

From Output to Outcome

Driving Cultural Change in Product Teams


A Transformation Journey

- Jay Selvaraj

May 20, 2025

UXDX EMEA 2025





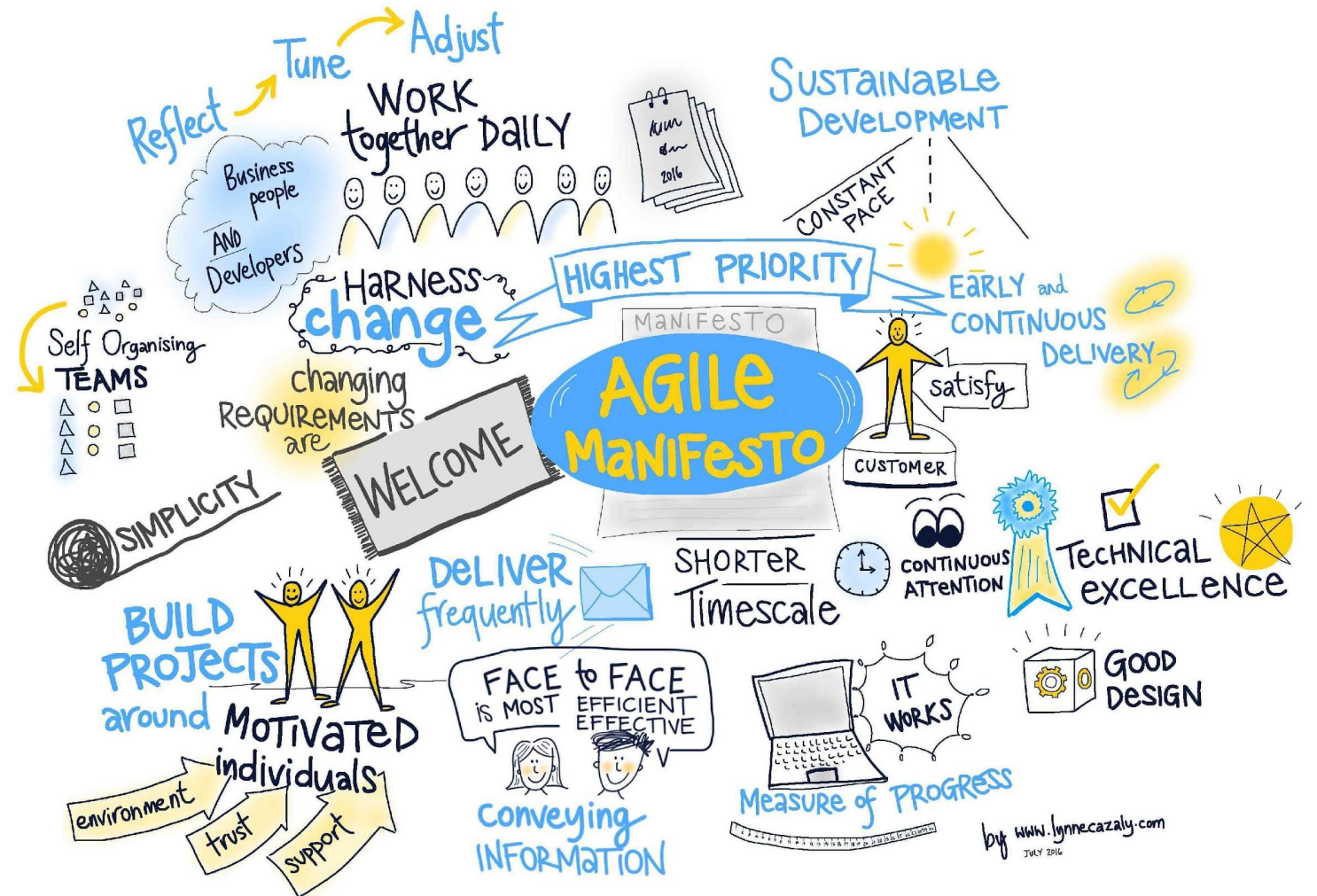
25 years ago, the software development landscape was lot more
chaotic that it is today

In February 2001, a group of 17 experts got together at The Lodge in Snowbird Ski Resort and came up with the legendary “Agile Manifesto”



The Agile Revolution

A Better way
to develop
software



“The most successful companies don’t just deliver software; they deliver value that changes customer behavior.”

- Marty Cagan, ***Inspired: How to Create Tech Products Customers Love (2017)***

25 years ago.....

Software teams
struggled to ship
working features
reliably and quickly

25 years ago.....

Software teams
struggled to ship
working features
reliably and quickly

Over the years

Agile helped us build
software faster and better,
but not necessarily
valuable.

Today's Challenge

Teams learned to ship
features faster,

but still fail to deliver
value

Most features fail to
deliver customer value.

Anywhere from **50%** to
80% of new features
fails

The Output Trap

Teams have slowly started to descend into the output trap.


Delivering features but not business outcome.



“In the digital age, winning is about delivering outcomes, not just outputs—solving real problems for real people.”

- Jez Humble, *Lean Enterprise: How High Performance Organizations Innovate at Scale*

MY PRODUCT JOURNEY

- 
- The background of the slide is a photograph of a coastal road. The road is dark asphalt with white lane markings and a yellow center line. It curves towards the right, leading to a beach and the ocean under a blue sky with scattered white clouds. A large, dark blue rectangular overlay covers the middle portion of the image, containing three bullet points in white text.
- Led product transformations in multiple organizations over the last two decades
 - For over a decade experimented with outcome-driven processes
 - The following is a short case study of a recent transformation

THE TRANSFORMATION JOURNEY

“Culture eats strategy for breakfast”

- Attributed to Peter Drucker

- ❖ Aligned on Shared Purpose and Values
- ❖ Structured Teams for Autonomy and Impact
- ❖ Built a Culture of Cross-Functional Collaboration and Learning
- ❖ Redefined Success: Shifting from Output to Outcomes



Shared Purpose and Values

Purpose-Led

PURPOSE

Why do we exist?

We solve people's problems through collaboration and human-centered approach to create sustainable world for us and future generations

VALUES

Why do we believe in?

Empathy

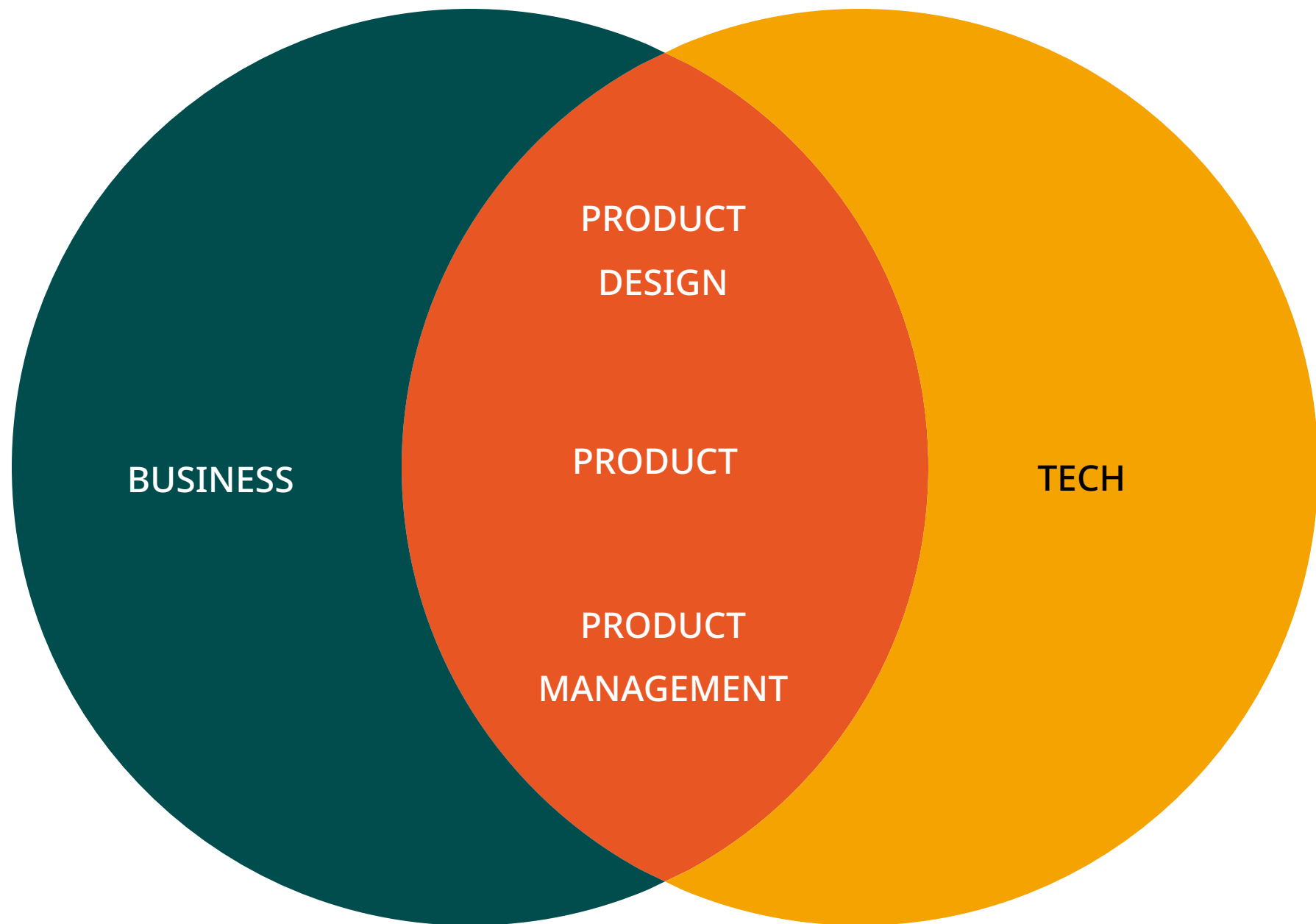
Curiosity

Trust

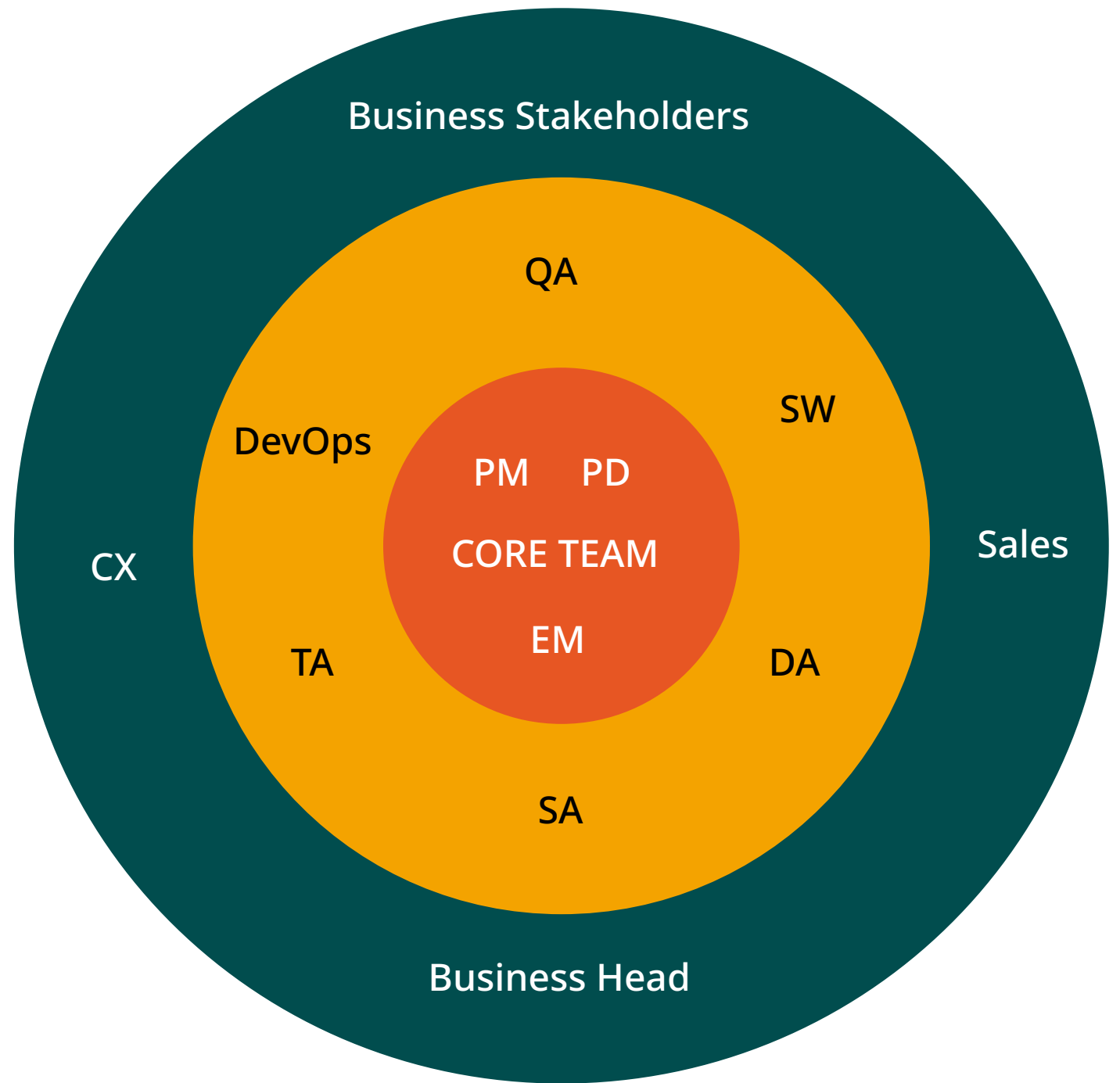
Innovation

Impact

Team Structure for Autonomy and Impact

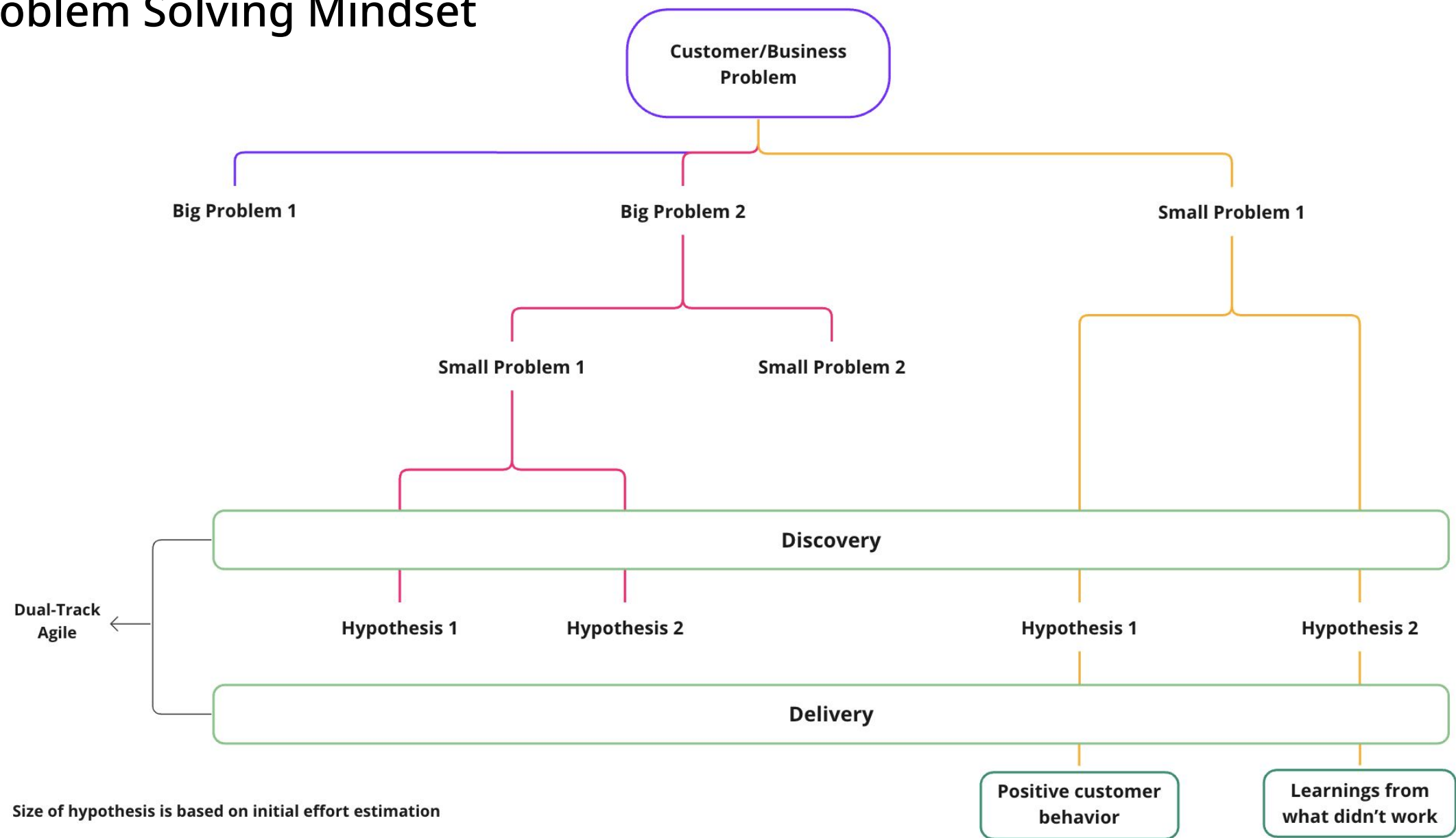


Empowered Team with
Full Ownership of the
Outcome

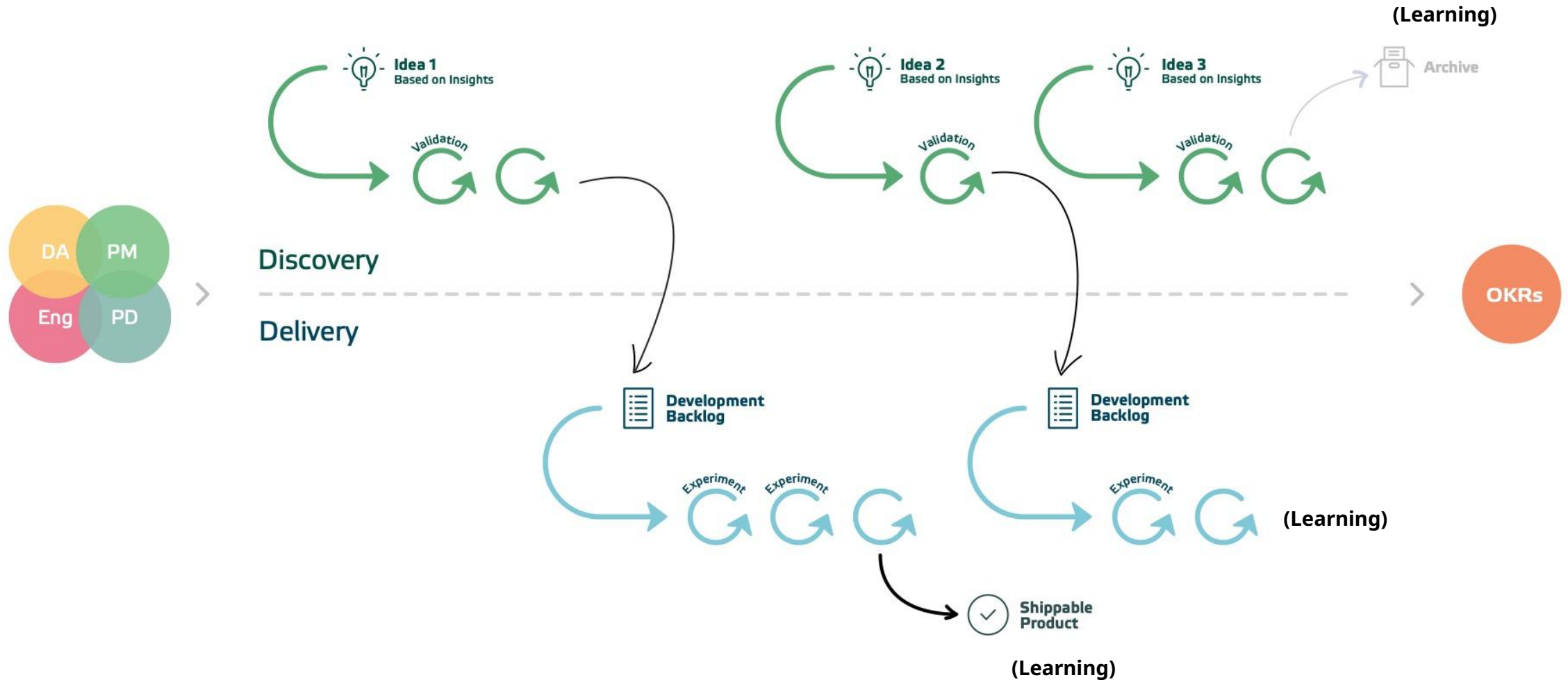


Culture of Learning and Collaboration

Problem Solving Mindset



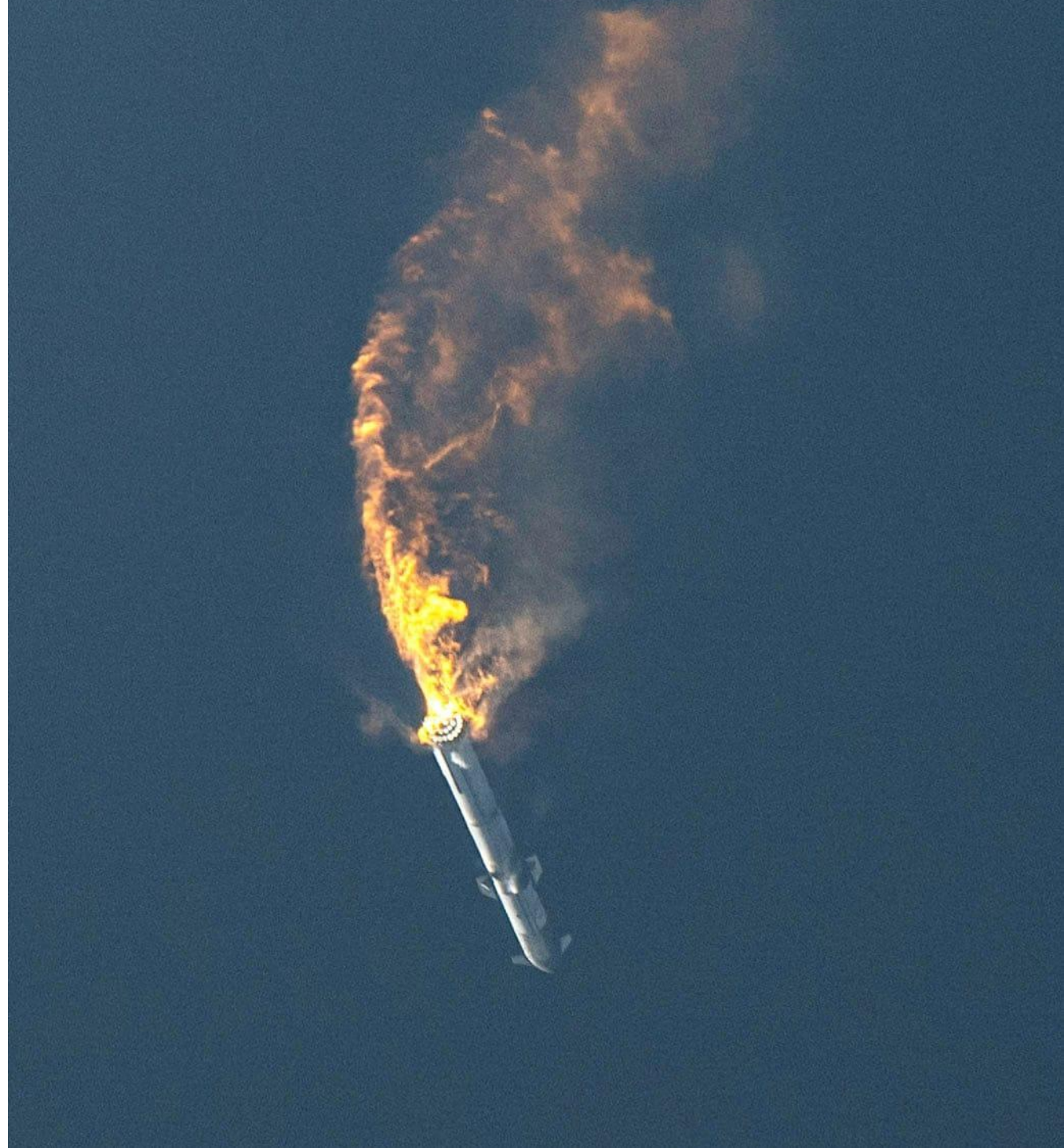
Collaboration & Continuous Learning



Redefining Success

“Every rocket failure
gets us closer to Mars.”

- SpaceX





Learning = Success



Reward Process



Promote Knowledge
Sharing



Celebrate Big &
Small Wins

KEY

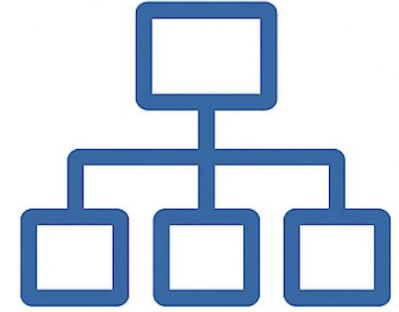
TAKEAWAYS



Key Takeaways



Shared Purpose
and Values



Organizational
Structure



Roles and Interactions
(Ways of Working)



Success and
Rewards

THANK YOU

