

Business Integrated Governance

a quick overview



Why, What, and How you can improve
Strategy Delivery using fit-for-purpose
integrated governance?

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Strategy - the way Forward for Purpose

Wherever you start...



Not all Strategies Succeed

Companies on average deliver only 63% of the financial performance their strategies promise.

Harvard Business Review

50% of well formulated strategies fail to deliver expected results because of poor execution.

Harvard Business Review

Executorial Excellence is the number one challenge facing global corporate leaders.

Harvard Business Review

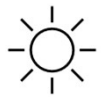
82% of Fortune 500 CEO's feel their organization is effective at strategic planning. Only 14% indicated they are effective at implementing the strategy.

Forbes Magazine

Two-thirds to three-quarters of large organizations struggle to implement their strategies.

Harvard Business review

Do you Recognise These Pains?



Clarity

Strategy inputs and outputs are not clear



Communication

Strategy is poorly cascaded and communicated



Delegation

Accountability for the strategy is not established and accepted



Control

Progress on strategy objectives is not clear, nor is how we course-correct



Enablement

We have not empowered accountable people with priority, resources or budget



Agility

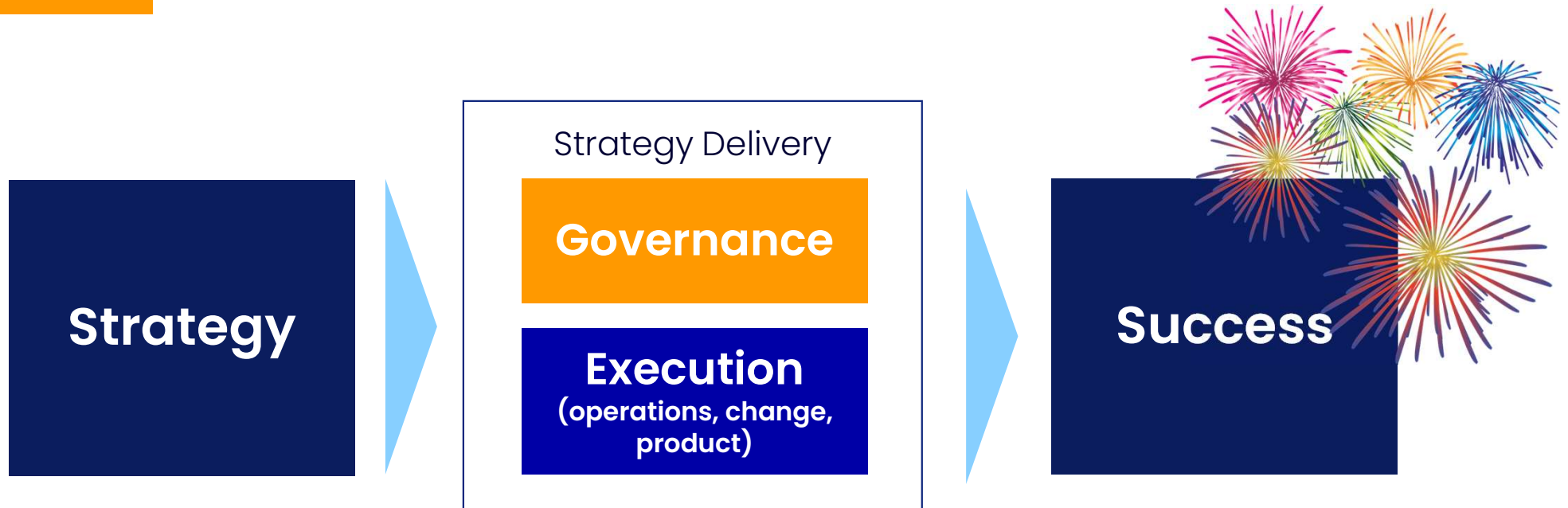
The organisation cannot respond quickly to internal / external triggers



Integration

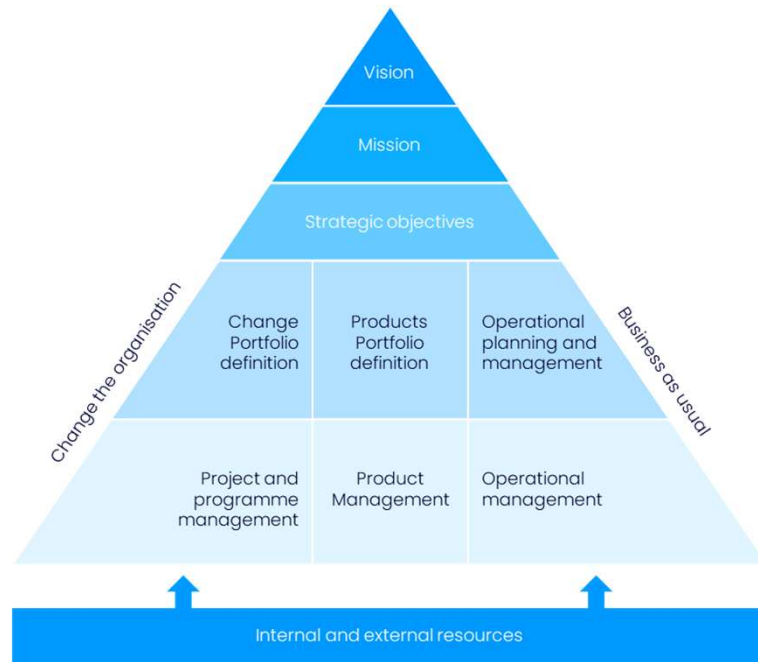
BAU, change and value generation domains are not coordinated or integrated

Pains are Alleviated with Good Governance



Strategy will be more successful if your **Strategy Delivery Governance** is fit-for-purpose and **Integrated** across the organisation

What is Business Integrated Governance?



Business Integrated Governance refers to a comprehensive approach to **managing and aligning corporate governance within an organisation.**

It involves integrating governance principles, practices, and structures throughout business operations and decision-making processes.

The challenge of BIG is to shift from stitching together governance practices and coping, to defining and managing fully integrated governance with **the necessary Capability.**

A well-defined **BIG Capability** enables the effective communication of strategic expectations, followed by ongoing systematic performance oversight, decision making, re-steering, and course corrections, leading to greater strategic outcomes and agility.

What is (not) BIG?

BIG is ...

a way of thinking about 'strategy to delivery' capability development

- a model / framework for
 - conversations with CEO, C-level and other stakeholders about strategy delivery challenges / possible solutions
 - governance within / across an organisation – systemising use of interconnected tools and processes
 - planning and managing necessary strategic governance changes to ensure that they are adopted
- a set of selected tools to
 - gather strategy delivery pains and to understand maturity
 - provide standard agendas for governance bodies, map accountability etc.
 - build information and data models for governance

BIG is NOT ...

a finite recipe to improve strategy delivery

- corporate governance and compliance gone mad
- a replacement for portfolio management – ot delivery methods
- a complete set of tools to solve strategy delivery problems
- a set of click and run technologies
- simple and easy

Who are the Beneficiaries?

Each audience, as represented by one of the perspectives below, will see a different set of pains (benefits), but there is a significant commonality among them



Leadership/Strategy

CEO, COO, CIO/CDTO, CFO
Strategy director
C-level executives



Transformation/P3/PMO

P3 sponsors and managers,
heads of transformations,
Heads of PMO



Product

CPO, Head of product portfolio



Governance

Governance risk and compliance
professionals

Key Concepts

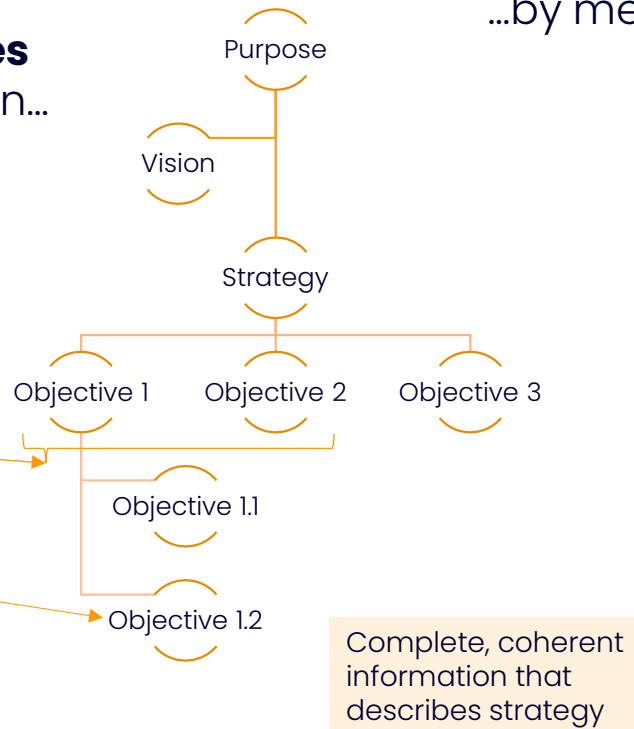
Organisation



Strategic Processes
develop and sustain...



Strategy Information Model



...by means of...

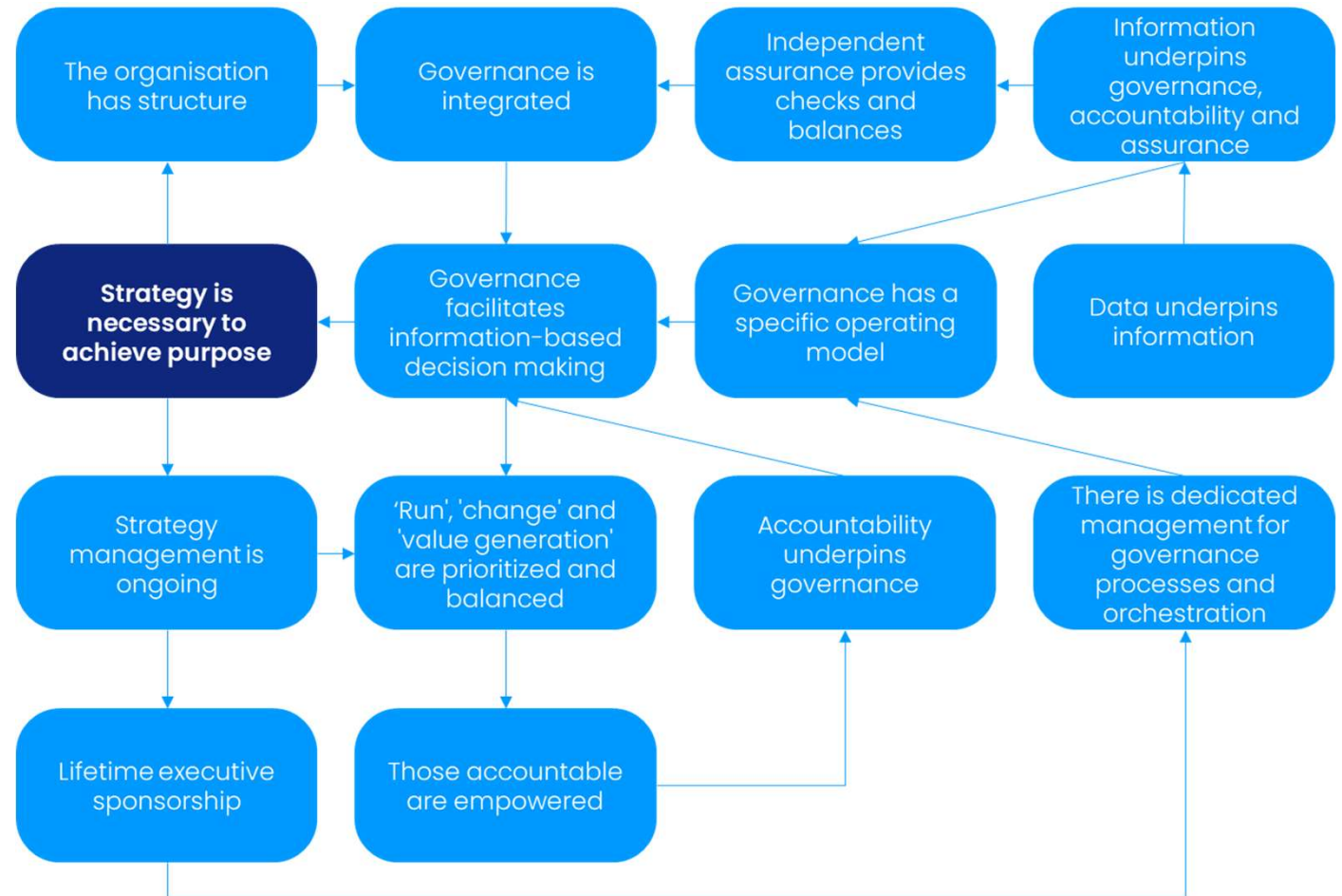
Strategy Operating Model



BIG Operating Model

Principles

Parochial pains are addressed with a universal set of **principles**



The BIG Capability Development Vision

Unite stakeholders through a Vision of the Business Integrated Governance Capability needed to achieve greater Strategy Delivery through Strategy Information and Operating models, Components and Enablers.

Strategy



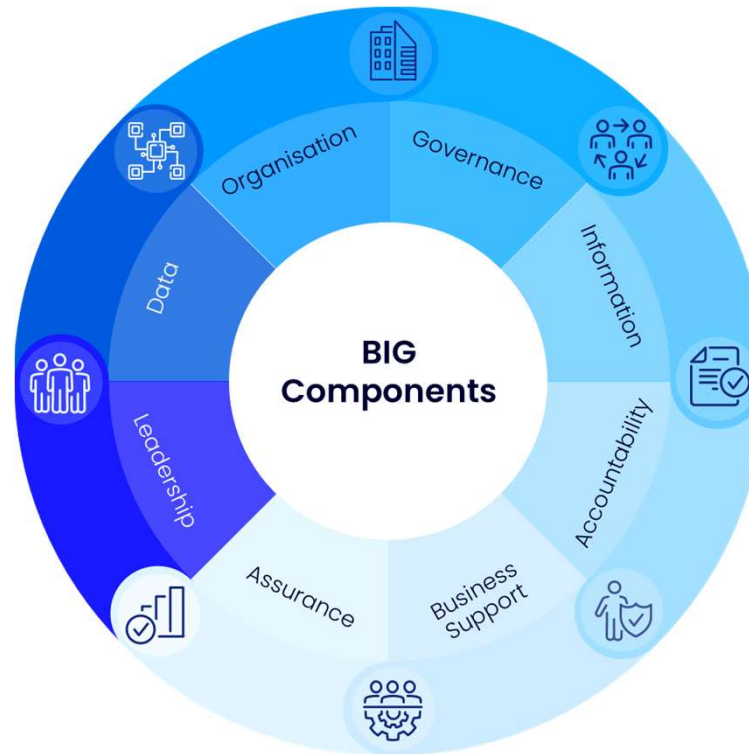
Strategy information model

Complete, coherent information that describes strategy



Strategy operating model

Processes, skills, tools and governance to sustain and update strategy



Enablers



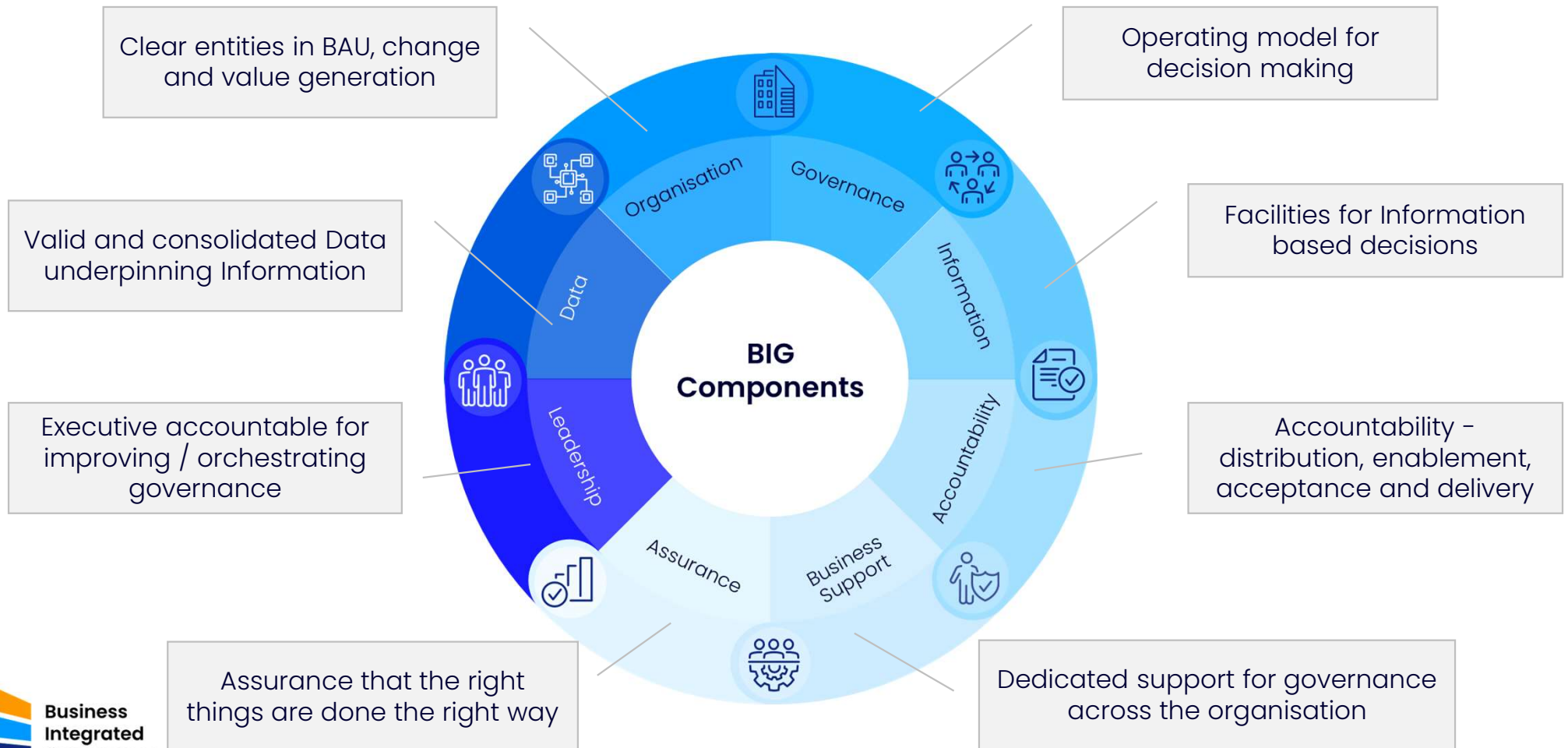
Processes, e.g.

- Benefits management
- Change
- Performance
- Portfolio
- Resource
- Risk...

Tools, e.g.

- OKR / KPI
- PPM
- Finance
- Prioritisation
- MI tools
- Data & Integration...

BIG Capability is Built on Components



In Order to Solve the Following Pains...

For a given perspective: (fill in here)

Clarity

- Basis of the vision for the organization not clear from the opportunities, threats, imperatives and goals.

Communication

- Strategy output is not clear to the organisation.
- Strategy is poorly explained.
- Feedback of progress, performance & (issue / risk) escalation is not well communicated

Delegation

- Strategy is not effectively cascaded.
- Accountability is not clearly assigned to people.
- Accountable people are not properly empowered.
- Organisation does not hold people to account for success or failure.

Control

- Objectives are not supported with clearly defined plans and measures.
- Performance is difficult to measure with reliable data. Progress is on tasks not objectives.
- Alignment drifts between objectives & activity.
- Meeting agendas are not well controlled.
- Assurance not built into governance operation.

Enablement

- The organisation has too many competing objectives & related activities.
- Leadership time, resources & budgets are over committed. Prioritisation is ad hoc & academic.
- Strategic priorities are regularly over-ridden for short term expedience.

Agility

- Slow to:
- Capture changes in external / internal business drivers.
 - Collate quality information for decision making.
 - Identify resultant changes to Objectives (scope / priority).
 - Communicate changes & resolve related issues. Redirect funds / resource to revised priorities.

Integration

- Low confidence that objectives are actioned within business planning.
- No BIG picture of how objectives cascade, connect and combine.
- Parochial approaches to governance not aligned for overall governance.
- Lack of performance baseline for governance operation.
- No cross functional support to enable integrated governance.
- Information & Data facilities not adequate to manage or provide assurance.
- Disconnected information sources not designed to aggregate upwards.
- Use of processes / tools to not adequate to operate governance.

Or meet the Following Expectations...

For a given perspective: (fill in here)

Clarity

- Basis of the vision for the organization clear from the opportunities, threats, imperatives and goals.

Communication

- Strategy output is clear to the organisation.
- Strategy is well explained.
- Feedback of progress, performance & (issue / risk) escalation is well communicated

Delegation

- Strategy is effectively cascaded.
- Accountability is clearly assigned to people.
- Accountable people are properly empowered.
- Organisation holds people to account for success or failure.

Control

- Objectives are supported with clearly defined plans and measures.
- Performance easy to measure with reliable data. Progress is on objectives not just tasks.
- Alignment maintained between objectives & activity.
- Meeting agendas are well controlled.
- Assurance built into governance operation.

Enablement

- The organisation manages competing objectives & related activities.
- Leadership time, resources & budgets are correctly committed. Prioritisation is systematic and meaningful.
- Strategic priorities are balanced with short term imperatives

Agility

- Quick to to:
- Capture changes in external / internal business drivers.
 - Collate quality information for decision making.
 - Identify resultant changes to Objectives (scope / priority).
 - Communicate changes & resolve related issues. Redirect funds / resource to revised priorities.

Integration

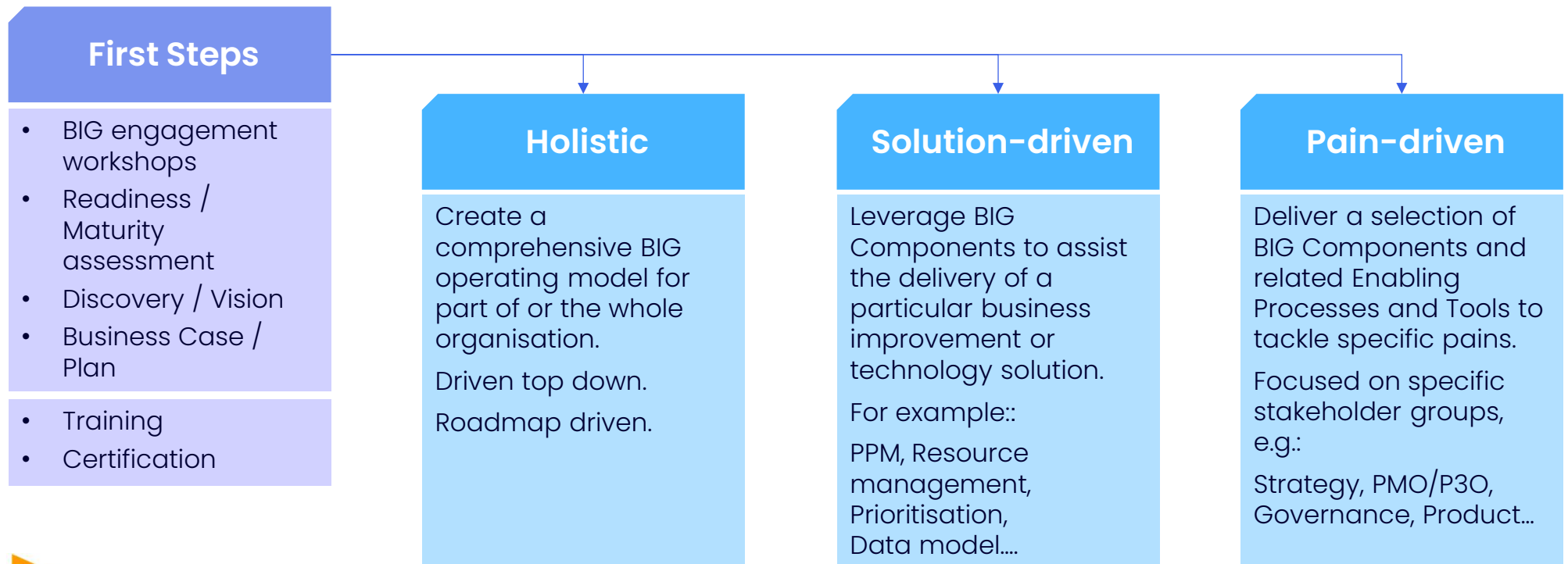
- High confidence that objectives are actioned within business planning.
- BIG picture of how objectives cascade, connect and combine.
- Local approaches to governance aligned for overall governance.
- Clear performance baseline for governance operation.
- Cross functional support to enable integrated governance.
- Information & Data facilities adequate to manage and provide assurance.
- Connected information sources designed to aggregate upwards.
- Use of processes / tools to adequate to operate governance.

..you need BIG Capability Elements

<p>Strategy information model</p> <ul style="list-style-type: none"> • Concepts and Definition • Object model • Hierarchy • Document Library • Alignments 	<p>Organisation</p> <ul style="list-style-type: none"> • Organisational entities model (BAU units, programmes, projects, products) 	<p>Accountability</p> <ul style="list-style-type: none"> • Standing Agendas and Information needs • Accountability Onboarding Process 	<p>Information</p> <ul style="list-style-type: none"> • BIG Information Strategy • BIG Reporting Model • Reporting and Dashboards • Service Provision 	<p>Enabling processes</p> <ul style="list-style-type: none"> • Change • Benefit realisation • Prioritisation, • Finance, • Performance, • Resource, • Portfolio, Programme, Project, Product, • Risk
<p>Strategy operating model</p> <p>Processes to:</p> <ul style="list-style-type: none"> • Scan environment • Formulate, Implement • Monitor, Update 	<p>Governance</p> <ul style="list-style-type: none"> • Governance Strategy • Governance Bodies • Accountability Map • BIG Governance Model • RAID, Prioritisation tools • Governance operation 	<p>Assurance</p> <ul style="list-style-type: none"> • Assurance Strategy • Assurance Model • Integration • Service Provision 	<p>Data</p> <ul style="list-style-type: none"> • BIG Data Strategy • BIG Data Model • Tools and Data Sources • Integration and Data Capability • Service Provision 	<p>Enabling tools</p> <ul style="list-style-type: none"> • Meeting Management • PPM, • Resource management, • Corporate RAID, OKR, KPI / KRI • RACI • Prioritisation, Finance, Integration, Line of Business, Data Warehouse • Integration / AI
<p>Leadership</p> <ul style="list-style-type: none"> • Sponsorship, Vision and Strategy • Target operating model • Business Case / Plan / Programme Management & Change • Operational Management 	<p>Business support</p> <ul style="list-style-type: none"> • Business Support Strategy • Business Support Model • Integration of support services • Service Provision 			

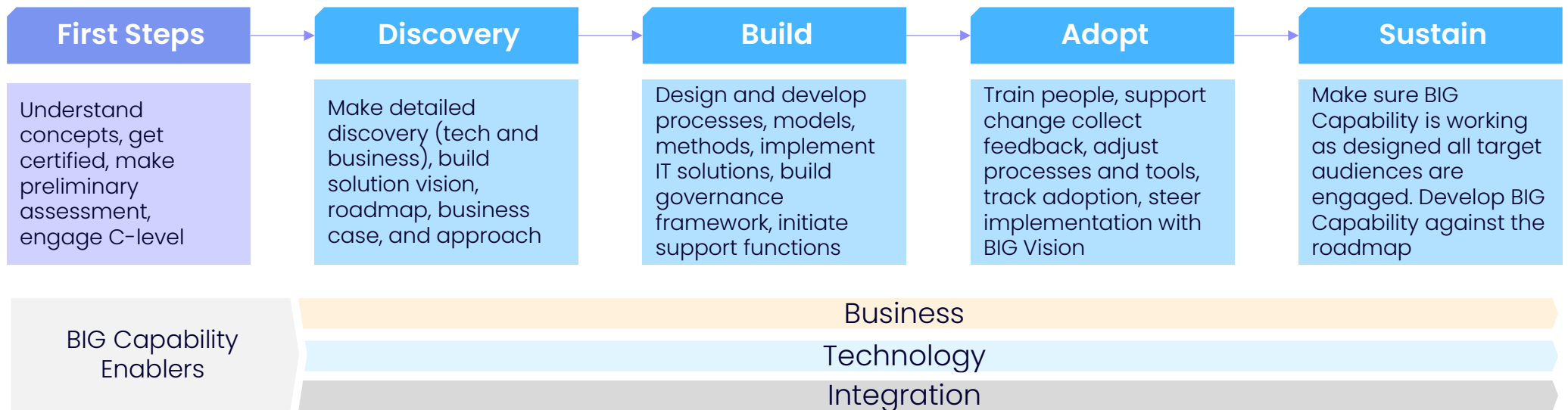
Approach to the BIG Capability Vision

The BIG Journey starts with identifying drivers to do something with stakeholders & sponsors. Their expectations, the scale of the issues, and their nature determine the BIG Capability Vision.



Lifecycle to Build BIG Capability

- **First Steps** develops backing from sponsors. **Discovery** provides a **BIG Capability Vision and Approach**.
- Further external professional support may be needed to **Build, Adopt and Sustain** the **BIG Components and Enablers** (Business, Technology, Integration) so that **Capability** develops.
- Programme Management services may be required to **Manage** delivery, and Management Consulting services may be required to help Executive Sponsors **Oversee** delivery.



About Us

Business Integrated Governance CIC



<https://big-cic.org.uk/about-us/>

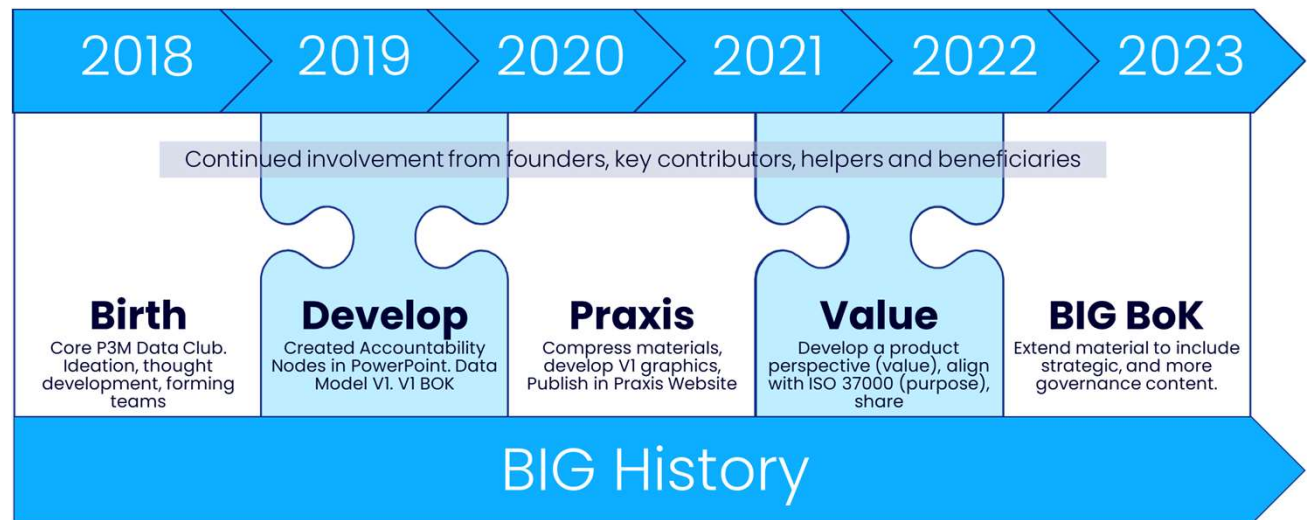
Business Integrated Governance CIC



BIG CIC is a Community Interest Company (CIC). A CIC a unique form of limited company dedicated to serving the public good, and the BIG CIC is a proud Certified Social Enterprise. It does not have shareholders, it has members, and is proudly not for profit.

It was started as a club in 2018.

The initial goal was to create a shared data model for portfolio, programmes and projects, but the scope extended to develop an integrated governance model which now connects strategy, governance, change, value creation and operations communities.



Who are we? <https://big-cic.org.uk/about-us/>

BIG CIC has been supported by over 130 volunteers from strategy, governance, change, product management, finance & operations, including:

Founders:

*Current
Directors are
shown in
bold italic*

Adam Simmonds
Adrian Dooley
Alex Shapley
Andrey Malakhov
Chris Bragg
David Dunning
Martin Samphire
Pamela Schure
Ricardo Santos
Ross Miller
Sachin Melwani
Simon Harris

Founders are people who have provided ongoing support for the BIG CIC
Key Contributors: have made significant inputs at some point

Key

Contributors:

Adrian Pyne
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David Booth
Derek Strachan
Graham Goodwin
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Kris Athey
Lindie Grebe
Neil Brandwood
Richard Morgan
Shailan Chudasama
Therese Padilla
Tim Schmeising-Barnes
Tony Stanley

Full list is available at big-cic.org.uk:

- [founders](#)
- [key contributors](#)
- [helpers](#)
- [current directors](#)

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