BOARD & EXECUTIVE BRIEFING

Business Transformation: Governance, Accountability and Delivery

FOR CEO · CFO · COO · Board

Transformation methodology does not replace clear decisions, executive ownership, independent assurance and intervention rights.

The decision in context

01 Set a clear mandate: outcomes, boundaries, investment envelope, sponsor and reserved decisions.

02 Use proportionate governance with one integrated plan across process, technology, data, people and commercial dependencies.

What a defensible decision requires

A decision should be based on a common fact base, realistic alternatives, explicit assumptions, a named business owner and a measurable follow-through plan. Avoid comparing a narrow low-cost scenario with a broader transformation scope.

Five evaluation dimensions

DIMENSION	BOARD / MANAGEMENT TEST
01	Decision rights and escalation
02	Integrated plan and dependencies
03	Independent delivery assurance
04	Benefits and readiness evidence
05	Intervention and recovery triggers

How to apply the framework

Score each feasible option on the five dimensions using a documented 1–5 scale. Agree weights before seeing the result; record assumptions and unresolved dependencies. The score is a decision aid, not a substitute for executive judgement.

Financial discipline

Compare the cash profile, recurring operating cost, one-off transition investment, delivery contingency, downside exposure and post-implementation ownership. Benefits should have baselines, timing and accountable sponsors.

Questions before approval

01. Who can make cross-functional trade-offs?

02. What decisions are blocking delivery?

03. Which milestone proves operational readiness?

04. When would leadership stop or rebaseline the programme?

Recommended next steps

1. Commission a short, evidence-based baseline assessment. 2. Agree two or three credible options and common evaluation criteria. 3. Validate the business case and operational dependencies. 4. Assign delivery and benefits accountability. 5. Approve the next decision gate, not an untested end-state promise.

About Carlavia

Carlavia combines enterprise technology expertise with practical business transformation, hands-on delivery, management accountability and disciplined cost control. We support clients in making informed decisions and carrying them through execution.

Discuss this topic with Carlavia

This briefing is an executive decision aid, not a client case study or a substitute for legal, tax or regulatory advice.