

Leading through Levels: What is in a Typical Governance Strategy?

Governance structures can be varied and absolutely should reflect the participating organizations goals, size, and values, but our panel listed an outline of the essentials.

In general, governance manifests at three main tiers of Executive, Operational, and Functional. “It is like viewing it as akin to the three levels of U.S. law: Federal, State, and Local with the overlaps and interplay,” says Lind. “Each level should feed and inform the next,” says Gianelos, adding, “and the conversation and discourse should be consultative, collaborative, and engaged at every level. Be active!”

EXECUTIVE

Stakeholders	<ul style="list-style-type: none"> • Executive leadership and champions • Technology or Service owners • Steering committees • Vendor Management/Strategy
Focus	<ul style="list-style-type: none"> • Multi-year • <i>Where do we take the relationship?</i> • What is the long-range strategy? Aggregate portfolio and/or program level
Frequency	1-2 cycles per year
Considerations	<ul style="list-style-type: none"> • Very important to have an agenda • Curated experience in sessions • Provides the safe harbor for strategic steering conversations and relationship health • Do an exercise of looking at goals of both organizations, making sure to track, and use it to guide conversations • Recognize and celebrate achievements

OPERATIONAL

Stakeholders	<ul style="list-style-type: none"> • Members that are hands-on partnering with service/vendor • The consumers of the service(s) and/or user experience • Business and operations • Procurement and commercial functions • Vendor Management/Strategy
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Focus	<ul style="list-style-type: none"> • 6-12 Months • <i>How do we prepare, reduce risk, and drive excellence?</i> • Aggregate portfolio and individual projects
Frequency	Up to quarterly
Considerations	<ul style="list-style-type: none"> • Typically includes some type of 'Joint Operating Committee' meeting • Expect business and operations to have some of the loudest voices and/or decision obligations; typically own the meeting • Look for matching across in roles or domain representation from sponsor to provider • Good space for tools such as KPI review, SWOT analysis, trend identification • Recognize and celebrate achievements

FUNCTIONAL

Stakeholders	<ul style="list-style-type: none"> • SME or functional area owner • Business and operations • Vendor Management/Strategy
Focus	<ul style="list-style-type: none"> • 6 Months • <i>How are we moving the needle on this project or program?</i> • Program or project specific
Frequency	Up to Bi-weekly; ad hoc
Considerations	<ul style="list-style-type: none"> • Tactical planning and status review • Good place for discussions and actions on mitigations, risk reduction, or preparing for upcoming events • Piloting projections or initiatives • Recognize and celebrate achievements