



BIG Conference Series 2025

Readiness Session.

Readiness Session

Engage attendees in:

- Connecting with stakeholders on a strategic matter
- Building a realistic picture of how BIG can benefit their organisation
- Take away a simple but realistic visual explanation



Meeting Stuff

12.30 – 1.30 + extra questions

Questions in the Chat

Blog / Recording

Shared

Agenda

Introductions and Preamble

Applied Curiosity

Principles-based readiness assessment – 30 mins – including questions on the way in chat – taken in pause between segments

Wrap up – 5 mins

Overflow Questions



Who are we



David Dunning

Board chairman, CEO.

Lead author on Business Integrated Governance.

BSI G1 Governance Committee Member.
Portfolio, programme, project & general management consulting.

David.Dunning@Deepteam.co.uk

[David Dunning | LinkedIn](#)

<https://www.deepteam.co.uk>

Who are we



Bekka Prideaux

Founder of the Curious Choice. Taking a practical people first approach to helping leaders navigate complexity with clarity by blending leadership coaching with deep expertise in change, projects and PMO.

Creator of the Applied Curiosity Model and the PMO360

bekka@bekkaprideaux.com

[Bekka Prideaux | LinkedIn](#)

Who are we



Chris Bragg

Past Regional Director for such firms as Computer Associates (software), TenStep (PPM, PMOs, SXOs) and 2GC (Strategic performance management).
Currently working on helping clients with integrated, purpose-driven governance and sustainability.

Passionate about helping organisations build sustainable capability to realise value successfully, whether that value requires a complex strategic transformation or a simple project.

chris.bragg@pm4value.com

[Chris Bragg | LinkedIn](#)

Preamble

David

Background



Our BIG working assumption – Change begins with a protagonist that **wants to do something**.

BIG Readiness Assessment – a process to help a protagonist to be clearer on

- the stakeholders needed to even begin
- necessary trigger conditions
- difficulties to overcome and opportunities to exploit
- outline solutions and pathway to change
- **and the related value from it.**

Figure 42 Advice on the BIG Journey



A FIGHT?

Raising the possibility of improving integrated governance can be personally risky and thankless



NEMAWASHI

To avoid the barriers, anxiety and denial – gently engage stakeholders to map opportunity and threat



CONSENSUS

Appreciate Stakeholder perspectives and focus on what you can do



NOT BUILT IN A DAY

Vision and Roadmap – core enablers, culture change and sustainment

How?

1

Who am I?

What do I think the problem / opportunity is?

Recognition of where I reside in the organisation and my power / influence

2

Stakeholders?

Who do I believe are the senior stakeholders needed to take the first steps for change

Which parts of the organisation need to engage with BIG?

3

Situation Understanding

Am I the right person / who is?

Trigger Scenario – is BIG Topical?

General timing / prospect of priority

Assessment of key stakeholder attitude

4

Principles Based Readiness Assessment

To enable attendees, to work through their high-level assessment of how they relate to the BIG Principles. Where are the pain areas and opportunities?

5

What next?

What is the First Step to engaging an organisation to use BIG Concepts, Principles and Components to address their pains and opportunities

HOW CAN I DRIVE THIS?

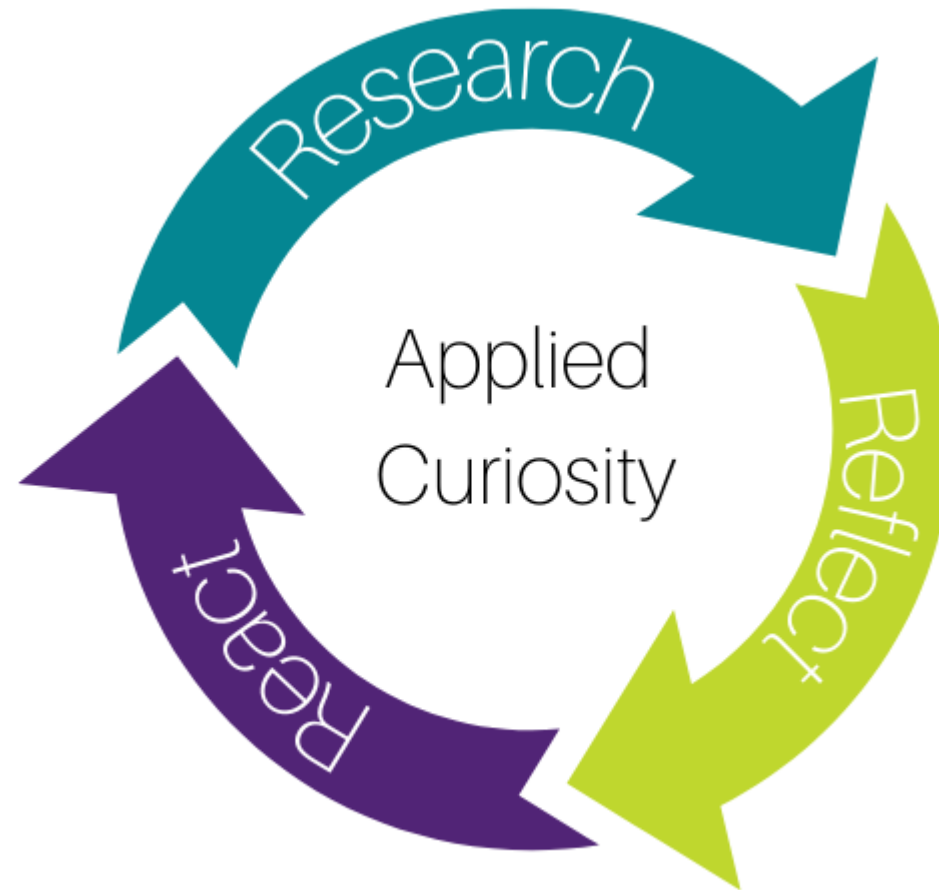
Applied Curiosity

Bekka

Why Curiosity Matters

- Building Trust and supports Psychological Safety
- Derisking conversations, especially the sensitive ones
- Engaging and working with Stakeholders
 - Understanding what their agenda is
 - Helping them feel understood
 - Checking our own ideas
- Staying relevant – the world around us is changing
- Better decision making
- Lessens the impact of our internal biases and assumptions
- Team and individual performance and communications improve
- Increased innovation

Applied Curiosity Model



How to use this with the BIG Readiness Model

- Collating what we know and planning our approach
- Engaging stakeholders and checking our understanding and hypothesis
- Completing the Readiness Model
- Developing the implementation plan
- During implementation
- Ensuring lessons learned
- Keeping BIG alive

Key Skills – Listening



Asking Better Questions

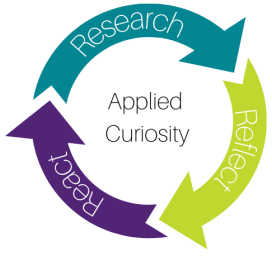
- What makes a better question?
 - The intent behind your question informs the questions you ask
 - A good question gets someone talking
 - A great questions gets someone thinking
 - A Curious question combines both of the above with your intent to learn from their answers
- Question Structures
 - Who, what, when, where, how
 - Tell me more
 - Never why!
- Common mistakes when asking questions
 - Leading Questions where it is clear what answer you are looking for
 - The Question Cannon
 - Questions that unexpectedly change the subject or train of thought

Using this today

Applied Curiosity is an approach that can be used in conversations with other and with ourselves!

As you move through Chris' section try using the framework for yourself

- Research: Putting together your initial fact base pulling together what you already know
- Reflect: What is this telling you
- React: What are the next steps you need to take



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Principles Based Readiness Assessment

Chris

Before we got here...

Link to SharpCloud (<https://login.sharpcloud.com/>), Upload Story([here](#)) – Please note BIG CIC is tool and partner agnostic.

Pre read – Look at [concepts, principles and components](#) – [Knowledge Outline – big-cic.org](#)

Think about

- Organisation and Stakeholders
- Principles – do you meet them (in your view)
- Components – what do you already have / need
- Friends and foes?

Principles Based Readiness Assessment

Think about how and where BIG can improve your operation and realisation of your strategy.

We want you to get started now on building a visual model to help identify:

1. Which parts of the organisation need to be involved?
1. Who is accountable (Stakeholders) for each of those parts?
2. Which BIG Components might be needed? To what extent?
3. How well do we currently deliver on the BIG Principles?
4. How do Stakeholders currently feel about BIG?

Next Steps: Export and send – Info@BIG-CIC.org

BIG Conference Readiness Wor... Create Collaborate Read-only Beta Share DD

Story Data Filter View Save Calculate Search

Defining Units and Accountable Stakeholders

How to do it

Select an item (square Unit or round Stakeholder) in the tray at the top (if there are unassigned items) or anywhere on the screen and drag it into the appropriate Domain using your mouse (or finger if using a mobile). That item will be automatically be assigned to the Domain you drag it into and will change colour to reflect the Domain colour to show the assignment has been successful.

Right Click on the item and select the Quick Edit icon (pencil with menu) to edit the name, and set Must Improve to use if this is

BIG Conference Readiness Wor... Create Collaborate Read-only Beta Share DD

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What Components of BIG already exist?

This exercise introduces the core Components normally required to underpin integrated governance (BIG).

Select an Item (put your cursor on it) and Right click and use the Quick Edit form to choose the extent to which each of the Components already exists in your organization from the Component Status drop down list.

The Component may well be called something different in your organisation, or be merged with other Components, but try and give your best assessment of its current status in your organisation with

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BIG Simple Assessment

There are 14 BIG Principles that underpin and drive successful integrated governance.

How you go about ensuring you adhere to these Principles is up to you, and is not proscribed by BIG.

The level of BIG Maturity, or BIG Readiness, is instead measured by the degree to which the organization meets these Principles in practice.

BIG partners offer a more granular and comprehensive version of this Assessment when considering implementation plans. It breaks each Principle down into 3 to 5

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Stakeholder Assessment

A key part of any successful project, initiative or implementation is to make sure that all stakeholders are suitably engaged with the changes to be made, and are ready to help make that change successful, both in terms of the adoption but also in terms of realising value from the new capabilities implemented - in this case Integrated Governance.

A key part of successful Engagement is ensuring that you understand the Stakeholder's perspective of the BIG Implementation. What is their attitude toward it, what level of Power/Influence do they hold, and what level of Interest do they have in it.

Step 1 – Accountability Structure & Stakeholders

View **1** in your SharpCloud model.

Your model is prepopulated with default units and stakeholders.

Use the QuickEdit to rename any as needed for your organisation and use your mouse to drag them to the appropriate Domain.

Use the Right Click menu to delete any not needed or Duplicate an existing item to create a new one.

The idea of the Domains is to recognise and think about differences that may exist in Governance practices and accountability across teams/units.

(If you contact me after the session I will show you how to change Domain names, or help with anything else I can)

Step 2 – What BIG Components might you need?

View **2** in your SharpCloud model.

This View reflects key BIG Components that are typically needed to deliver a BIG capability.

The purpose of this exercise is to get people to start thinking about what they currently have in place to support BIG, and what they don't.
(Call if you need help).

Step 3 – How Ready is your organisation?

View **3** in your SharpCloud model.

This View contains 14 key BIG Principles clustered in the lowest level of Readiness to start. There are 5 levels of Readiness as indicated by the coloured columns across the view.

Hover on a Principle and you will see details in the pop-up to help you understand what that Principle entails. Use your mouse to drag it to the appropriate level of Readiness.

The levels recognise that the Principle may be followed well in some units or Domains but not in others, and/or could be followed less than well across all units or only some units.

Step 4 – Stakeholder Assessment

View **4** in your SharpCloud model.

This View allows you to think about and assess the levels of Influence (Power), Interest and the Attitude (how do they feel about the need for BIG at this time) of each accountable Stakeholder.

This should inform the nature of actions you take to engage them in a BIG implementation. In the interest of time we have restricted this to accountable stakeholders only, but in practice you would need to think about all stakeholders, and you can use the same View to build a full RACI chart. (Call if you need help later).

Wrap up & Discussion

David, Bekka, Chris

Where have we got to?

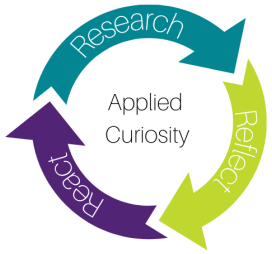


Are you the protagonist?

Do you understand what next:

- Which parts of the organisation does this involve?
- How to establish consensus on the principles?
- Components to build?
- How to engage leadership and stakeholders?





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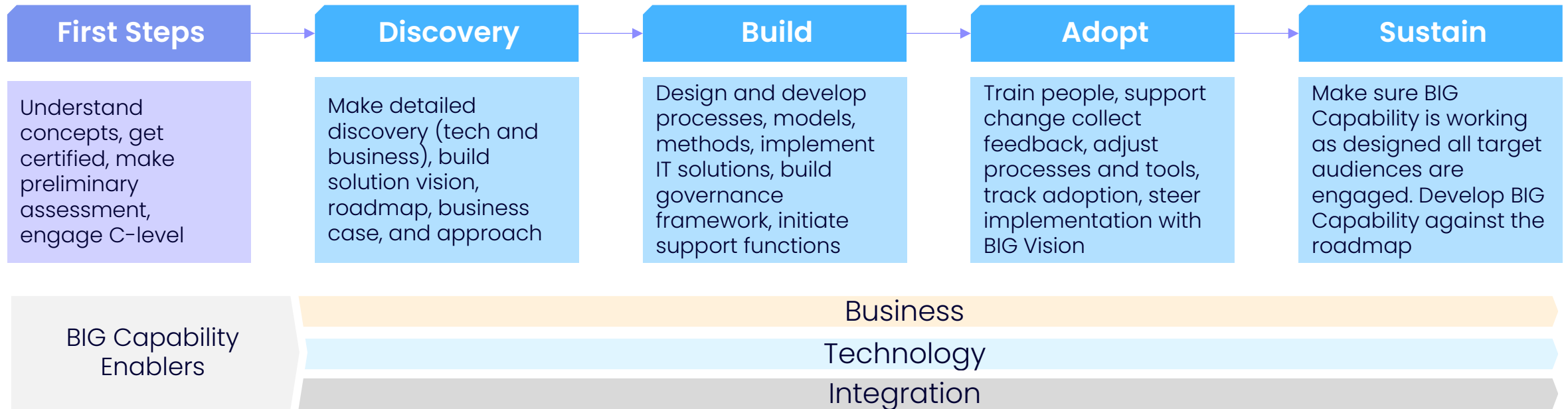
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What is the First Step to engaging an organisation to use BIG Concepts, Principles and Components to address their pains and opportunities

HOW CAN I DRIVE THIS?

Lifecycle (iterative) to Build BIG Capability



Scope, Approach & Roadmap to suit the situation

What next?

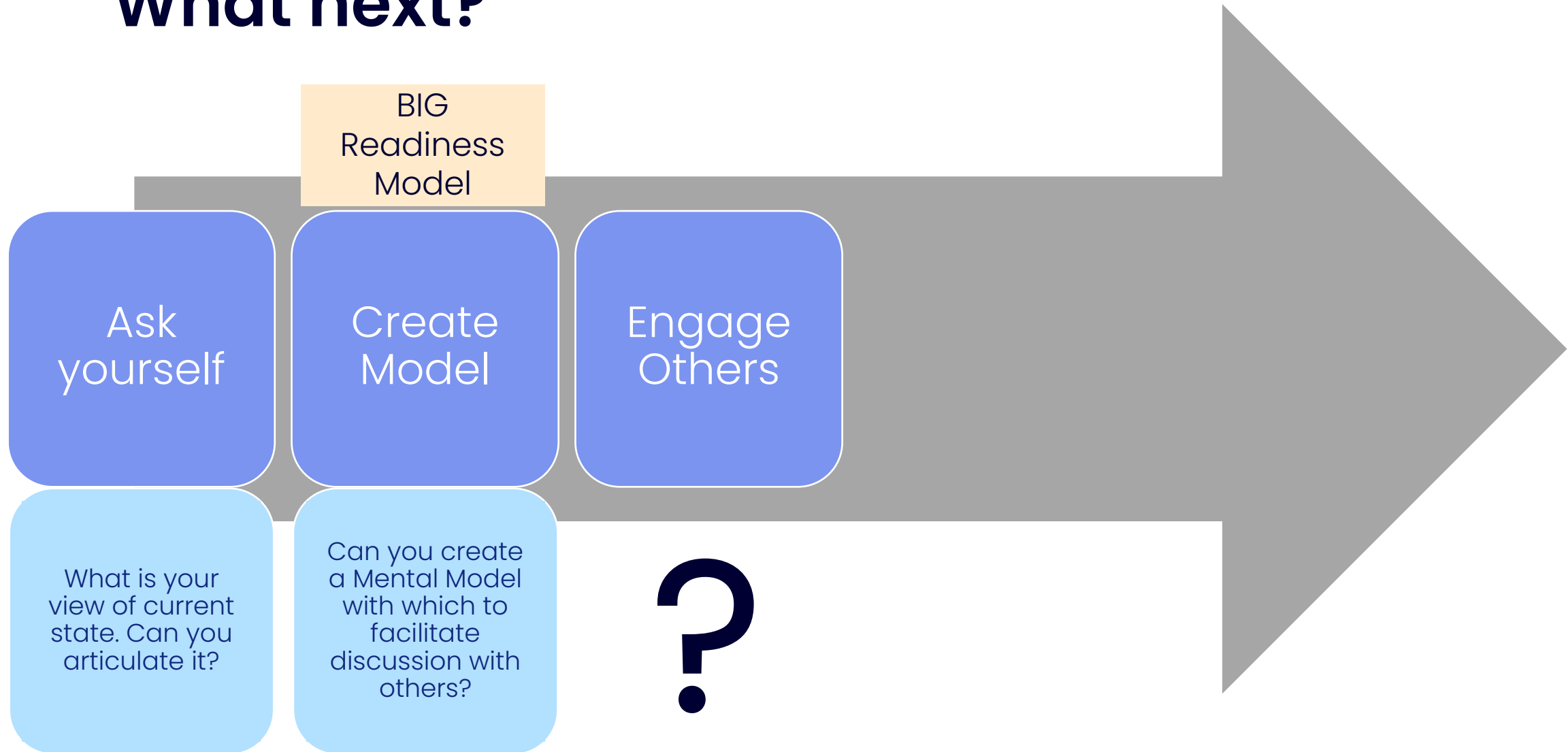
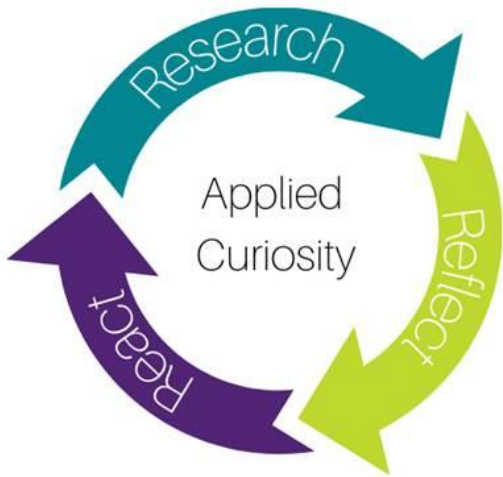


Figure 42 Advice on the BIG Journey



A FIGHT?

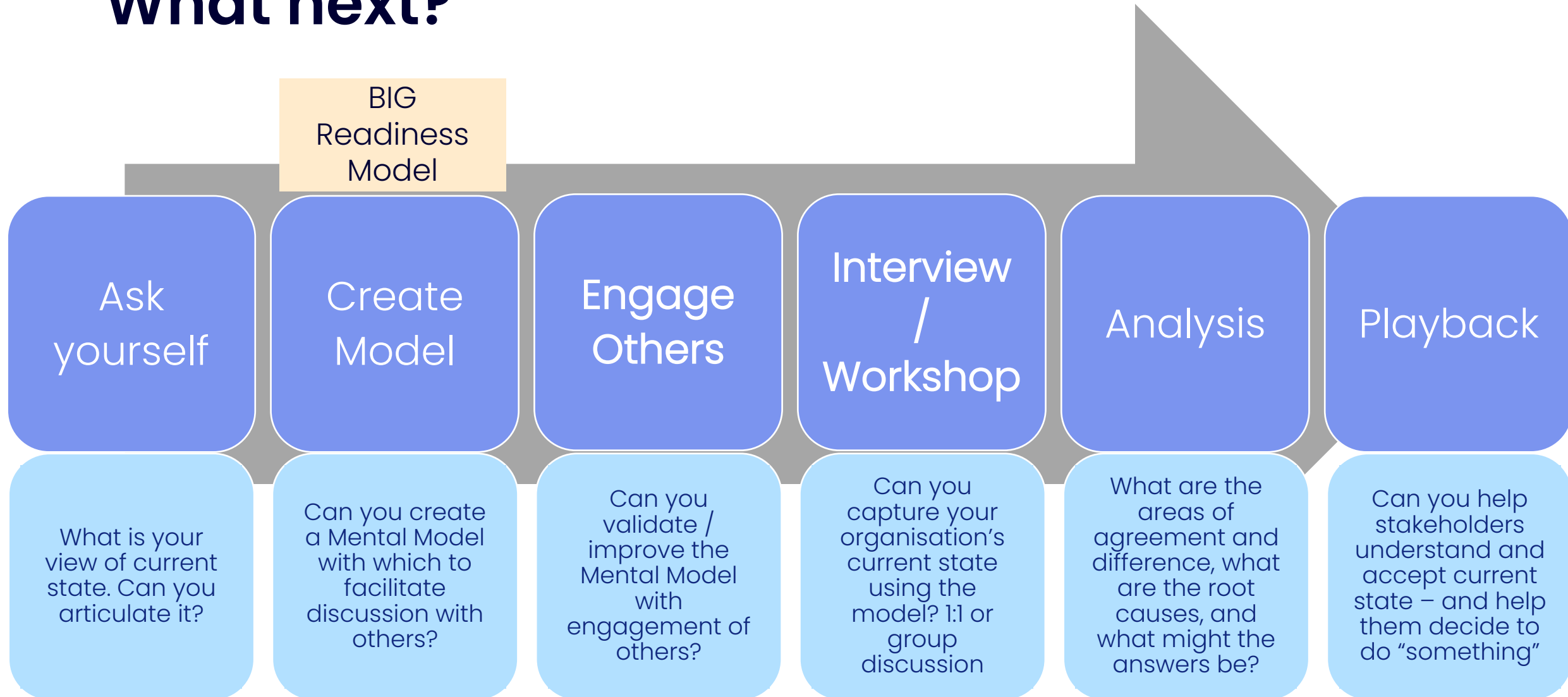


NEMAWASHI



CONSENSUS

What next?



BIG Readiness – DONE

What next?

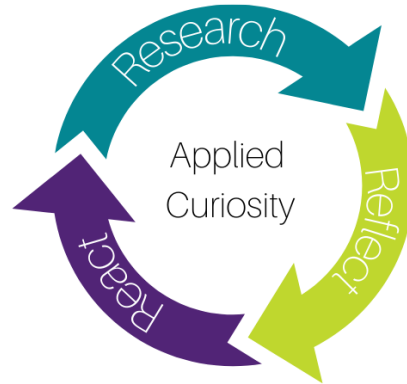
Calls to Action

5

What next?

What is the **First Step** to engaging an organisation to use BIG Concepts, Principles and Components to address their pains and opportunities

HOW CAN I DRIVE THIS?



Research – started

Reflect & Visualise

React – DO SOMETHING!



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Remaining Sessions

Open to booking:

26th November – Strategy Delivery: Rigour vs. Agility – Do We Need Both? – [Book here](#)

3rd December – Governance community – represented by [Tim Leech](#) – [Book here](#)

Book soon:

10 December – Portfolio Management – represented by [Stephen Jenner](#)

<https://big-cic.org.uk/conference/>

Thankyou and goodbye