

Quick Reference Conversation Guide

Your impact statement will sound the alarm to executives that competitive disruption and customer needs are changing the business landscape, and that to remain competitive, your company must change with it. Your statement gives you the chance to identify the imperative changes and actions the company must make and the business consequences of *not* taking action.

If you are in the **Delivery** organization, you will need to emphasize that success is dependent on building the *right* products that customers need (Figure A-1).

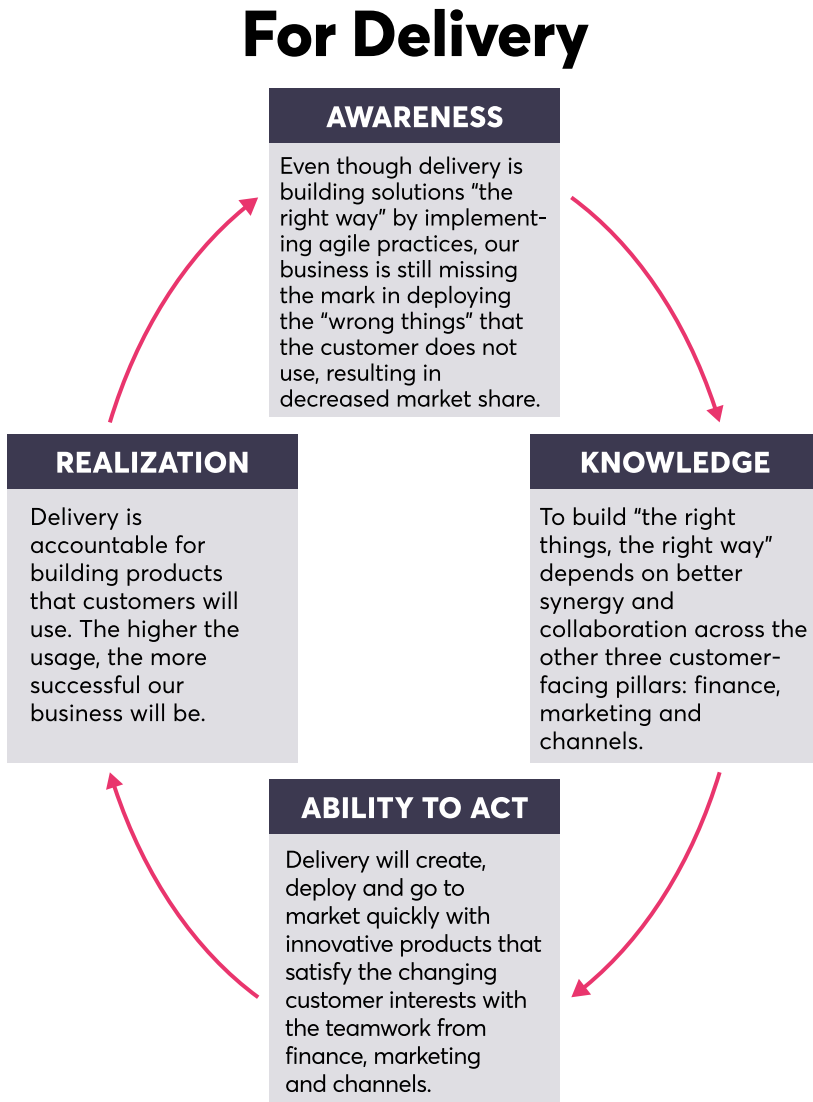


Figure A-1. Example impact statement for Delivery

If you are in **Finance**, you must stress profit margins and funding smaller and more frequent work items that are designed to changes in the market (Figure A-2).

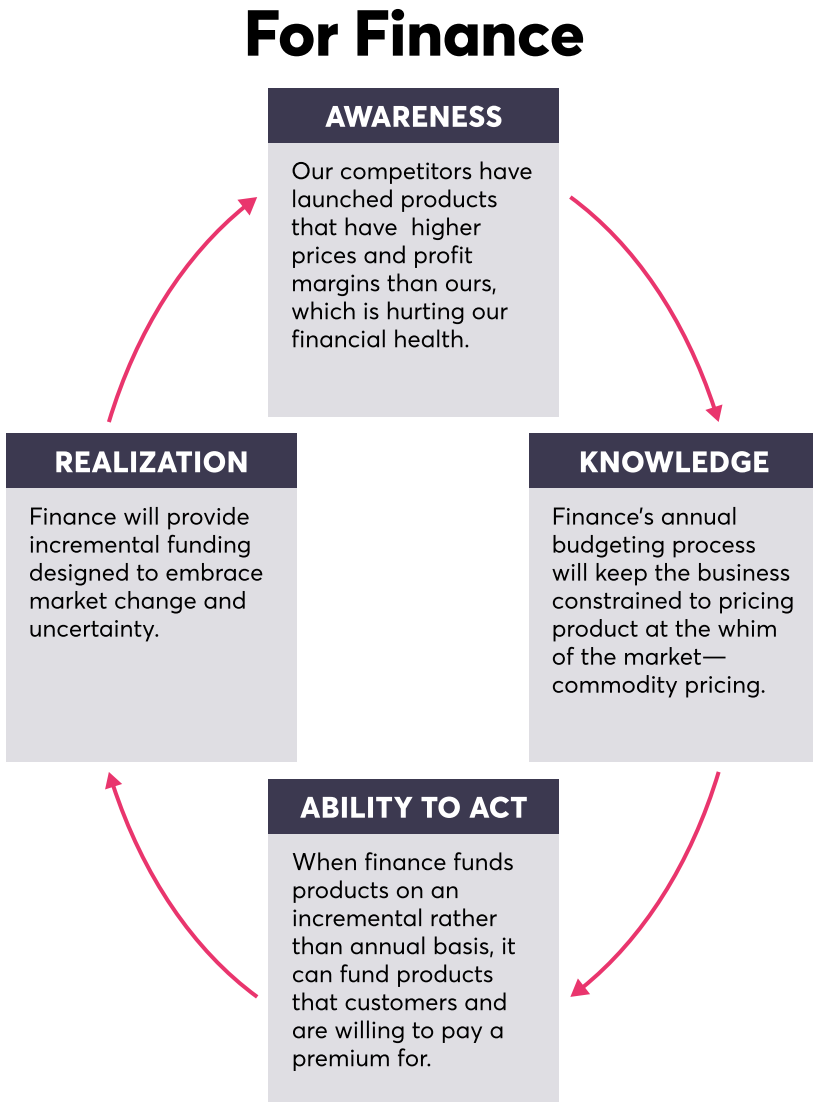


Figure A-2. Example impact statement for Finance

If you are in **Marketing**, the emphasis is on identifying market demands, being able to pivot quickly on them, and then communicating them to the rest of the organization (Figure A-3).

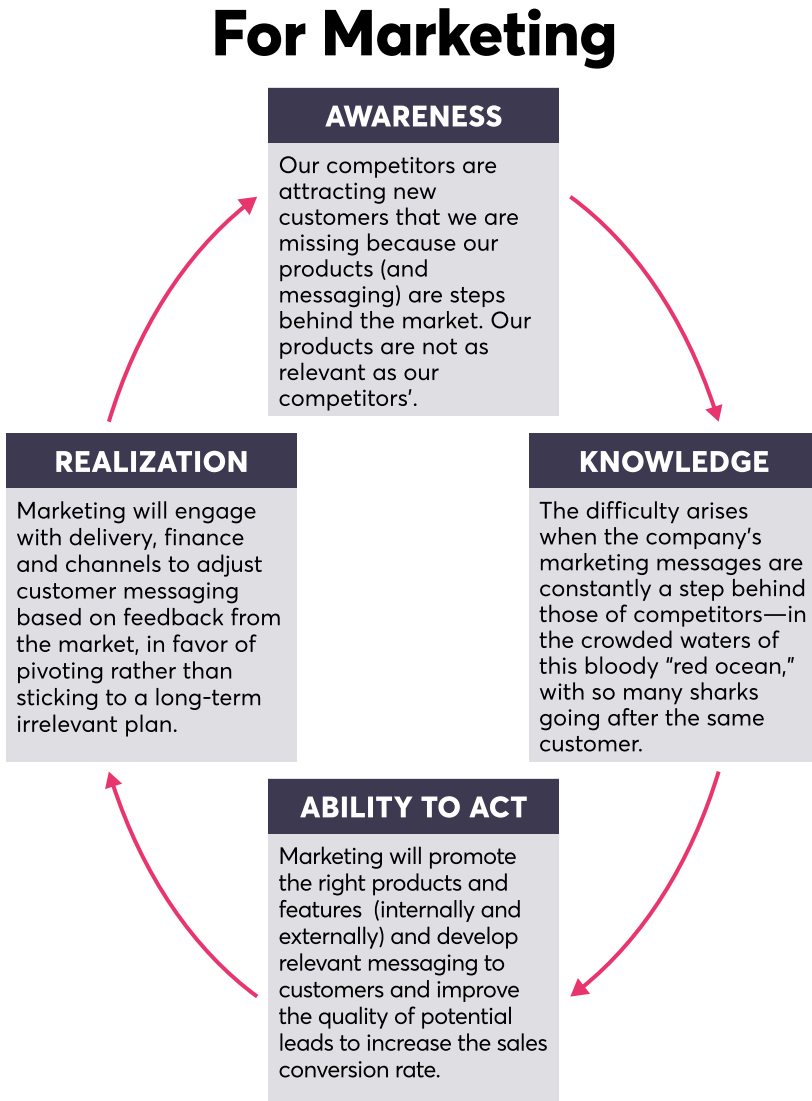


Figure A-3. Example impact statement for Marketing

If you are in **Channels**, you must emphasize the voice of the customer; your new role is to champion products and features that your customers and the market demand (Figure A-4).

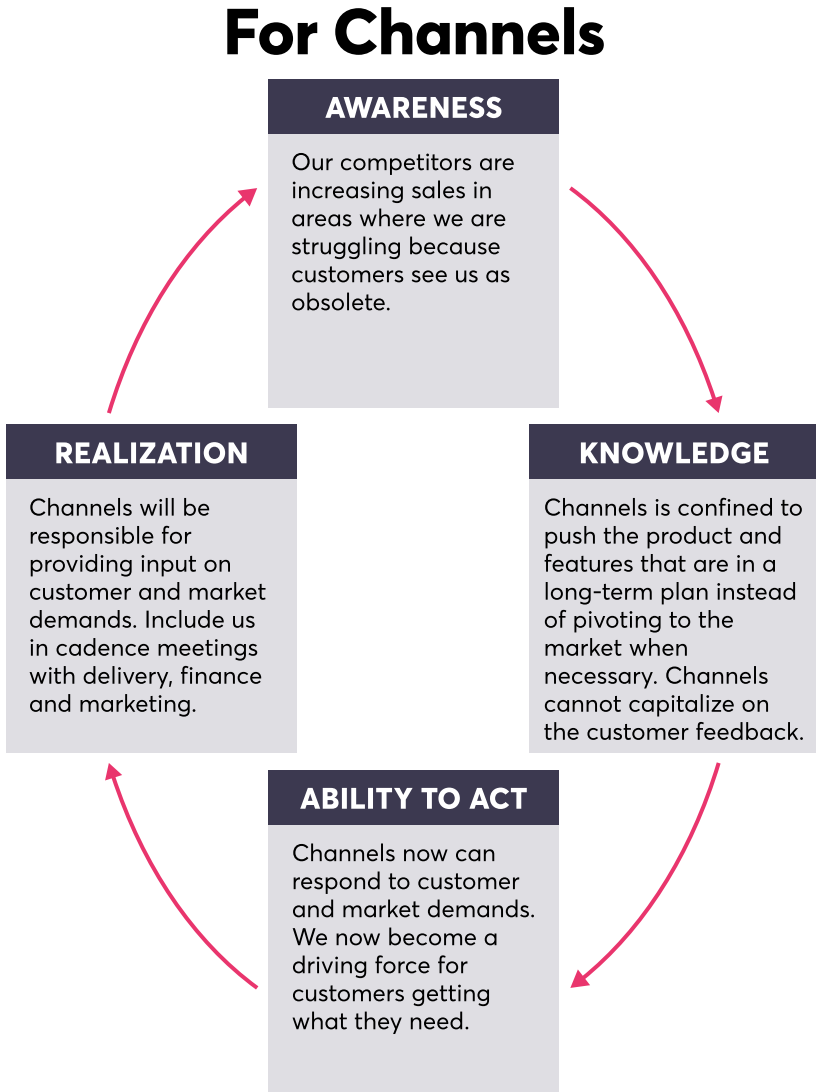


Figure A-4. Example impact statement for Channels

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