



Digital Transformation Delivery & Project Governance Maturity Review

Executive Briefing | 10 minutes

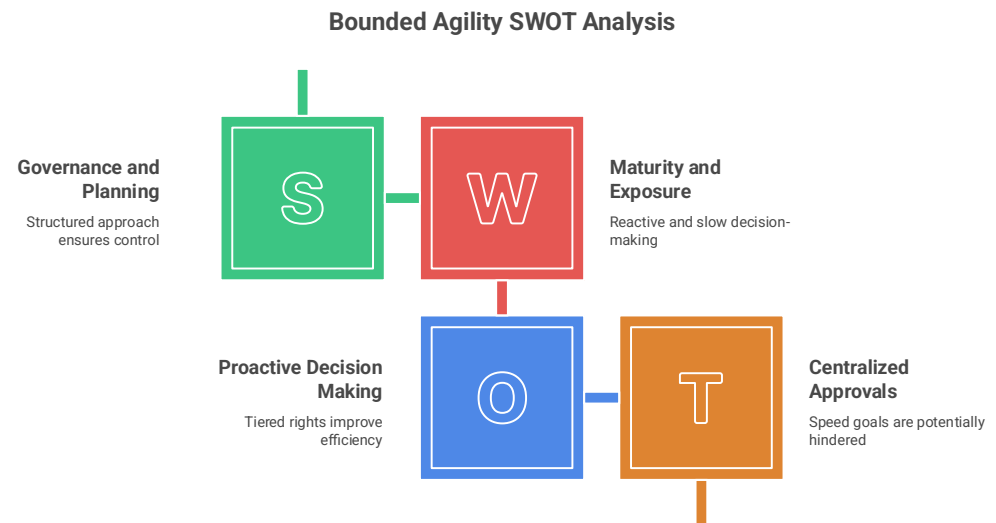
Evidence base: interview insights

- Digital portfolio delivery under regulated, centralized governance
- Evidence: interview with Digital Program Manager
- Objective: improve throughput, risk posture, and value realization
- Focus: decision rights, hybrid governance, risk, benefits, capability



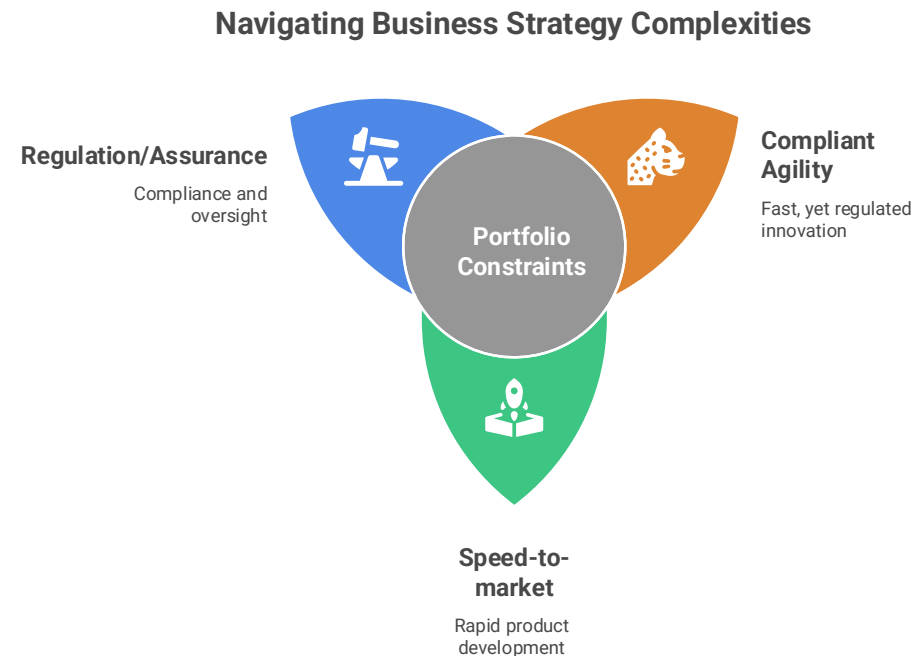
Executive Summary

- Bounded agility: speed goals within centralized stage-gate approvals
- Strengths: governance rigor, structured planning, weekly dashboards
- Gaps: reactive risks, decision latency, benefits maturity, vendor exposure
- Decisions: tiered rights, hybrid playbook, proactive risk, outcomes ownership



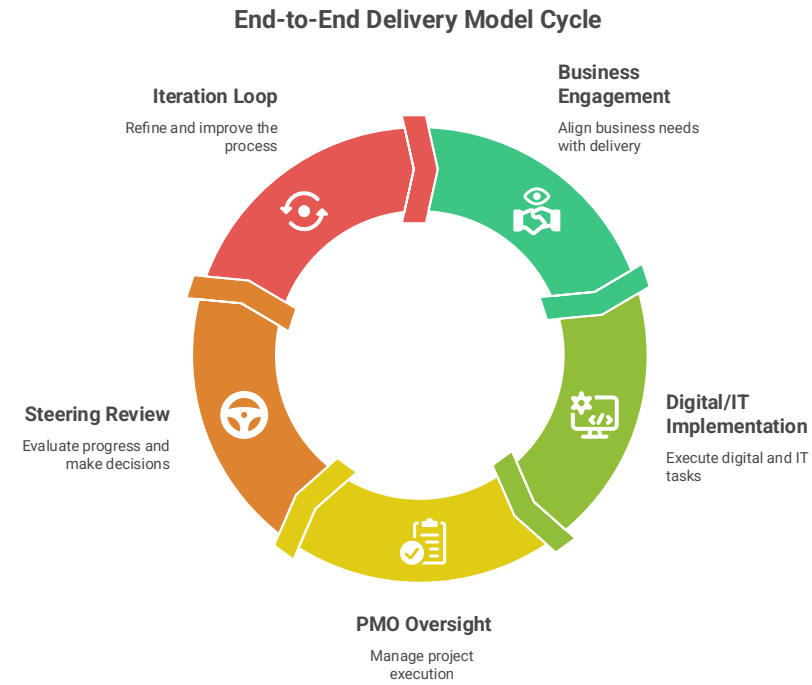
Organizational Context

- **Transformation scope:** customer-facing channels (mobile apps, self-service portals) + internal digitization (workflow, RPA)
- **Operating context:** regulated insurer—governance designed to assure compliance and strategic alignment
- **Delivery reality:** competing priorities across strategic digital, operational, and regulatory initiatives → portfolio contention is structural
- **Decision environment:** executive approvals “from business case to go-live” increase assurance but can slow adaptation under deadline pressure



Overview of Project Management Practices

- **Planning model:** business-driven scope definition refined with IT/digital for feasibility + compliance (structured front-end)
- **Delivery approach:** stage-gate milestones approved by steering committees, with iterative re-planning as feedback emerges
- **Governance shape:** centralized decision-making with monthly steering (VP-chaired) for strategic initiatives
- **PMO role (as stated):** master planning integration (dependencies, vendor capacity, internal resources) + escalation bridge
- **Execution constraints:** time-constrained bias + resource contention + vendor dependency → frequent trade-off decisions



Strengths to Preserve

- Strong gate approvals ensure alignment and regulatory assurance
- Structured planning anchors dependencies and expectations
- Weekly dashboards enable early variance visibility
- PMO acts as escalation bridge across delivery and executives
- OKR pilots signal shift toward outcome linkage

Core Strengths of Project Governance



Governance Rigor

Clear approval processes and accountability mechanisms



Milestone Discipline

Predictable checkpoints in a regulated environment



Controls Maturity

Weekly dashboards with early deviation flagging



Portfolio Visibility

Centralized resource coordination and enterprise view



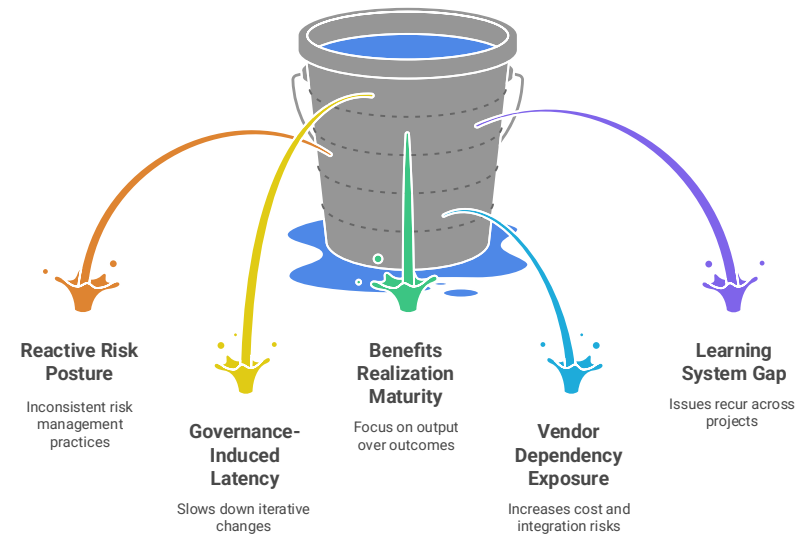
Emerging Outcome Orientation

Piloting OKR-based linkage for value focus

Critical Gaps vs Best Practice

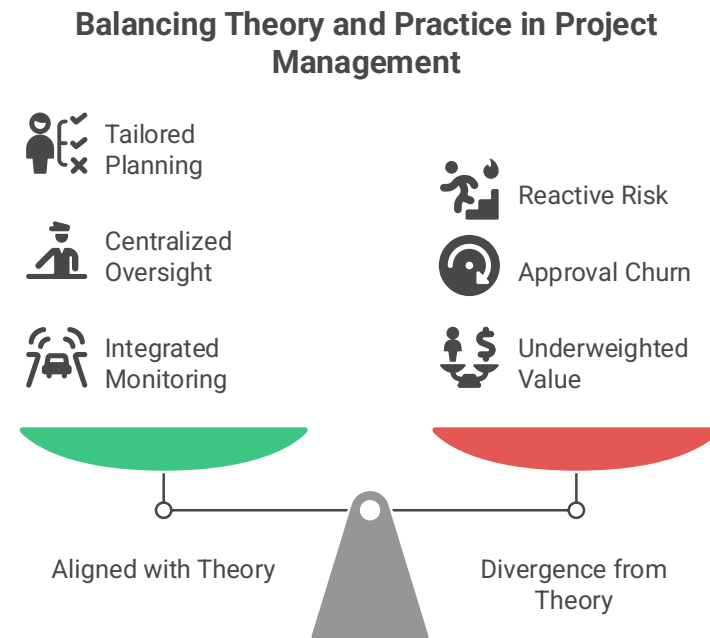
- Risk management semi-formal; mitigation often reactive
- Central approvals can create decision latency
- Benefits realization inconsistent beyond go-live
- Vendor dependency increases cost and integration exposure
- Learning and cross-functional alignment remain uneven

Addressing Critical Gaps in Project Management



Theory–Practice Alignment & Divergence

- **Aligned with theory (PMI / governance):**
 - Tailored planning + progressive elaboration (structured master plan + evolving execution detail)
 - Centralized oversight for strategic/regulatory alignment (portfolio governance intent)
 - Integrated monitoring and transparent escalation (controls discipline)
- **Divergence from theory (risk, agility, value):**
 - ISO 31000 proactive risk principles not fully embedded (semi-formal, variable, reactive treatment)
 - Hybrid governance requires explicit decision rights; otherwise “approval chum” emerges (iterative re-baselining load)
 - Outcome/value-based success models underweighted when delivery metrics dominate (benefits not consistently measured post go-live)



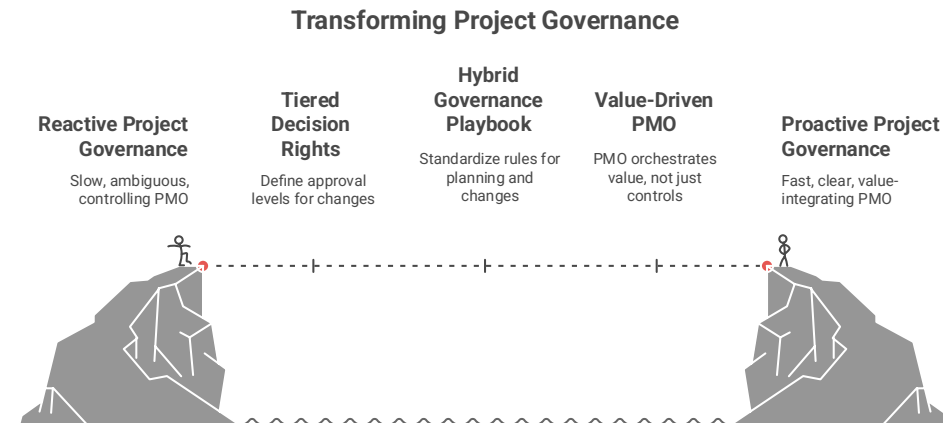
Implications for Project Success & Maturity

- Predictability now; scalability risk as digital volume increases
- Late risks drive cost escalation and schedule compression
- Decision quality constrained by incomplete early risk intelligence
- Dependency chains amplify delivery volatility
- Learning velocity limited by escalation-heavy operating model



Strategic Recommendations — Structural & Governance

- Implement tiered decision rights with compliance guardrails
- Define change thresholds that avoid repeated re-approvals
- Publish a hybrid governance playbook for all digital programs
- Set decision SLAs for PMO and steering committees
- Reposition PMO as dependency- and-value integrator



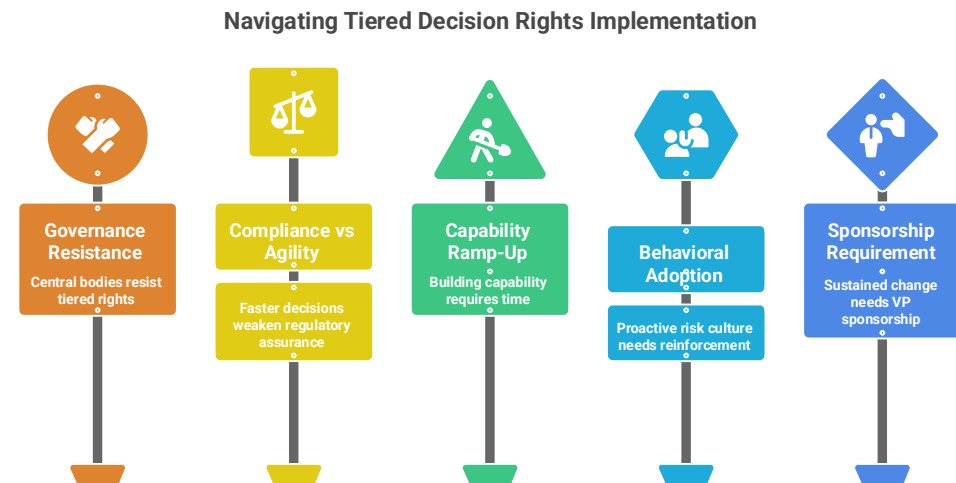
Strategic Recommendations — Delivery, Risk & Capability

- **Shift from risk registers to proactive risk sensing (embed prevention):**
 - Standardize early risk identification depth across projects (integration/vendor risks treated as first-class)
 - Implement early warning indicators and real-time risk response routines (move beyond documentation)
- **Institutionalize benefits realization ownership (outcomes discipline):**
 - Assign accountable benefits owners; define measurable outcomes and adoption indicators beyond go-live
 - Extend governance focus from delivery KPIs to sustained value capture (reinforce OKR pilot direction)
- **Reduce vendor dependency through internal capability building (structural resilience):**
 - Prioritize internal delivery maturity in areas repeatedly externalized (reduce cost/integration volatility)
 - Strengthen vendor governance as a risk-control lever when external reliance remains necessary



Risks & Implementation Considerations

- Governance bodies may resist shifting decision rights
- Agility must not compromise compliance and security controls
- Capability building requires sequencing and realistic ramp-up
- New metrics can create noise without clear ownership
- Leadership sponsorship required to sustain operating-model change



Conclusion & Value Proposition (incl. References Appendix)

- **Why governance evolution is critical:** Tawuniya's current strengths (assurance + control) are real, but hybrid delivery success depends on decision throughput and proactive risk culture
- **Strategic value delivered by recommendations:**
 - Faster execution without compromising compliance (tiered rights + playbook)
 - Lower turbulence and reduced late-stage shocks (risk sensing + earlier mitigation)
 - Stronger value narrative and measurable outcomes (benefits ownership + outcome governance)
 - Reduced dependency-driven execution fragility (capability uplift)
- **Expected uplift:** higher delivery confidence, lower escalation load, improved maturity trajectory in regulated digital transformation

References

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