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BIG



BOK



CLUB

2025 - 2026

WELCOME!

BIG BoK Club June 2026



## Component: **Accountability**

Reading:

Session blog - [Accountability Is Not What Most Organisations Think It Is - big-cic.org/blog](https://big-cic.org/blog)

Chapter 6 - [Knowledge Outline Accountability](#)

- Accountability – Pages 75 – 76
- Accountability Nodes – Pages 77 – 78
- Accountability Node Types – Pages 79 – 81

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<https://www.uppwise.com/>

BIG Blog:

<https://big-cic.org.uk/blog/strategy-to-delivery-the-gap-we-all-seem-to-treat-as-invisible/>



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IASP –

<https://www.strategyassociation.org/>

WELCOME!

Agenda

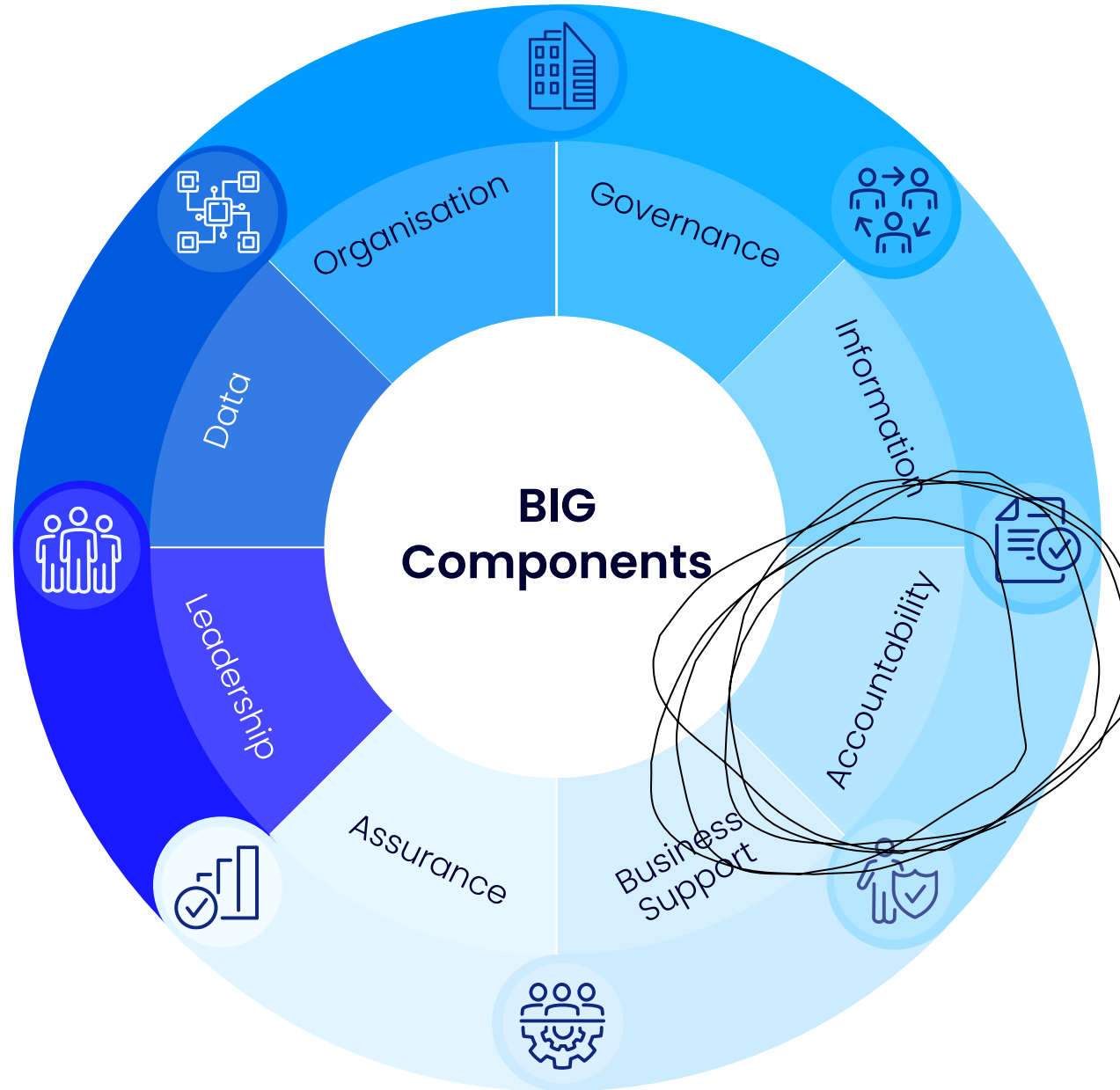


Discuss Pains of Accountability

Review BIG Key Messages on Accountability –  
Discuss

Eco-system Examples – Introduction by Gio –  
Discuss

Figure 22 BIG Components



# Accountability – Part 1

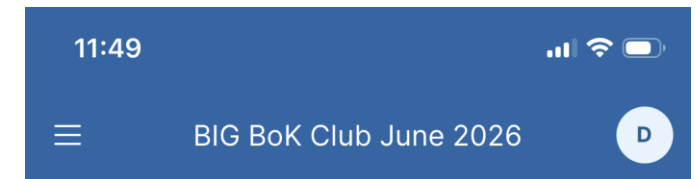
What are your pains?

Discussion & Questions: **25 minutes maximum**

1. "Who gets blamed when things go wrong in your organisation — and is it the same person who had the authority to prevent the problem?"

Do any of these resonate:

- \* Responsibility ≠ Accountability ≠ Authority
- \* People being held accountable for outcomes they couldn't control
- \* Senior leaders delegating responsibility but retaining decision rights
- \* "Accountable in name only"



Questions / Comments

0

Type your answer...

D David D

Send

# Accountability – Part 1

What are your pains?

Discussion & Questions: **25 minutes maximum**

2. "Think of a major failure you've seen. Was the root cause actually poor performance, or was nobody really clear who owned the outcome?"

A surprising number of organisational failures are accountability design failures rather than competence failures.



# Accountability – Part 1

What are your pains?

Discussion & Questions: **25 minutes maximum**

3. "Where in your organisation do people have responsibility without accountability, or accountability without authority?"



# Accountability – Part 2

What does BIG mean by Accountability?

Section - 25 minutes maximum

BIG defines both **Accountability** and **Accountability Nodes**

## What is Accountability?

- Accountability - Obligation to another for the fulfilment of a responsibility (ISO 37000)
- It must be **clear, visible and fair**.
- Effective accountability requires:
  - Defined authority
  - Defined responsibilities
  - Appropriate oversight



# Accountability – Part 2

## Accountability Nodes

**Accountability Nodes** are the key points in an organisation where accountability resides and decisions are made.

**Examples:** Chairman of the Board, Head of the Executive Team, Chairs of Governance Committees, Departmental Directors, Functional Leaders, Project/Programme Sponsors

### Why They Matter:

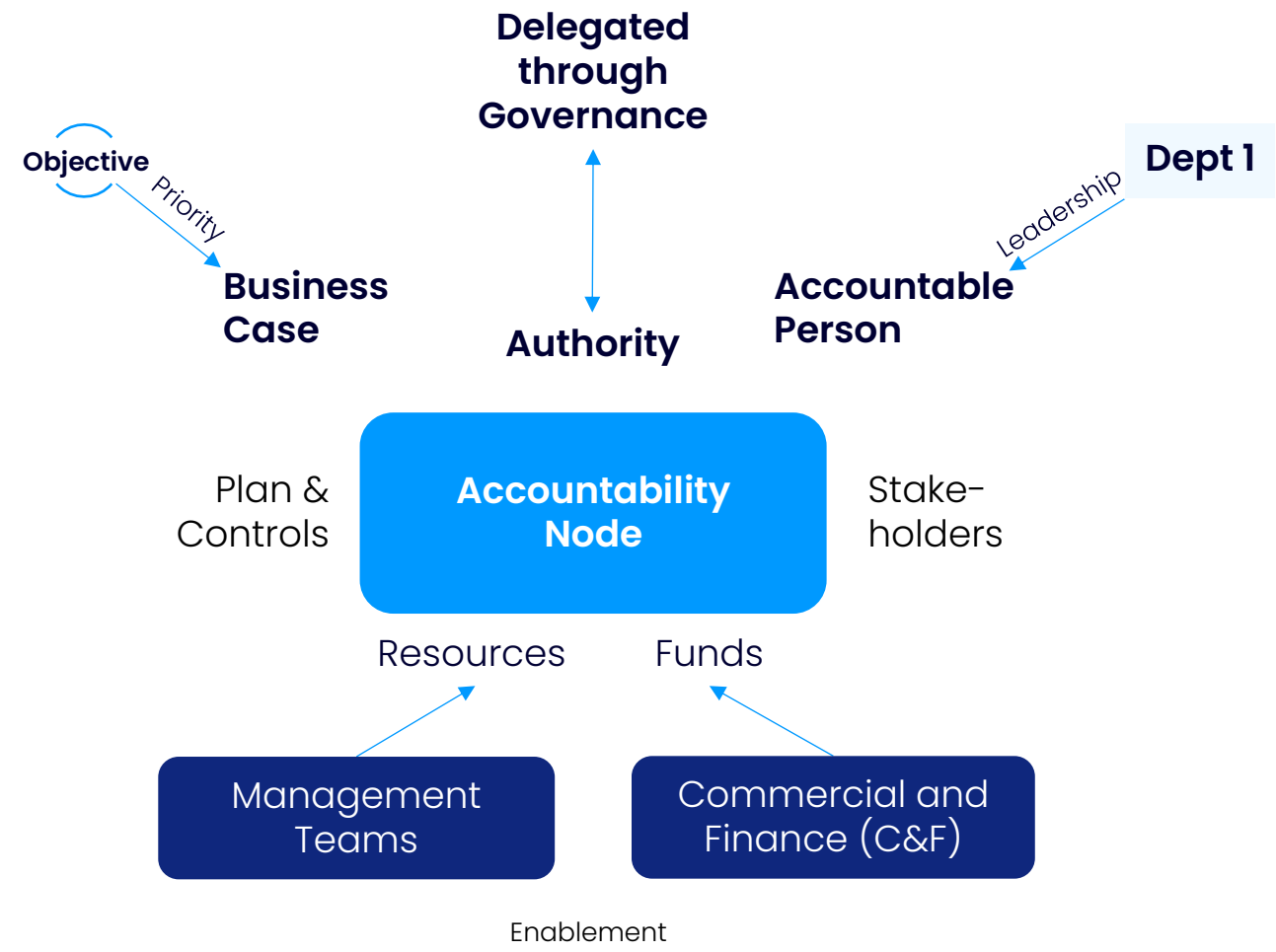
- Make ownership visible.
- Prevent gaps, overlaps and ambiguity.
- Enable effective governance and assurance.
- Create traceability from decisions to outcomes.

An **Accountability Node** is a focal point for the combination of: \* Accountable Person, \* Authority, \* Objectives / Targets / Challenges (OTCs), \* Resources & Funding, \* Plan & Controls, \* Stakeholders, \* Governance, \* Enablement mechanisms

**An Accountability Node is therefore more than a role — it is the complete operating environment required for accountability to work.**



(Figure 27) **Accountability Node structure**



# Accountability – Part 2

## Accountability Map

The mapping of accountability through and across functions is referred to as an Accountability Map, showing authority, dependency and information pathways.

Enables visibility of otherwise invisible relationships

Examples:

Hierarchy of objectives and key results

Organisation structure

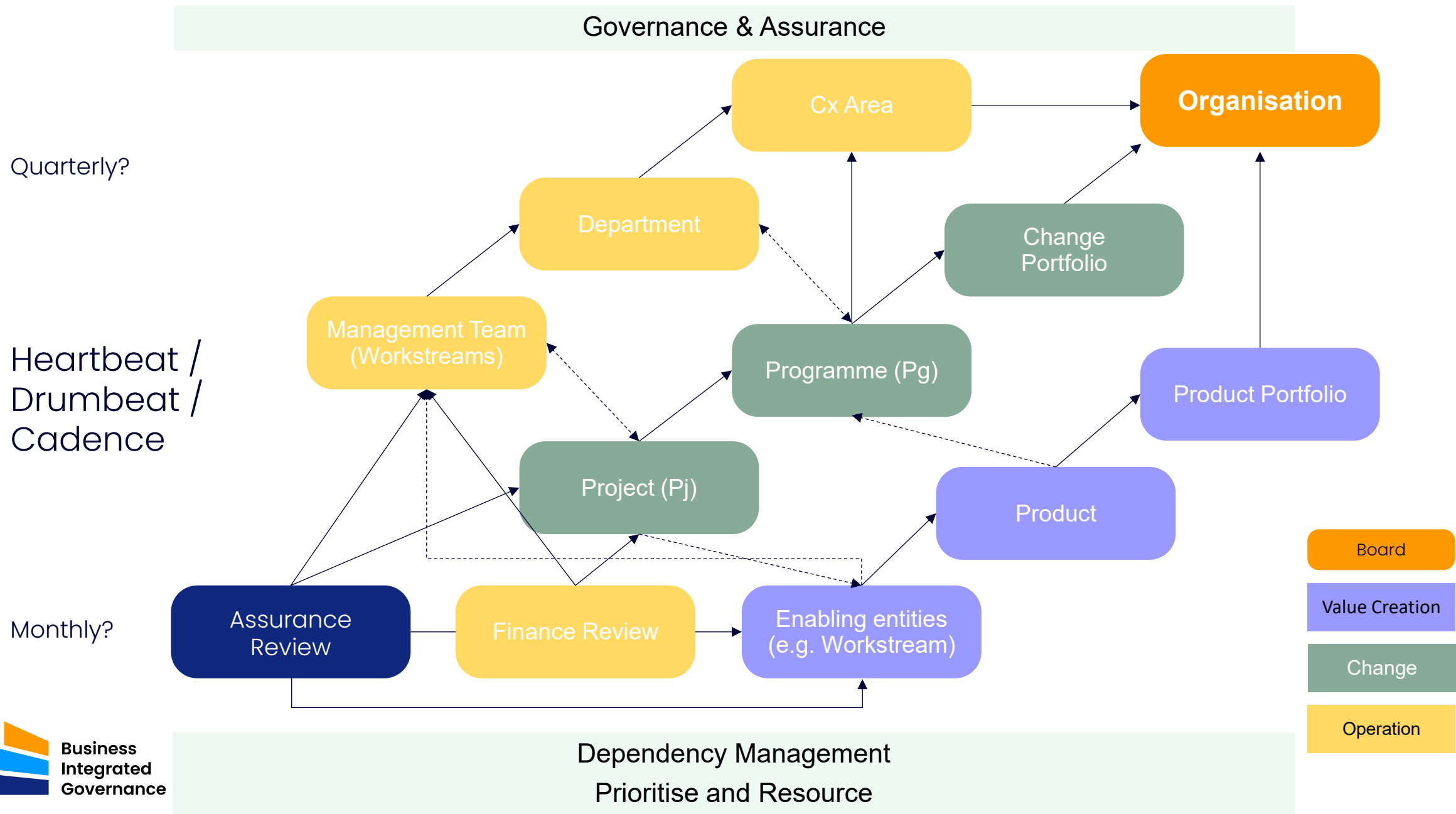
Dependency map

Flow of obligations

Graph database based solutions enable exploration of relationships



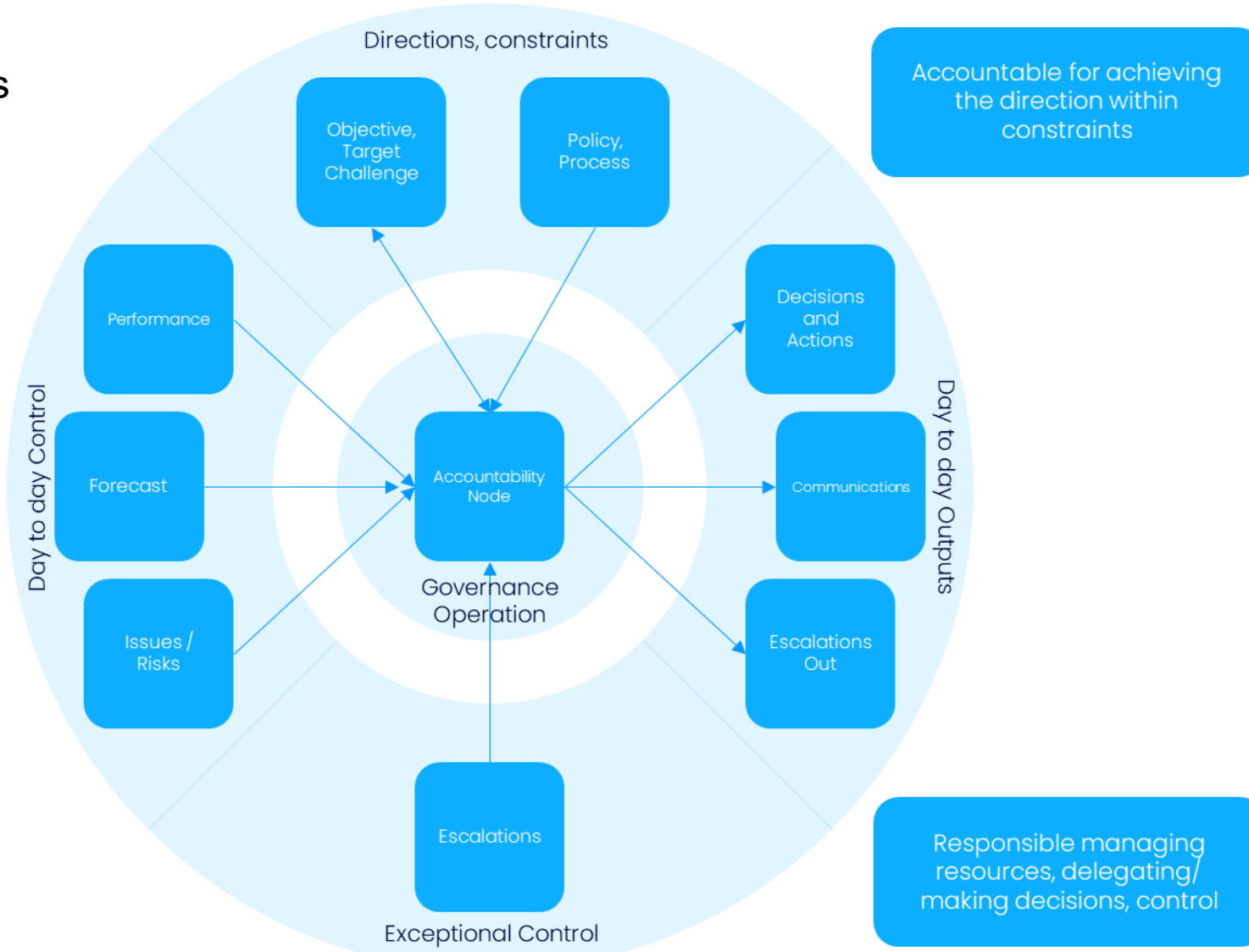
(Figure 26 BAU, Value Creation and) **Change Accountability Map**



# Accountability – Part 2

## Operating Accountability

### Model Agendas



**Business Integrated Governance**

**Knowledge Engagement**

What is BIG?

Knowledge Outline

Resources

Body of Knowledge

Supplementary Materials

BIG Examples

Full Member Resources

Partner Materials

# Accountability – Part 3

## Eco-system Examples

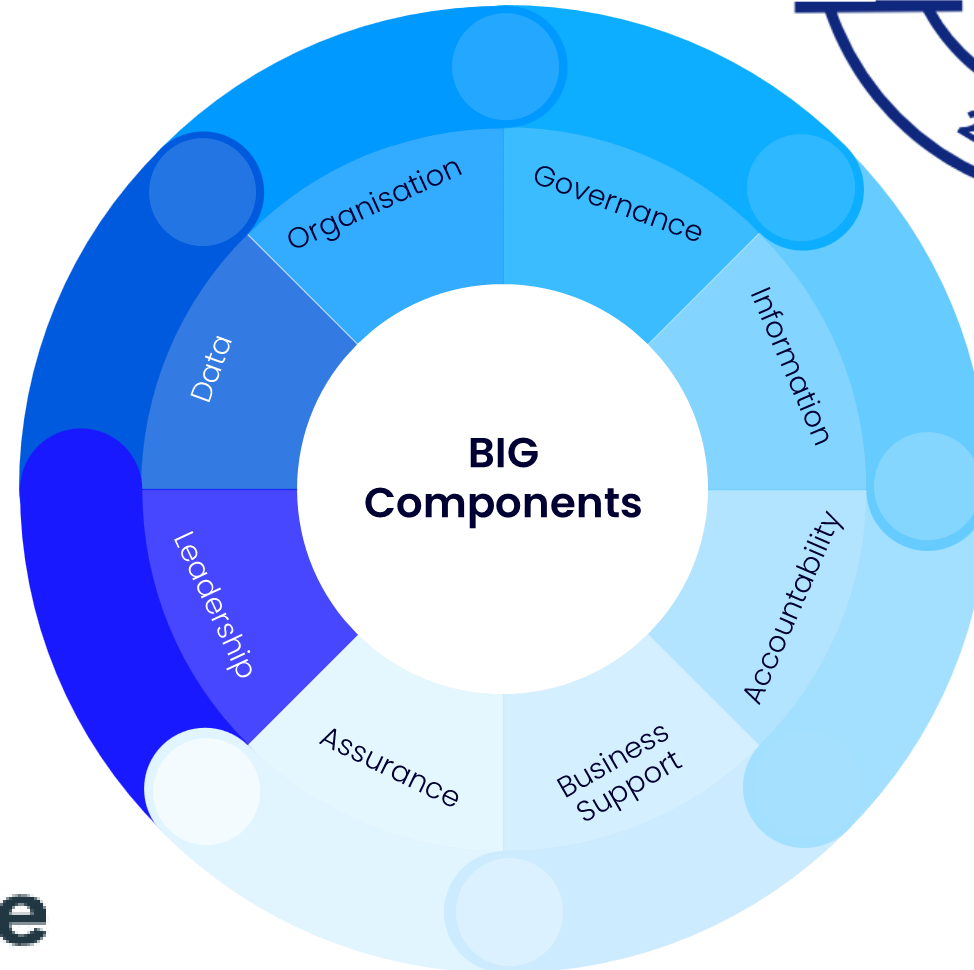
Introduction, Discussion Questions:  
**25 minutes maximum**

Uppwise – Gio to give an overview of their Client Experiences within the Accountability space, in particular difficulties caused by weaknesses within the 7 other BIG Components eg:

- Poor Data
- Inadequate Governance
- Uneven Information Flow
- Organisation: Structure and operating models, Permanent and temporary entities, Clear mapping of Objectives, Targets and Challenges
- And more to **discuss**
- **Prioritisation?**



<https://www.uppwise.com/>



♥  
**THANK  
YOU  
AND  
GOOD  
NIGHT**



Next BoK Club:

- 7.30-9.00 pm 06 July (UK time)
- We continue with....**BUSINESS SUPPORT**
- P.S. please don't be shy [donating](#) if you like the work we are doing. Thanks again to our donors so far!

P.P.S. – if you don't want to donate - but like some [BIG Merch](#) - buying a **mug** and a **t-shirt** will also help us.