

Business Support: The Missing Operating Capability Between Strategy and Results?

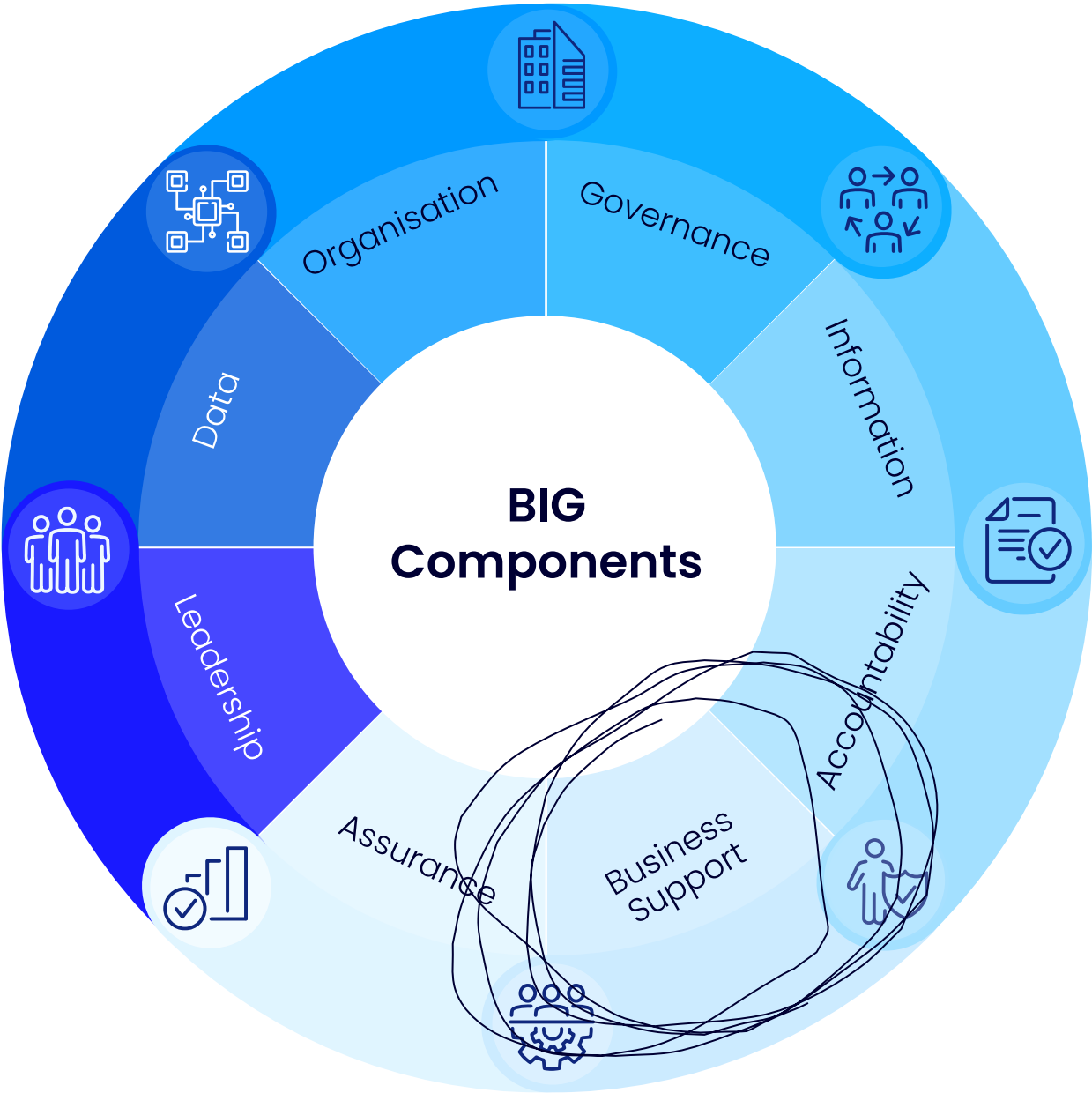
Strategy implementation does not fail just because delivery is weak. It often fails because no one has designed and operated the support capability that keeps strategy, governance, accountability, information, prioritisation and delivery connected.



Business Support Discussion

6th July 2026

Figure 22 BIG Components



“We throw strategic intent over the wall and then call it a delivery failure when goals are not achieved.”

Challenges

- Challenge 1: Strategy delivery is not just projects – BAU, value creation and change, all compete for leadership, funds, resources and attention.
- *Do you agree with the above?*
- *Does your organisation agree with the above?*
- *Does your organisation behave like this is true?*

Challenges

- Challenge 2: Support already exists – but it is fragmented across: PMO, finance, strategy, BI, risk, assurance, product, operations, IT delivery support, resource planning, etc.
- *Are you and your support functions joined up?*

Challenges

- Challenge 3: Who **supports** the connection of strategy to delivery in your organisation?
- *Who do **you** think should do this?*

What BIG offers:

**Purpose → goals → strategy →
→ objectives / targets / challenges →
→ BAU, value creation, change →
→ outcomes and value.**

Component 7 – Business Support – an enabling capability



- Orchestrates governance
- Operates agendas
- Manages tools and processes
- Sustains the capability
- Hub-and-spoke, not monolith

Business Support – Deliverables (part of a Business Integrated Governance Initiative)

- Business Support Strategy
- Defined service levels
- Information and data integration needs
- Sustainment plan for your organisation's Business Integrated Governance Capability

Practical Issues Discussion

- Support service – this is a means to an end...
 - Level of support function?
 - “Overhead” or “key capability”?
 - Poison chalice or one ring to rule them all?
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- Conclusion – business support is the critical cog for any business integrated governance implementation AND
 - BIG is an enabler for the journey of: Purpose → goals → strategy → objectives / targets / challenges → BAU, value creation, change → outcomes and value.

♥
THANK
YOU
AND
GOOD
NIGHT



Next BoK Club:

- August Social
- We continue in September - with....LEADERSHIP
- 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 would like some [BIG Merch](#) - buying a **mug** and a **t-shirt** will also help us.