

# Business Integrated Governance

## *Services Taxonomy*



This presentation offers a model for a BIG Solution Vision, Approach to Engagement / Delivery, Lifecycle, Deliverables and High-Level Services definition.

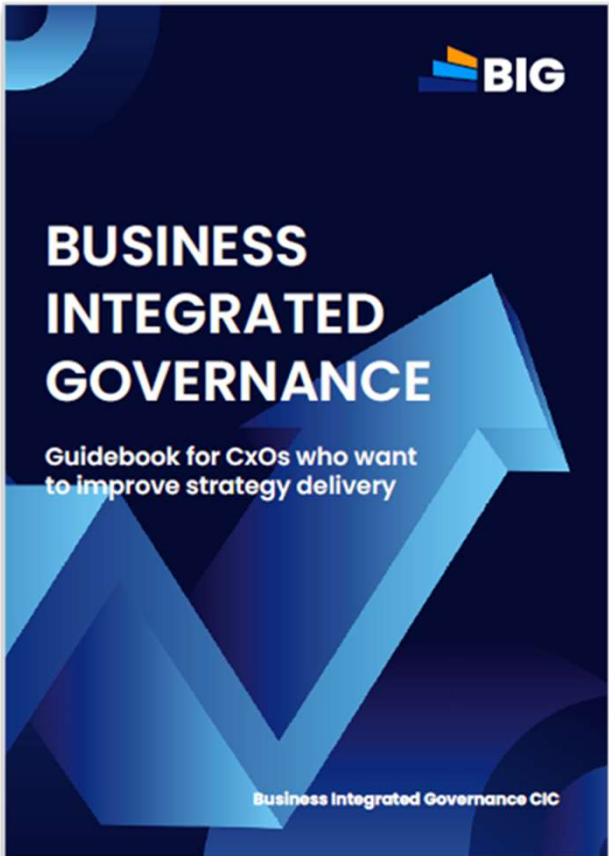
March 2024

# Services Taxonomy: Approach & Illustrations

- [Deepteam](#) and [PMLogix](#) have developed the BIG CIC starter for 10 set of deliverables and BIG Journey with additional details and developed definitions for training consulting and delivery services.
- This content has been donated to the CIC and may be included in any BoK future update.
- The following content is shared for review and usage. Some of it is straight out of the BoK.
- [Deepteam](#) and [PMLogix](#) are keen to partner in supporting organisations to exploit BIG and are also keen to partner with other partners – tactically or strategically.

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# Introduction

There are many pains resolved and benefits achieved by utilising BIG Key Concepts, Principles and Components.

There are many stakeholders to engage before agreement to build or implement anything. The BIG BoK offers an example definition of the Components and sub-Components that may need to be built, and a BIG Journey to outline an approach to engaging the organisation through to development delivery and sustainment of capability.

Please note – This material is not “What is BIG” or “Why BIG” – it is about making BIG happen. This document focuses on the vision, process, deliverables and services – and does not attempt to provide material to develop need, make a case, or define solution.

# The BIG Solution Vision

What is the picture we are building – at least in some part?

At a high level – what do we have to make in our BIG Solution?

# 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 set that embodies strategy

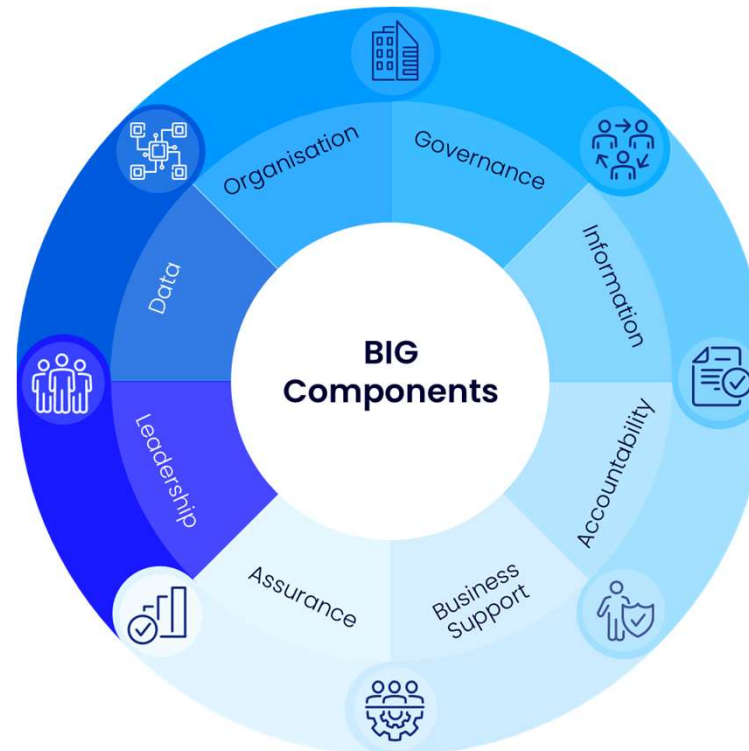


### Strategy operating model

Processes, skills and tools to sustain and update strategy



Business  
Integrated  
Governance



## Enablers:



### Processes, e.g.

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

### Tools, e.g.

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

<https://big-cic.org.uk/body-of-knowledge/knowledge-outline/#1698074582566-7cac6519-d7a0>

# Approach to Engagement

To benefit from BIG, organisations need to find out about it. A BIG CIC Goal is to share the BoK, develop it with professional bodies, and support partners to enable an organisation stakeholder to “Discover then Do” something.

However – BIG is complex. Solutions are not easy to conceive or agree. We need to understand our stakeholders and use models to help us to imagine solutions. We use the idea of “First Steps” to gain consensus on the pains and possible gains from a BIG Vision – before we try to fix the information and the operation. From here, we are ready to define, build, adopt and sustain Capabilities.

We suggest great care is taken to avoid a fight through First Steps – and that time is spend understanding, consensus building and realising Rome isn't a single day job.

We further suggest that the journey to begin (scale and scope) is determined by who the sponsor is, or can be and on what they want, can sanction / achieve.

There are many ways people may encounter BIG

# Discover then Do

## Professional Bodies

Hearing about BIG through professional groups

## BoK Explanation

Blogging and Publicity from the BIG CIC about BIG

## Partner Perspectives

Hearing about BIG via solution or stakeholder pain perspectives

Our advice is to read about BIG and become a BIG CIC member, watch introductory videos, and / or network in the BIG CIC

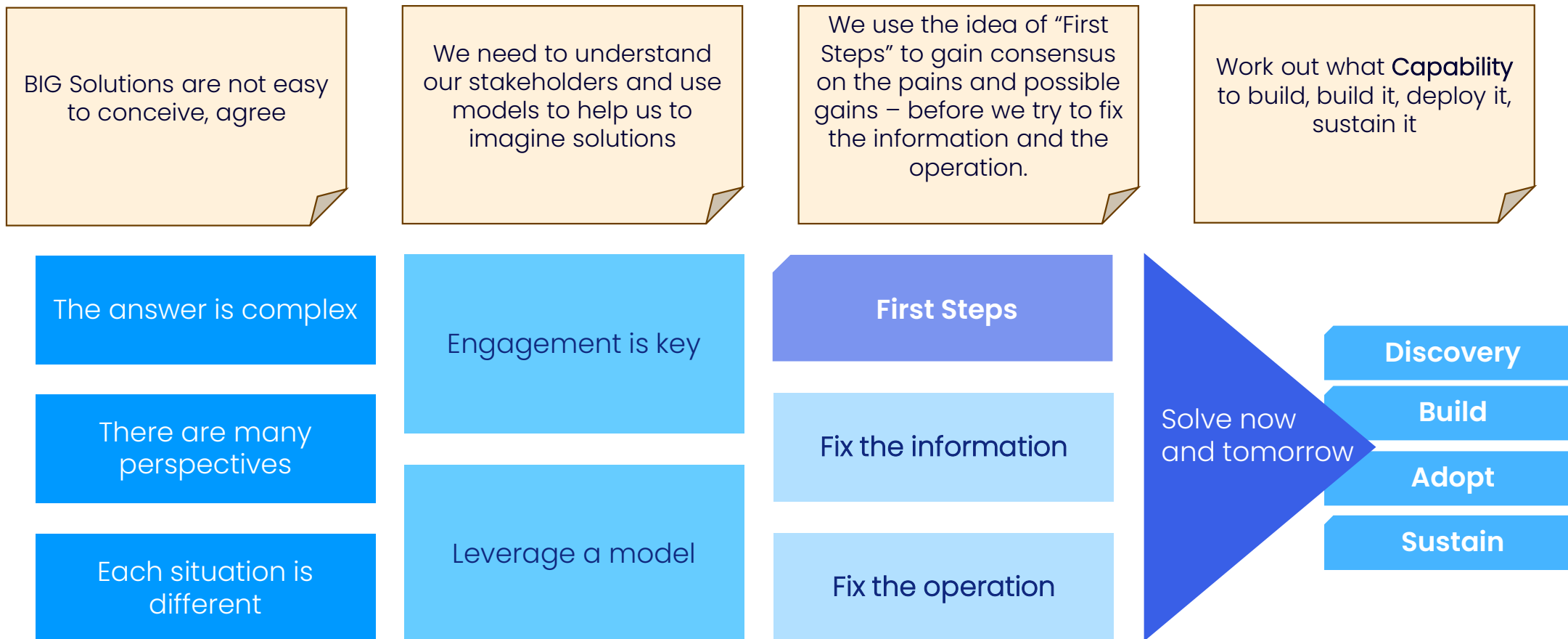
Discover then Do Something!

First Steps

There are many partners who can support learning more about it – but many will encourage engagement in First Steps



Figure 41 Essence of the BIG Journey



# Figure 42 Advice on the BIG Journey

In **First Steps**, it is possible to learn about BIG and achieve accreditation, run workshops to informally explore pains and possible gains, measure current readiness systematically to enable progress to be measured, and to build a vision and business case on which to progress

- First Steps**
- BIG engagement workshops
  - Readiness / Maturity assessment
  - Discovery / Vision / Business Case / Plan
  - Training
  - Certification



**A FIGHT?**

Raising the possibility of improving strategy delivery 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

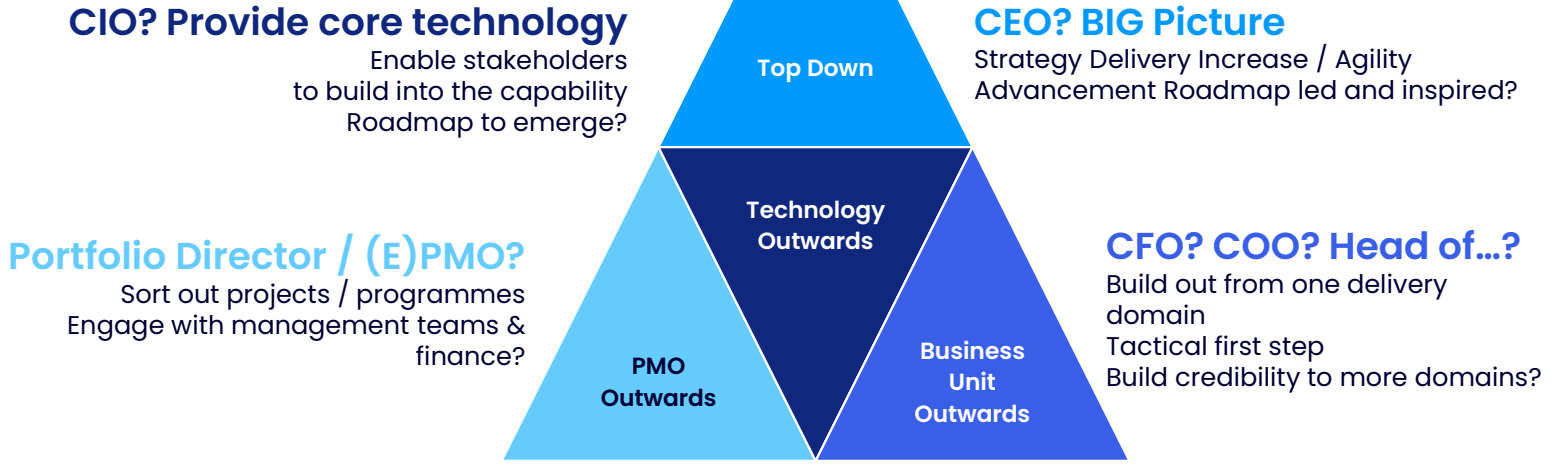
In **First Steps** - we need to avoid conflict, engage people and build support, develop consensus and realise that we are not going to solve everyone's problem straight away. During these BIG **First Steps**, an organisation may seek support from objective expertise.

Figure 45 How to approach BIG Capability – tactically or strategically?

# Where is your Sponsor?

Technology led  
Solution-driven

Top down  
Holistic



Pain-driven  
Partial solution

What will determine scale and scope is the Sponsor – and what they want, can sanction / achieve?

# Approach to Delivery

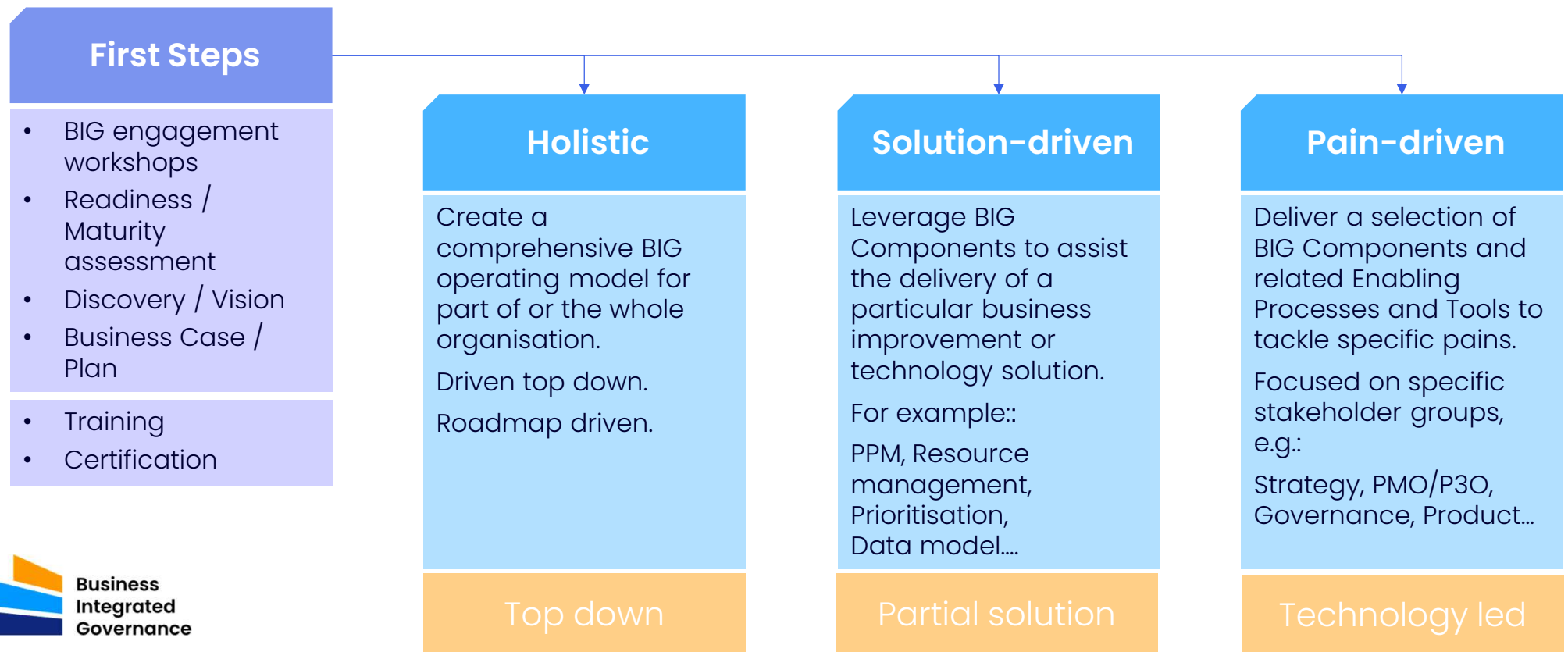
We suggested that the journey scale and scope is determined by who the sponsor is, or can be and on what they want, can sanction / achieve.

- Is an executive to engaged to drive a comprehensive Vision?
- Is a senior manager leveraging elements of BIG to address a particular situation?
- Is there a technology innovation that enables capability?

What therefore does the roadmap look like – so that it can be communicated, coordinated and turned into delivery and controlled?

# 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.



# Roadmap

Schematic Roadmap to define which **Capability** is pushed through the **Lifecycle** and introduced to which Areas, in what sequence

Solution Depth

"Maturity Level"

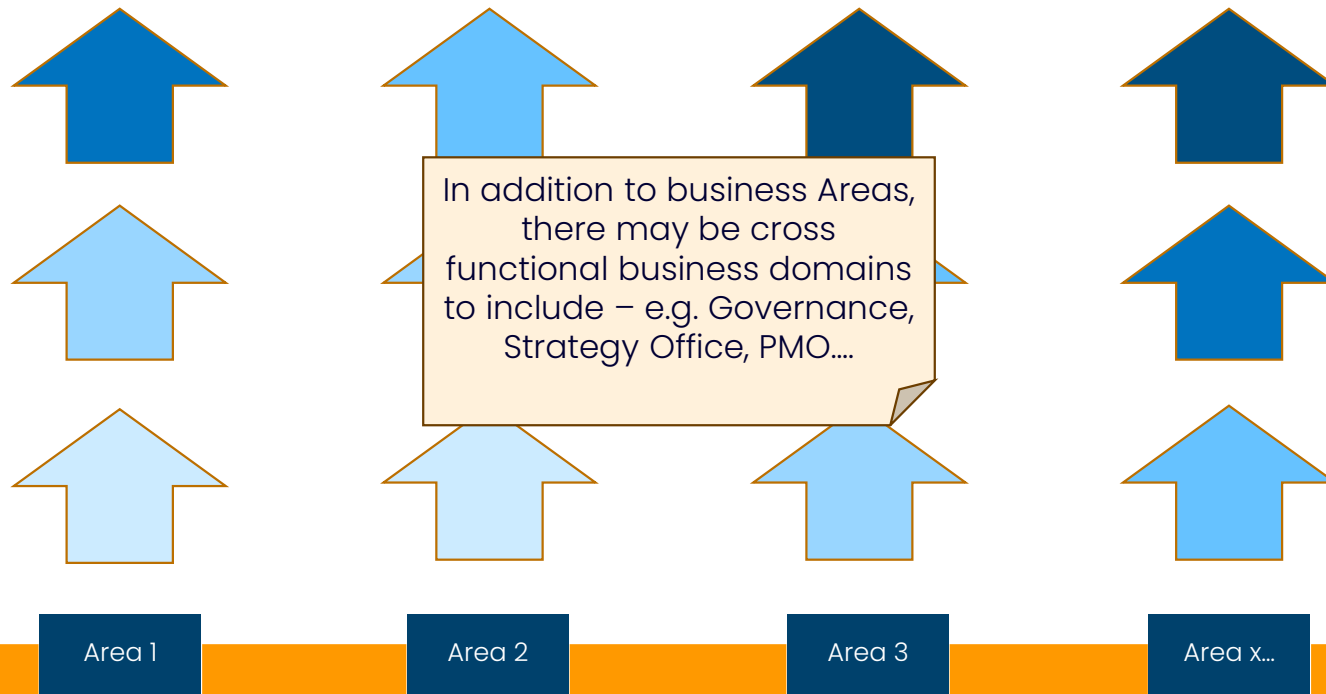
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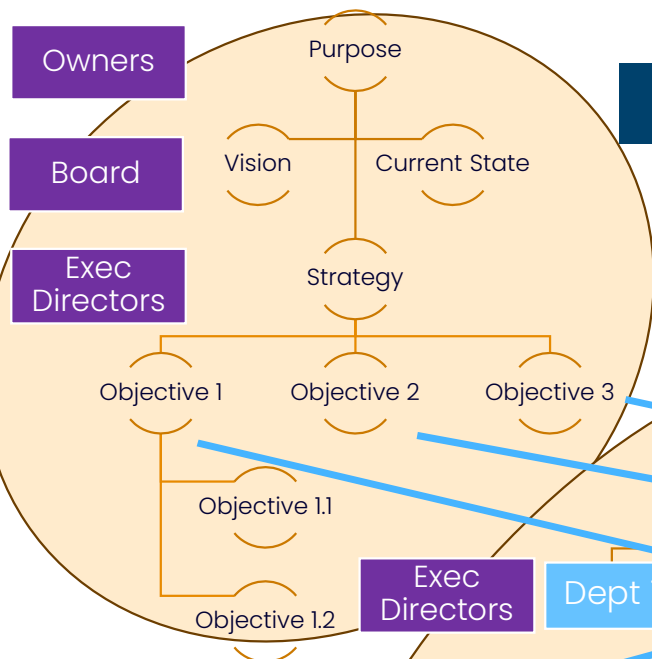
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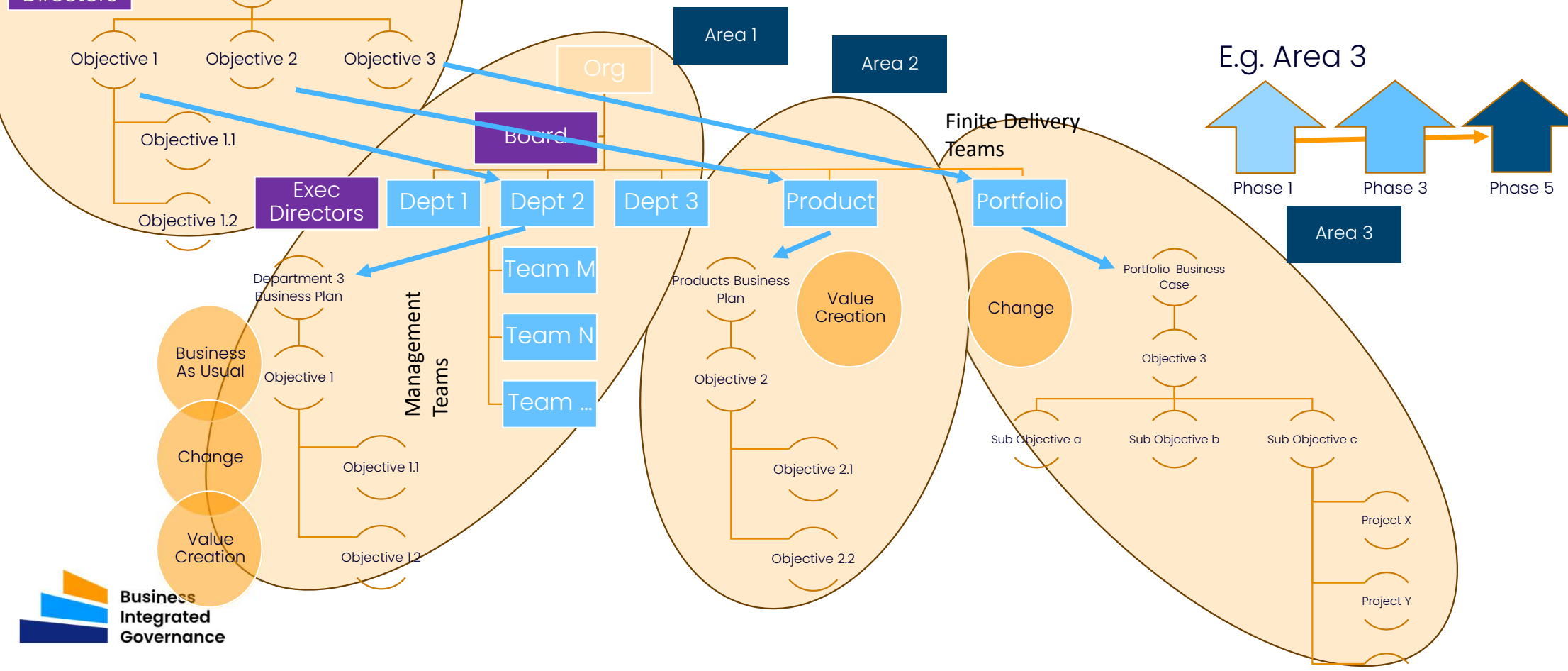
Meaning as agreed with Sponsor

Organisation Fulfilment





Roadmap to define which **Capability** is pushed through the **Lifecycle** and introduced to which **Areas**, in what sequence



# Lifecycle

Whatever the vision and Roadmap, delivery scope needs to be defined, built, adopted and sustained.

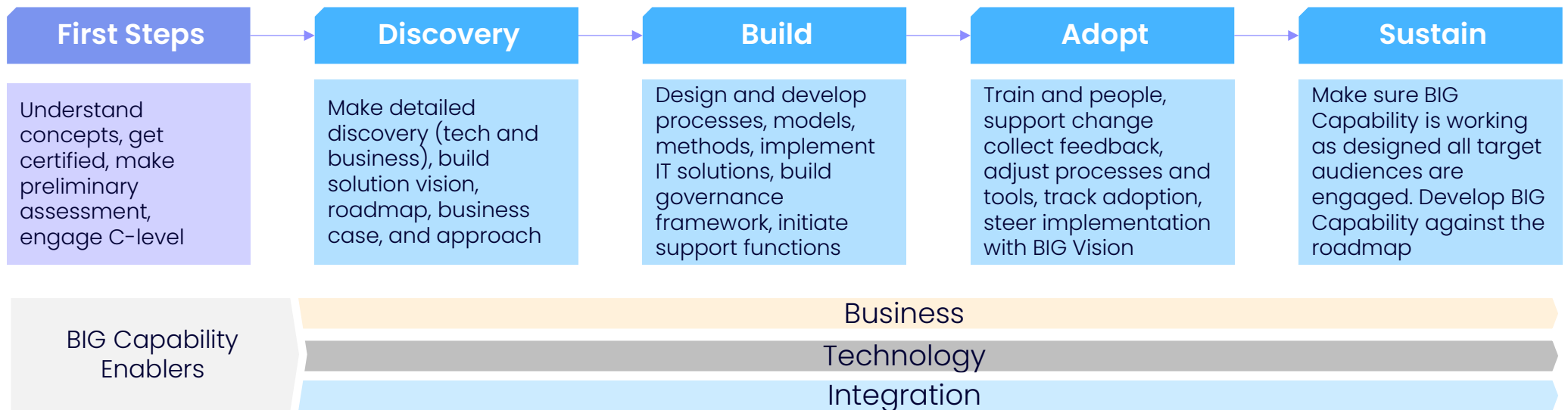
It does not matter whether an organisation breaks the delivery scope into details and tries to design and build big pieces, or whether it sets up a continuous agile delivery capability – it is important to realise that delivery of BIG Business, Technology and Integration enablers needs to be managed.

A Lifecycle provides a building block for planning and communication.



# Lifecycle

- **First Steps** develops backing from stakeholders & sponsors. **Discovery** provides a **Solution 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. There may be several iterations.
- Programme Management services may be required to **Manage** delivery, and Management Consulting services may be required to help Executive Sponsors **Oversee** delivery.



# Deliverables

The capabilities defined in the Vision and Roadmap need to be defined, built, adopted and sustained. However, the process of arriving at the Vision and Roadmap may come out of expression of pains which need resolution, or the aspiration to apply what 'good looks like'. There may be a sequencing of expectations based on logic or business priority.

It is a key solution step to translate the pain or expectation defined into solution Components, from which Capability (the power or ability to do something) can be derived. The BIG BoK has an example breakdown of the Components needed for BIG. This document has a simpler presentation of these components to enable early discussions to develop into clearer scoping.

# In order to solve the following pains...

## Perspective: -

### 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...

## Perspective: -

### 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 hold speople 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

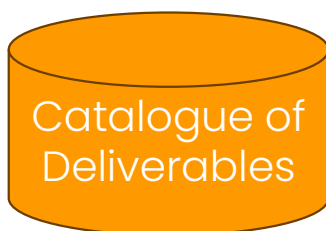
- High confidence that objectives are. actioned within business planning.
- BIG picture of how objectives cascade, connect and combine.
- Local approaches to governance aligned for overall governance.
- Clear performance baseline for governance operation.
- Cross functional support to enable integrated 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 will need to fix/build BIG Capability elements

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

# Services Taxonomy: Deliverables

- The BIG BoK Contains a starter for 10 set of deliverables
- The scope of deliverables needs to be defined based on the type and scope of the initiative
- Use “Maturity levels” to determine what capability is deployed to who, when
- Deliverable process – dependencies, development, adoption, sustainment



<https://big-cic.org.uk/body-of-knowledge/knowledge-outline/#1698085432640-90a6d492-43c8>

Name	5 Data
1 Organisation	5.1 Data strategy for the information requirement within the BIG Operating Model
1.1 Strategy Information Model (SIM)	5.2 (Ongoing) Business Analysis of data needs
	5.3 Development
1.2 Strategy Operating Model (SOM)	5.3.1 Tools – configuration to enable the collection of BIG information
1.3 (Updated) Organisation Structure and related terms of reference for permanent and temporary Entities	5.3.2 Information and data solutions
1.4 Adoption	5.4 Sustainment
1.4.1 Appointment of a Business Sponsor	5.4.1 Tools
1.4.2 BIG Operating Model – see Governance	5.4.2 Information and data solutions
1.4.3 Business Support and Assurance Functions	6 Business Support
1.4.4 Information and Data facilities	6.1 Business Support Strategy for the BIG Operating Model
2 Governance	6.2 Development
2.1 A BIG Operating Model	6.2.1 BIG Capability
2.2 Revisions to operating models to fit the BIG Operating Model	6.2.2 Business Support Protocols and service levels
2.3 A Governance strategy	6.3 Information and data needs
2.3.1 Business Support and Assurance	6.3.1 Service
2.3.2 Information and Data	6.3.2 Sustainment of the BIG Capability
2.3.3 Enabling Processes	6.3.3 Business Support for all Accountability Nodes
2.5 Identification of Governance body types / Accountability Nodes	7 Assurance
2.6 Accountability Map	7.1 Assurance Strategy for the BIG Operating Model
2.7 Roadmap for Adoption across the Accountability Map	7.2 Developments
2.8 Adoption	7.2.1 Assurance Protocols and Service Levels
2.8.1 BIG Operating Model	7.2.2 Information and data needs
2.8.2 Business Support and Assurance	7.2.3 Service
2.8.3 Information and Data	7.3 Introduction of an Integrated Assurance Service
3 Accountability	7.3.1 Adoption support for Assurance Protocols
3.1 Cultural readiness	7.3.2 Assurance for all Accountability Nodes
3.1.1 Appetite for Accountability within strategy	8 Leadership
3.1.2 Appetite to improve accountability	8.1 Vision and Strategy for the BIG Capability
3.2 Template Agendas	8.2 Sponsorship of BIG Capability development
3.3 Accountability Requirements	8.3 Communication and team building around the goals
3.3.1 Business Support and Assurance	8.4 A Business Plan for the BIG Capability
3.3.2 Information and Data	8.5 Funding, resourcing and delivery of the BIG Capability
3.4 Adoption	8.6 Leadership of Culture Development
3.4.1 Hearts and minds activity	8.7 Innovation, change management and sustainment of the BIG Capability
3.4.2 Enabling Processes	8.8 Oversight of Business Support (and Assurance)
3.4.3 BIG Operating Model	8.7 Decision-making around and Accountability for the BIG Capability performance and value
3.4.4 Business Support and Assurance	
3.4.5 Information and Data	
3.4.6 Systematic, Information led Agendas	
4 Information	
4.1 Information Strategy for the BIG Operating Model	
4.2 (Ongoing) Business Analysis of information needs	
4.3 Identification of key data sources	
4.4 Specification	
4.4.1 Tools – to be integrated	
4.4.2 Information and data solutions	
4.5 Adoption	
4.5.1 Tools – new / updated to provide data	
4.5.2 Information and data solutions	

“Maturity levels”  
Selected capability  
for business Areas

# Services Taxonomy: Approach



- From the BIG CIC starter for 10 set of deliverables, a condensed version has been created
- The following Tables simplify what is needed and are split between
  - Business and Technology streams
  - Enablers
- Versions of Tables can be made for each Phase of the Roadmap (e.g. Maturity Level sought per Area)

# Services Taxonomy: Approach – Table 1

<div style="text-align: right;">Enabler</div> <div style="text-align: left;">Stream</div>	Strategy information model	Strategy operating model
Business	Concepts and Definition Object model Hierarchy Document Library Alignments	Processes to: <ul style="list-style-type: none"> <li>• Scan environment</li> <li>• Formulate, Implement</li> <li>• Monitor, Update</li> </ul>
Tech		

Strategy is not just a nice story captured in a pretty document.

It must be developed into an integrated set of information embedded with accountable people and teams throughout the organisation.

The 'coherent set' is the **Strategy Information Model**

Strategy does not develop, communicate, progress or sustain itself.

A **Strategy Operating Model** (processes, tools, skills) ensures the SIM is a live, up-to-date playbook engaging all permanent business units temporary workstreams and their stakeholders in strategy delivery.

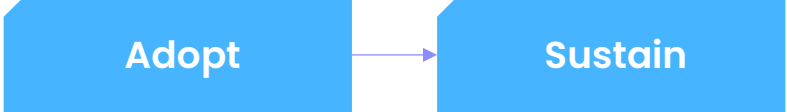


# Services Taxonomy: Approach – Table 2

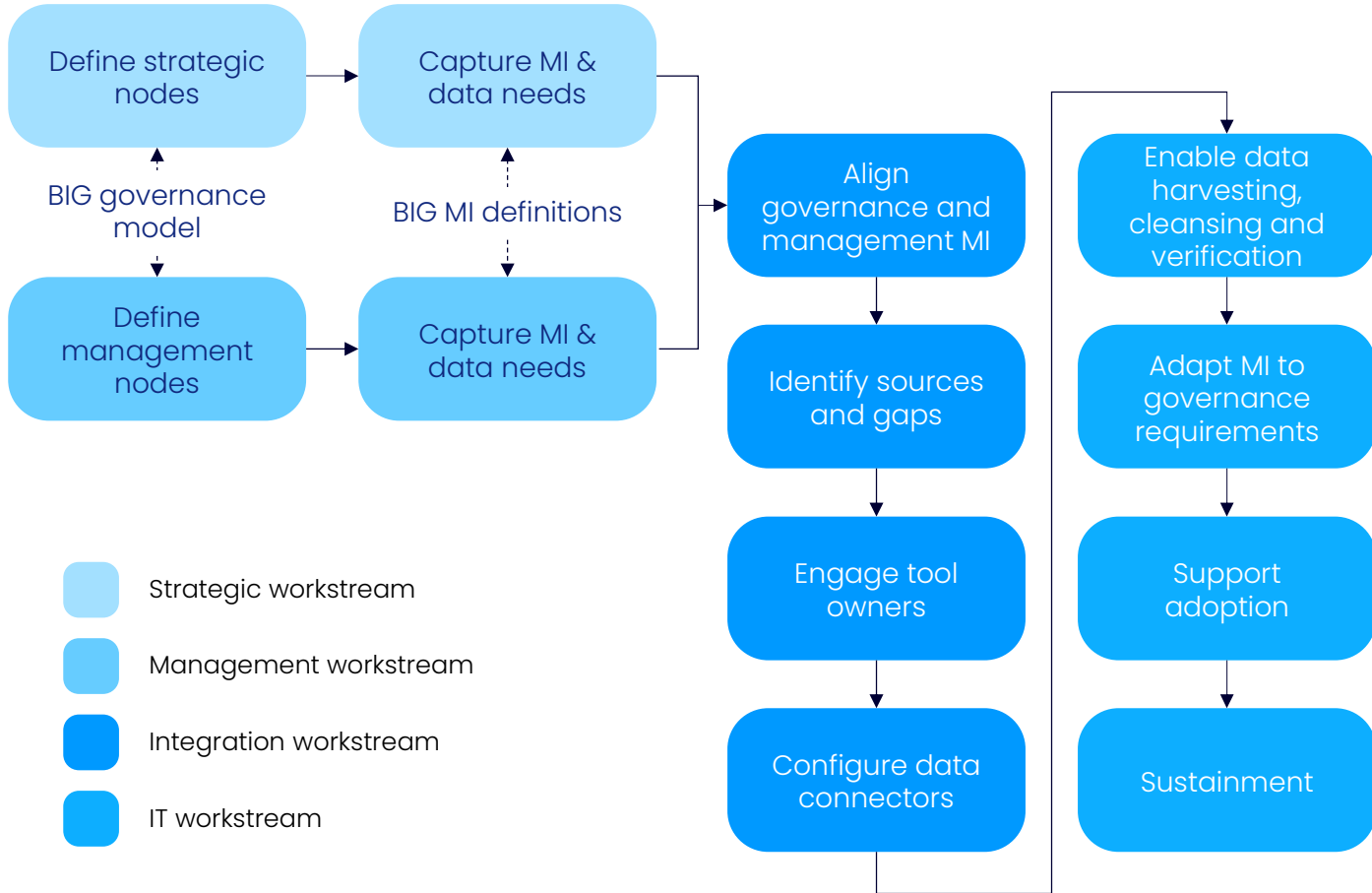
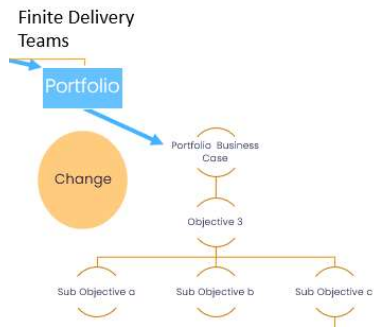
Enabler Stream	Organisation	Accountability	Governance
Business	Organisational entities model (BAU units, programmes, projects, products)	Standing Agendas and Information needs Accountability Onboarding Process	Governance Strategy Governance Bodies Accountability Map BIG Governance Model RAID, Prioritisation tools Operation
Tech	Document Library	OKR tools KPI / KRI tools	RAID, Prioritisation tools

**Roadmap to define which Capability is introduced to which Areas**

Figure 47 Engaging each stakeholder domain for adoption



**For each Area of the Roadmap:**



# Services Taxonomy: Approach – Table 2

Enabler Stream	Information	Data	Assurance	Business Support	Leadership
Business	BIG Information Strategy BIG Reporting Model Reporting and Dashboards Service Provision	BIG Data Strategy BIG Data Model Tools and Data Sources Integration and Data Capability Service Provision	Assurance Strategy Assurance Model Integration Service Provision	Business Support Strategy Business Support Model Integration of support services Service Provision	Sponsorship Vision and Strategy Operating Model Business Case / Plan Programme Management and Change Operational Management
Tech	BI & Analytics software	Integration and Data Capability Tools and Data Sources			

**Capabilities to be pulled by the Roadmap**

# Services Taxonomy: Approach – Table 3

Enabler Stream	Enabling processes
Business	Processes & skills – e.g. <ul style="list-style-type: none"> <li>- Change</li> <li>- Benefit realisation</li> <li>- Prioritisation,</li> <li>- Finance,</li> <li>- Performance,</li> <li>- Resource,</li> <li>- Portfolio, Programme, Project, Product,</li> <li>- Risk</li> </ul>
Tech	Tools – e.g. <ul style="list-style-type: none"> <li>• See other columns</li> <li>• Prioritization tool</li> <li>• PPM Tool</li> <li>• Resource planning</li> <li>• ...</li> </ul>

**Enablers to be pulled by the Roadmap**

# High-Level Services Definition

Using the SIM, SOM and Organisation Components as a basis, this section provides a visualisation of the Consulting, Training / Delivery, Technology and Management / Services that are likely to be required by an organisation – either assembled into an internal programme team, with a mixture of internal external assistance, or sub contracted.

# High-Level Services Definition 1

## Strategy information model (SIM)

Concepts and Definition  
Object model  
Hierarchy  
Alignments

## Strategy operating model (SOM)

Processes:  
- Scan environment  
- Formulate, Implement  
- Monitor, Update

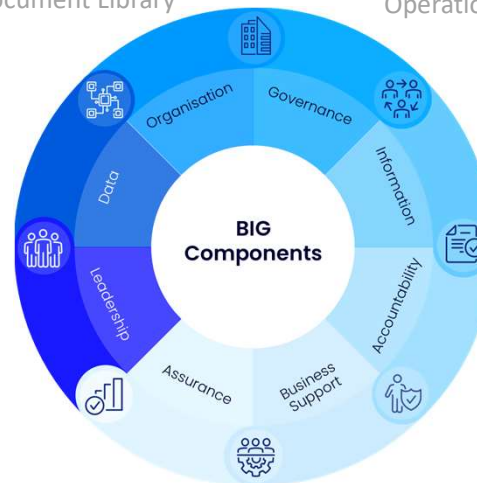
Organisational entities model  
Document Library

Governance Strategy  
Governance Bodies  
Accountability Map  
BIG Governance Model  
RAID, Prioritisation tools  
Operation

Consulting  
Training / Delivery  
Technology  
Management / Services

BIG Data Strategy  
BIG Data Model  
Tools and Data Sources  
Integration and Data Capability  
Service Provision

Sponsorship  
Vision and Strategy  
Target operating model  
Business Case / Plan  
Programme Management & Change  
Operational Management



BIG Information Strategy  
BIG Reporting Model  
Reporting and Dashboards  
Service Provision

Standing Agendas and Information needs  
Accountability On Boarding Process  
OKR / KPI tools  
Adoption and Operation

Assurance Strategy  
Assurance Model  
Integration  
Service Provision

Business Support Strategy  
Business Support Model  
Integration  
Service Provision

# High-Level Services Definition 2

Early Engagement

Building Components

Culture Delivery

Enablers

## First Steps

BIG Engagement workshop  
BIG Readiness assessment

## Discovery

BIG Maturity assessment  
BIG Business discovery (AS IS)  
BIG Technology discovery (AS IS)  
Business Case

## Training

BIG Introduction workshop  
Certification (all levels)  
Training (all levels)

## Build, Adopt, Sustain, Operate

Strategy information model (SIM)

Concepts and Definition  
Object model  
Hierarchy  
Alignments

Strategy operating model (SOM)

Processes:  
- Scan environment  
- Formulate, Implement  
- Monitor, Update

Organisational entities model  
Document Library

Governance Strategy  
Governance Bodies  
Accountability Map  
BIG Governance Model  
RAID, Prioritisation tools  
Operation

BIG Data Strategy  
BIG Data Model  
Tools and Data Sources  
Integration and Data Capability  
Service Provision  
Sponsorship  
Vision and Strategy  
Target operating model  
Business Case / Plan  
Programme Management & Change  
Operational Management



BIG Information Strategy  
BIG Reporting Model  
Reporting and Dashboards  
Service Provision

Standing Agendas and Information needs  
Accountability On Boarding Process  
OKR / KPI tools  
Adoption and Operation

Assurance Strategy  
Assurance Model  
Integration  
Service Provision

Business Support Strategy  
Business Support Model  
Integration  
Service Provision

## Enabling Processes

Strategy Formulation  
Change management  
Benefit realisation management  
Prioritisation  
Finance management  
Performance management  
Resource management  
Portfolio, programme, project management  
Product management  
Governance and Assurance  
Risk management  
...

## Enabling Tools

**Technology**  
Meeting Management  
PPM  
Resource management  
Corporate RAID  
OKR  
KPI / KRI  
RACI  
Prioritisation  
Finance  
**Integration**  
Line of Business  
Data Warehouse  
Integration / AI  
...