



The five 'hows' of  
**being radically  
outcomes driven**

5 ways to ditch the busywork and act with purpose



# #1

## Be guided by your North Star.

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Everything you do, track and measure should be in service of your North Star. Why? Because a singular objective – like Facebook's aim to increase Monthly Active users – always wins out against vanity metrics. And when aims are fragmented, so are results. For example, when product, tech and business are commissioned differently, your customers suffer.

Your North Star should be part of every conversation. It helps block out the noise and prevent discussions and activities that waste time. The result? Every conversation between your teams and within your business is more meaningful and productive. And decision-making accelerates dramatically.

All this demands a shift in thinking. It's about the vision and value to your customer – not the project, and not 'commissioning IT to build a thing'. It's about being deliberate, intentional and effective in pursuit of value, not busy managing projects.

Stuck on what your North Star should be? At its heart, it will be a leading indicator of a business outcome – likely about saving money, or making money. We regularly guide our clients in discovering their North Star, then show them how to unite around it.



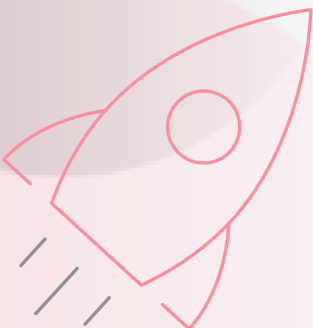
### Missions. Moonshots. And upshots.

The economist Mariana Mazzucato – Professor in the Economics of Innovation and Public Value at University College London – researches and writes on mission-oriented approaches.

In her 2021 book 'Mission Economy: A Moonshot Guide to Changing Capitalism', Mariana calls for new levels of boldness and experimentation to be applied to the biggest social and political issues of our time: inequality, disease and climate change.

Industry has a lot to learn from her findings about the power of a bold ambition and a small, tight, aligned team with radical focus on that mission. When that's all in place, effectiveness flows.

As Mariana says: "Innovation and the commercialization of ideas do not happen because you want them to: they happen along the way to solving bigger problems. Apollo was an example of what can be done if the ambition is inspiring and concrete."



# #2

## Let your customer lead.

Today, acquiring and leveraging customer insights is key to your success. Yes, your North Star will be aligned to a business outcome, but it's vital to always remember who you serve.

You need to be centred firmly in the results your customers want to see. Your chief outcome likely lies with them. At Red Badger, we're obsessed with customer outcomes. Early in any client engagement, we help teams set a North Star and build a product vision – closely trained on the pains, needs and desires of customers.

### Make customer obsession a habit.

Every week, Badgers get together, hold up the shared North Star, and assess our collective efforts against it.

Are we getting closer to our mission? Are we creating value for the customer? If we find we've strayed – even for a moment – we course correct and get back on track. Making our mission part of the weekly agenda holds us accountable.

# #3

## Get buy-in with data.

One of the biggest benefits of a mutually agreed North Star is the buy-in it creates. If we all agree X is our chief aim, and data shows Y and Z will make it happen, we're all on board with Y and Z. Data is the key word here. Being mission-driven doesn't mean letting ideology and assumptions lead. Intentional action must always be underpinned by hard and validated data.

You'll need data to get cross-organisational buy-in on your North Star, then you'll need to draw on data at every step to validate the likely effectiveness and ultimate impact of your actions.

Take Facebook's North Star – attention, i.e. the total amount of time spent on their applications. They track it, relentlessly, and measure the difference every single product update makes to this chief aim.

### Instant deployment. Instant data.

To keep extra-close to your customer and stay in step with your desired outcome, you need a fast feedback loop.

Enter continuous delivery. Your teams need to be able to write lines of code and publish them instantly – testing, compliance and risk management should be automated.

When fast feedback is at your fingertips, you can quickly double down on what's working, and drop what's not.

It's a powerful way to get to your destination, fast.

# #4

## Work together – as one.

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When your North Star becomes your mantra, your teams finally speak a shared language. They take individual action yet always move as one – like a magnificently intelligent school of fish flashing through the water. Cross-functional working suddenly makes perfect sense.

Let's be real. Blue chips' advantages come with a lot of overhead. It can be tough for a team member to see the lever between what they do today and achieving an outcome in the future. Getting radically outcome focused removes the friction and creates a direct connection between action and result, as well as between different teams and functions.

Add continuous deployment to the mix and you've got a direct connection to your customers too. Write that line of code, and your users are interacting with it seconds later, sharing feedback to fuel your next move.

When you work together, united by a shared aim, an individual's role is never truly singular. An engineer is asking questions about the business's bigger picture. A product person is not only acting as the voice of the customer but understanding the limits and opportunity of the tech. And a business exec is empathising with the customer and focusing on the ROI.

Everyone gets curious. They all experiment with your #1 success metric, making sure it's truly being served, and uncover everything that's getting in the way. The work becomes one big, live, collaborative mission.

### Meaningful work matters.

Yes, this is all radically effective. It's also a whole lot of fun.

When you're united by a shared mission, you're doing meaningful work. And from meaningful work, motivation, engagement and happiness flow.

When Red Badger is invited to pioneer work at a client's office, we find the teams around us get curious. They witness our purpose, our pace, the cohesion, the fun – and they want to be a part of it all.

Mission-oriented approaches are infectious. We love that we're inspiring our clients to adopt the purposeful way – for forever. Our impact lives on, long after we've left to tackle our next mountain.



# #5

## Unleash your momentum.

Today, moving at speed is a must. Do nothing to overhaul your way of working, and your teams will be stuck doing busywork, pulled in multiple directions by fragmented aims and activities, while your competitors streak ahead.

Hire a bunch of expert contractors to help you move with purpose and they'll still spend weeks seeking alignment with one another.

Or bring in a team bound by a common culture, and we'll be relentlessly focussed on your chief outcomes from the outset. It's our natural way of working. After over a decade bringing this mission-oriented approach to multiple, complex blue chip businesses, we know how to contextualise it to any working environment. You can feel the momentum, from Day 1.

Becoming radically outcome driven brings instant results, but the speed continues to build three or four months down the line. When you've hit your stride and everyone in your business has the language of the customer and the North Star, you unlock serious velocity towards your outcome.

It goes from being a new approach you're excited about, to second nature. Nothing beats being in a room full of people for whom a mission-oriented approach has 'dropped down' and become a subconscious truth.

### It's a forever thing.

Traditionally, blue chip businesses run projects. Projects start, and projects end.

Working with purpose has no end point. Your North Star is always relevant, and the hard work is never done. (This is a 'product mindset' and it's what all the great businesses of today have embedded.)

At Red Badger, we think in terms of products and their outcomes, not projects. And we see products as evergreen – there to be continually optimised and improved, thriving more every day.

This means thinking big, while acting small. What does your organisation want to make happen this decade? What's the lasting legacy your teams will create? What's the focus of a small, talented, multidisciplinary team to make it happen?

It's all possible, when you follow that star in every moment.

## Let's get outcomes obsessed.

Want to discover the power of intentional action, always informed by your business's leading metric?

[Book a consultation](#)