WORKSHEET + WORKED EXAMPLE

Plan Value in Small Steps

A small delivery plan that connects investment, feedback, and value.

25 minutes | Value Triangle · Investment / Frequency / Incremental value

Use it in three moves

1. Begin with a recipient and a need you can check.
2. Connect the three corners: a bounded investment, a learning rhythm, and a useful increment.
3. Agree the trade-off and the evidence needed before committing more.

Whose situation should improve?

Describe a concrete need with the people affected. Separate their account from your proposed solution.

Investment · What can we responsibly commit?

Include people's time, money, dependencies, support, and work displaced. Keep real deadlines and limits visible.

Frequency · How often can we deliver and learn?

Choose a useful review rhythm. Frequent delivery is not useful if it creates repeated disruption.

Plan Value in Small Steps

YOUR WORKING NOTES / CONTINUED

Incremental value · What is the smallest useful result?

Name a complete, usable slice and how recipients will judge it. A task finished is not automatically value delivered.

Make the trade-off explicit

What stays out for now? What risk or unmet need remains? Who can agree that boundary?

Decide what earns the next investment

Record owner, review date, feedback, and a reason to expand, change, or stop.

A question for me

Who is doing extra work so this can look like a quick win?

See one way through

FICTIONAL WORKED EXAMPLE / NOT THE ANSWER TO YOUR SITUATION

Whose situation should improve?

New starters cannot find the correct approval contact. Ask three recent starters to show where they got stuck.

Investment · What can we responsibly commit?

Two half-days from the coordinator and one hour from each team contact. Pause the cosmetic handbook refresh. No new software this month.

Frequency · How often can we deliver and learn?

Try one small guide with the next intake. Review after five working days rather than sending daily revisions.

Incremental value · What is the smallest useful result?

One current contact route for access requests, with a backup. A starter can get help without asking three people.

Make the trade-off explicit

The first guide covers access requests only. Equipment problems still use the existing route. The onboarding owner agrees the scope.

Decide what earns the next investment

Coordinator reviews the first intake with two starters next Friday. Expand only if they found the route and the named contacts could respond.

The thinking behind it

A small release can still move work onto someone else. Include the people receiving, maintaining, and supporting it when deciding whether it is useful.

Gaurav Jain presents the Value Triangle as Investment, Frequency, and Incremental Value. This original planning activity applies those lenses while keeping budget, timing, and scope constraints explicit. It is a conversation about value, not a promise that trade-offs disappear.

Gaurav Jain · The Value Triangle

Read You Have a Culture Problem by Nic Payne