

Five elements, two systems

What the traditional development system does, and what the FTTM execution system does instead.

	THE TRADITIONAL SYSTEM	THE FTTM EXECUTION SYSTEM
Ownership	Matrix staffing. People split across five projects; the team is a weekly meeting; results belong to the functions.	A small, dedicated core team with named product, technical, and project leaders, fully staffed on the critical path.
Decisions	Decisions ride the org chart to a steering committee that meets monthly. Each round trip is a week or more of waiting.	About 80% of decisions made inside the team, in days, within defined strategic and technical boundaries.
Planning	A plan per function, never reconciled. A baseline set at kickoff and defended against reality.	One integrated plan connecting teams, partners, dependencies, and milestones — refreshed weekly, and believed.
Critical path	Percent-complete tracked on everything equally. Attention spread across 400 tasks of wildly unequal schedule leverage.	The longest path, and the two or three behind it, actively worked for pull-in every week.
Cadence	A monthly status review that narrates the past. Reviews end when the slides run out.	A weekly refresh that changes the date: trends against fixed targets, every review ending in actions with named owners.