



Getting Started with Governance, Risk, and Compliance (GRG)

Enabling both speed AND control. Optimizing for the fast flow of safe value in a context-sensitive manner

Challenges observed with current GRC

Risk and compliance processes often hold back acceleration

Multiple siloed governance teams and misaligned incentives create friction

Circular approvals, escalations, and local optimisation often reduce flow efficiency

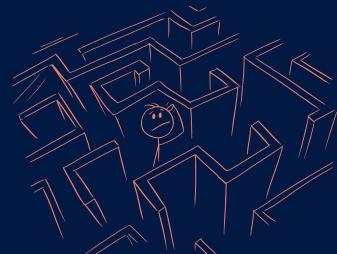
Over-specification and tick boxes - rather than building trust, even when intent is good

New GRC team members unfamiliar with enterprise agility can inadvertently add friction

Leading to



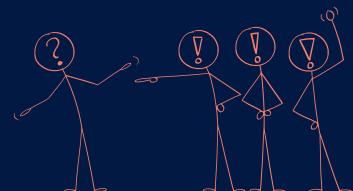
Opportunity cost can be significant (e.g., delayed cloud migrations costing tens of millions).



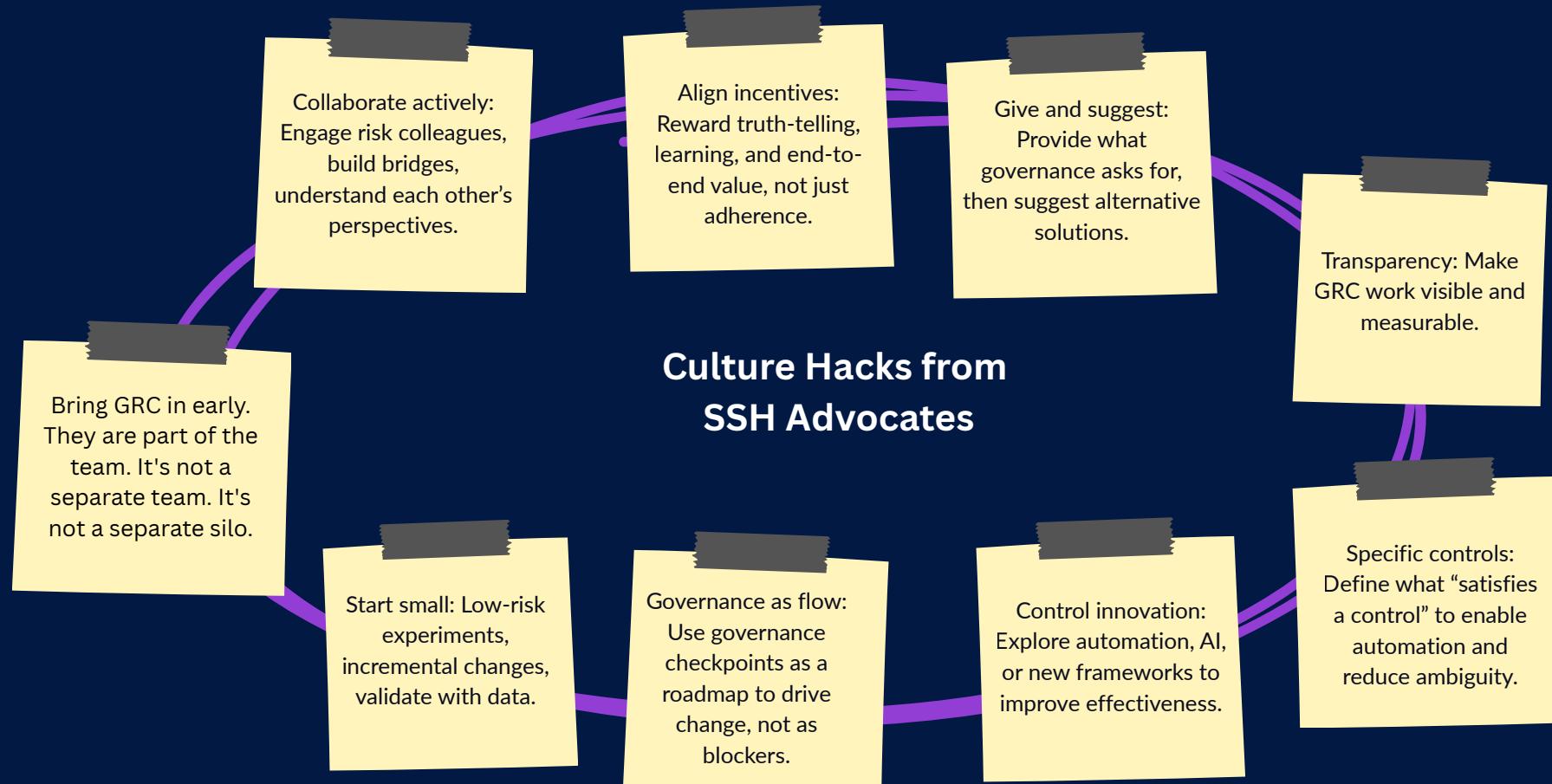
Slower time to market for products and features. Little transparency and no one empowered to decide or act



High reporting effort versus value delivered. Often focused on activities that don't enable the outcomes businesses actually want



Reduced trust and when teams fear raising issues. Risk aims to minimise risk, while change aims to maximise change, creating tension.



Culture Hacks from SSH Advocates

Getting Started

Reach out to governance teams; most haven't been approached collaboratively before.

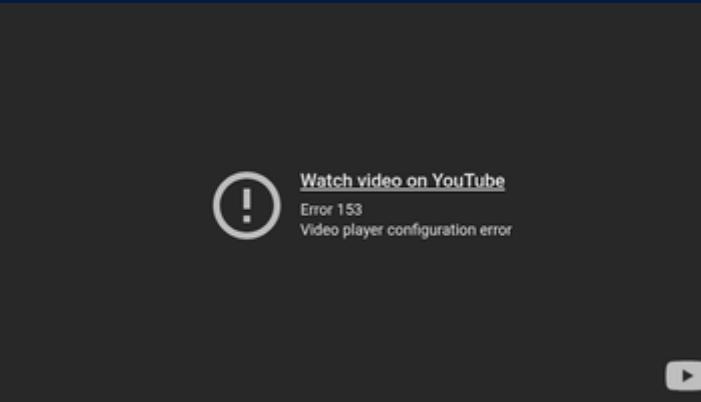
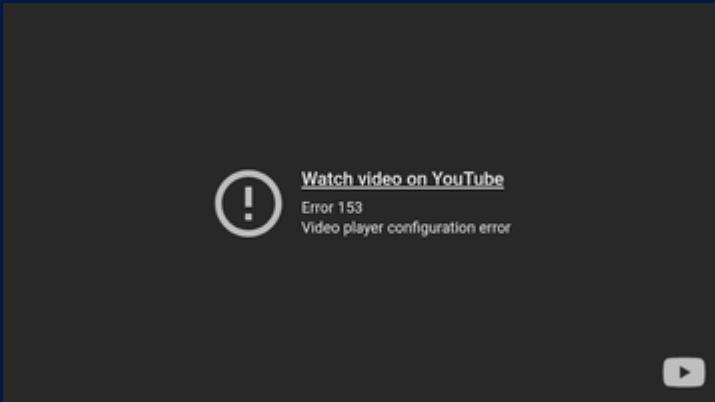
Build trust with GRC, be helpful, empathise and focus on collaboration

Make risk management transparent and the measures transparent

Focus on small and incremental improvements to improving blockers

Include GRC in the team early on

Further Inspiration



Governance that works - it's an Enabler

The evolving role of governance, a conversation with the co-authors of *Govern Agility*

#BVSSH AP Meet-up
22nd April 5pm (AET)

Tony Ponton
Phil Gatzinski
Mark Payne

Rethinking governance: An organisational priority to improve delivery

In today's fast-paced world, governance is often viewed as a barrier to achieving fast flow - a function stuck in bureaucracy and control. But when we look at governance through a different lens, it becomes clear...

Sooner Safer Happier / May 6



Commitment, Silos, and Governance with Myles Ogilvie

Re-imagining Risk & Control in a Rapidly Changing World with Myles Ogilvie - EMEA...

Sooner Safer Happier / Aug 8, 2024



05 Build the right thing
Intelligent flow

Discussion Questions

- How do large, traditional organizations make sure that their teams are working on the most valuable things as agility increases?
- How do they maintain their flow of value?
- How soon can you sustainably and repeatedly get an innovative idea from concept to customer?
- Who benefits from your business outcomes and how?

Themes

- Optimize for Sustainable Fast Flow of Safe Value
- Tribal Identity by Value Stream
- Outcome Hypotheses over Solution Milestones
- Stop Starting, Start Finishing
- Pull Work, Don't Push It

Further Reading

- "Developing Products in Half the Time: New Rules, New Tools", Donald Reinertsen and Preston Smith.
- "The Architecture Owner Role," AgileModeling.com.
- "The IT Measurement Inversion," Douglas Hubbard.
- "The PMO is Dead, Long Live the PMO," Jonathan Smart and Morag McCall.