

READ IT TOGETHER!

BIG



BOK



CLUB

2025 - 2026

WELCOME!

BIG BoK Club March 2026



Components – Organisation and Governance

Reading:

Chapter 6

Organisation – Pages 67 – 69

Governance – Pages 69 - 74



Organisation

Clarity of entities, operating models, delegation and line of sight

Fully integrated governance is only possible when strategy, operations and change are clearly defined, delegated and connected.

Discussion questions:

1. Where does BAU *actually* end and Change begin in your organisation?

- Is it visible in your structure, or only in PowerPoint?

- Who decides when something moves from operational to portfolio

2. Can you clearly identify every Entity in play?

BIG Entity Definition = permanent, temporary or semi-permanent unit with an accountable person and operating model

- Do all of them have a defined purpose, names accountable person, governance body if needed, a defined management process?

- If not – who functionally fills those gaps?

3. Do you have a visible line of sight from:

Board → Portfolio → Programme → Project → Work stream

(See accountability map concept pages 72 - 74)

- do hand offs happen via informal relationships? Where does information get distorted?

4. Are your operating models aligned or competing?

BIG makes the point that BAU, Value Creation and Change often look and feel very different

- Do your structures help them integrate? Or force people to work around them?



Governance

Direction, oversight, accountability and integration

Governance is the human-based system by which an organisation is directed, overseen and held accountable.

Discussion questions:

1. Do your governance bodies *make decisions* or just review slides?

BIG distinguishes clearly between: Governance bodies (decision and accountability); Management teams (coordination and delivery) and Assurance bodies (advice and checking).

- Where do we blur these? Who is actually accountable after the meeting ends?

2. Are your Terms of Reference real, or ceremonial? (See ToR definition page 71)

- Does every governance body have clear scope? Clear authority? Clear escalation routes?

- Does the chair know whether they are personally accountable?

3. Is governance integrated, or siloed?

BIG warns about parochial governance that becomes isolated.

- Do your product, portfolio, BAU and finance forums speak the same language? Do agendas synchronise? Is there a shared cadence?

4. Is governance operationalised or bureaucratic?

BIG is explicit: If governance isn't operationalised it becomes slow, administrative and ineffective.

- Do your agendas process: Objectives / Targets? Performance & forecast? Risks and escalations?

Decisions and actions? Or do they just circulate information?

If governance disappeared for 3 months, what would break first?





THANK
YOU
AND
GOOD
NIGHT



Next BoK Club

- April 13th 7.30 - 9pm UK time including Summer Time – clocks go forward before next meeting
- We continue Chapter 6: Components