delivery Excellence Case Study Template

Program: Digital Onboarding Transformation

Duration: 18 months

Budget: $50M

Scope: 5 business lines, 12 technology teams

Metrics Achievement:

Category	Metric	Target	Achieved	Variance
Delivery	On-time delivery	85%	92%	+7%
Quality	Defect escape rate	<2%	1.2%	+0.8%

Category	Metric	Target	Achieved	Variance
Performance	DORA lead time	<24 hours	18 hours	+6 hours
Business	Onboarding time reduction	75%	82%	+7%
Adoption	User satisfaction	>85%	91%	+6%

Key Success Factors:

- Automated quality gates preventing defect escapes
- Daily deployment pipeline enabling rapid feedback
- Cross-functional teams reducing handoff delays
- Stakeholder-driven acceptance criteria ensuring business value

Lessons Learned:

- Early automation investment pays dividends in velocity
- Regular PI planning sessions critical for dependency management
- Business engagement essential for realistic acceptance criteria

---

8. Quick Interview Prep Summary

Key Messages:

1. **"Metrics-driven delivery excellence using SAFe and DORA frameworks"**
2. **"Predictable outcomes through automated measurement and early intervention"**
3. **"Business value focus with objective success criteria and regular validation"**

Must-Have Examples:

- Complex program delivered on-time/budget with metrics proof
- Recovery from delivery challenges using objective data
- Stakeholder management through transparent reporting

Questions to Ask:

- "What's the current delivery predictability and how do you measure it?"
- "What tools and processes exist for program visibility and reporting?"
- "How do you balance speed with quality and compliance requirements?"

Bottom Line: Demonstrate delivery excellence through concrete metrics and measurement frameworks that prove your ability to deliver complex transformation programs with predictable outcomes.