

Governance Models

Brief Overview

A governance model provides structure for knowledge, expertise, resources, and disciplines to attain and sustain world-class performance and value at scale. Identifying with a program model (current and future state) improves alignment and accelerates time to scale for your WalkMe program.

There are a many types of governance models, but the following are characteristics of all governance models:

- **Consistent:** Driven by procedures + policies to enforce stakeholder compliance
- **Reflective:** Considers company-specific strengths, weaknesses, opportunities and threats
- **Central Authority:** Maintains strategic alignment as the program scales
- **People-Centric:** Detailed hiring, outsourcing, and/or reallocation plan
- **Iterative:** Standard operating procedures are revisited and adjusted

Governance Models

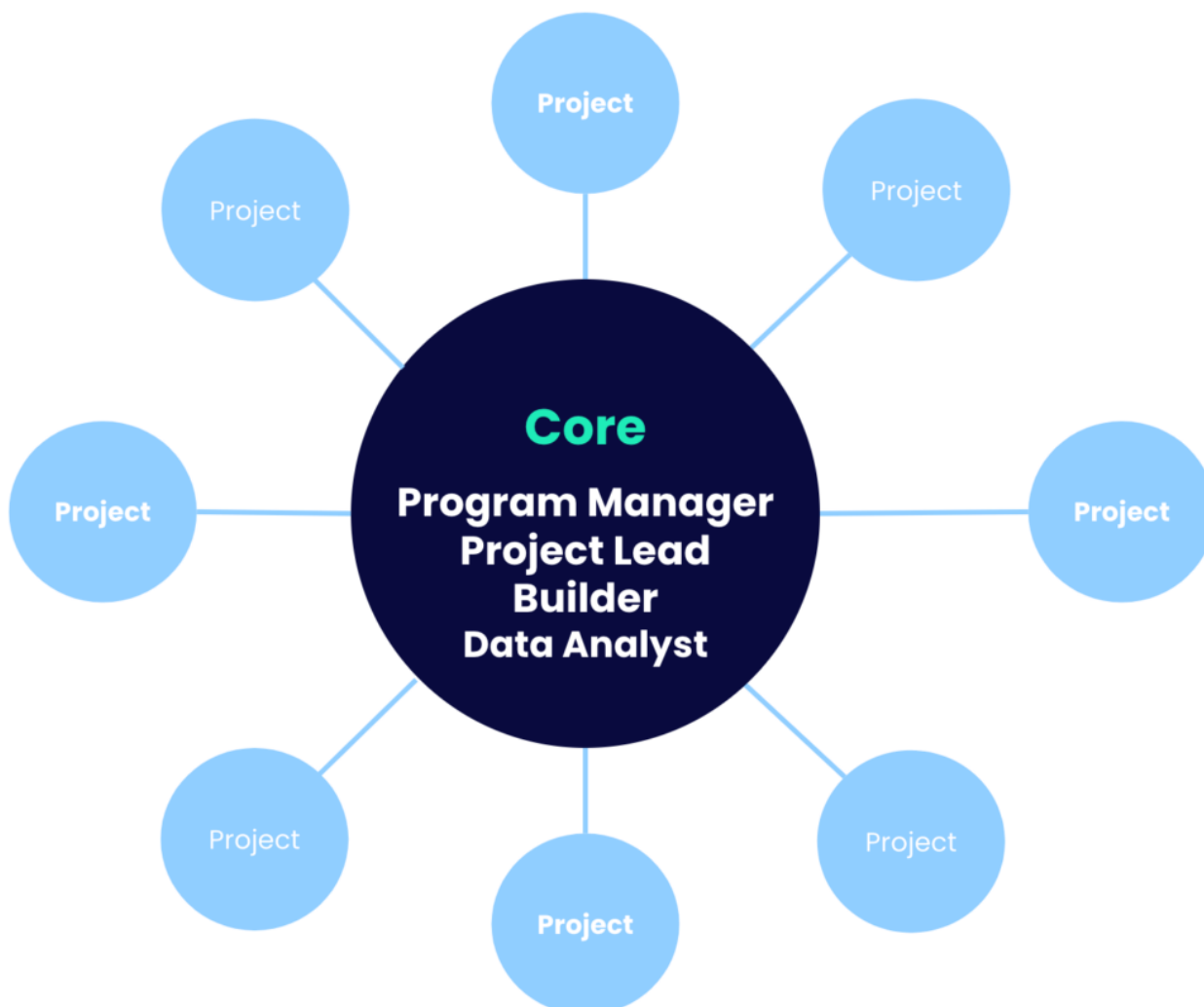
Centralized

A **Centralized** governance model is suggested if you are new to a DAP Program. It creates a foundation of strategic alignment, accountability, and consistency.

- All DAP projects are run by a single team
- Projects are accepted and prioritized only if they align to the strategic goals of the DAP Program
- Standard operating procedures are established and govern the DAP Team

Pros: Strategic alignment and accountability; content is consistent

Cons: Limited speed, scalability, and flexibility



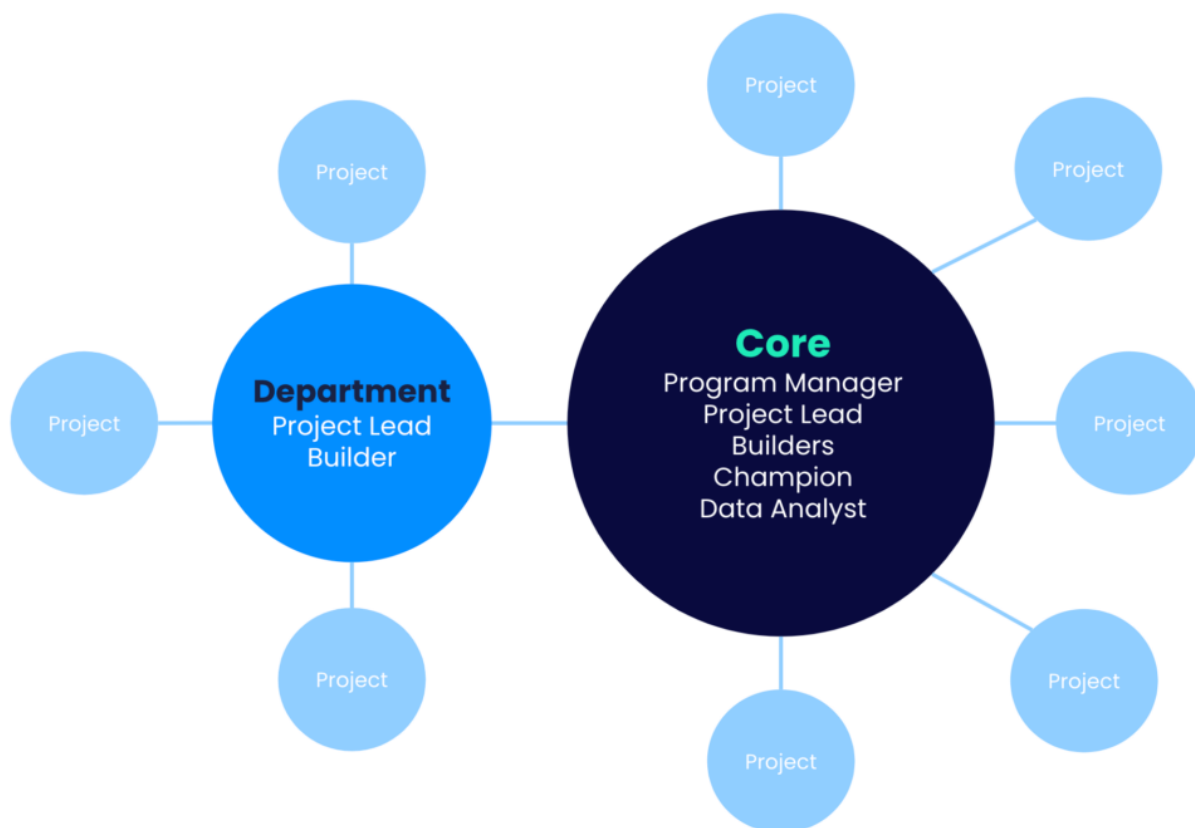
Basic Hybrid

As your DAP footprint expands, the interest and demands can lead you to enter a **Hybrid** mode.

- Department creates a project team for additional, department-specific delivery
- Your team (Core) continues to focus on projects with strategic or enterprise-wide focus
- Governing body (Core) holds the department accountable for following process & procedures set

Pros: Agility and flexibility in content creation, easily tailored to existing CoE structure

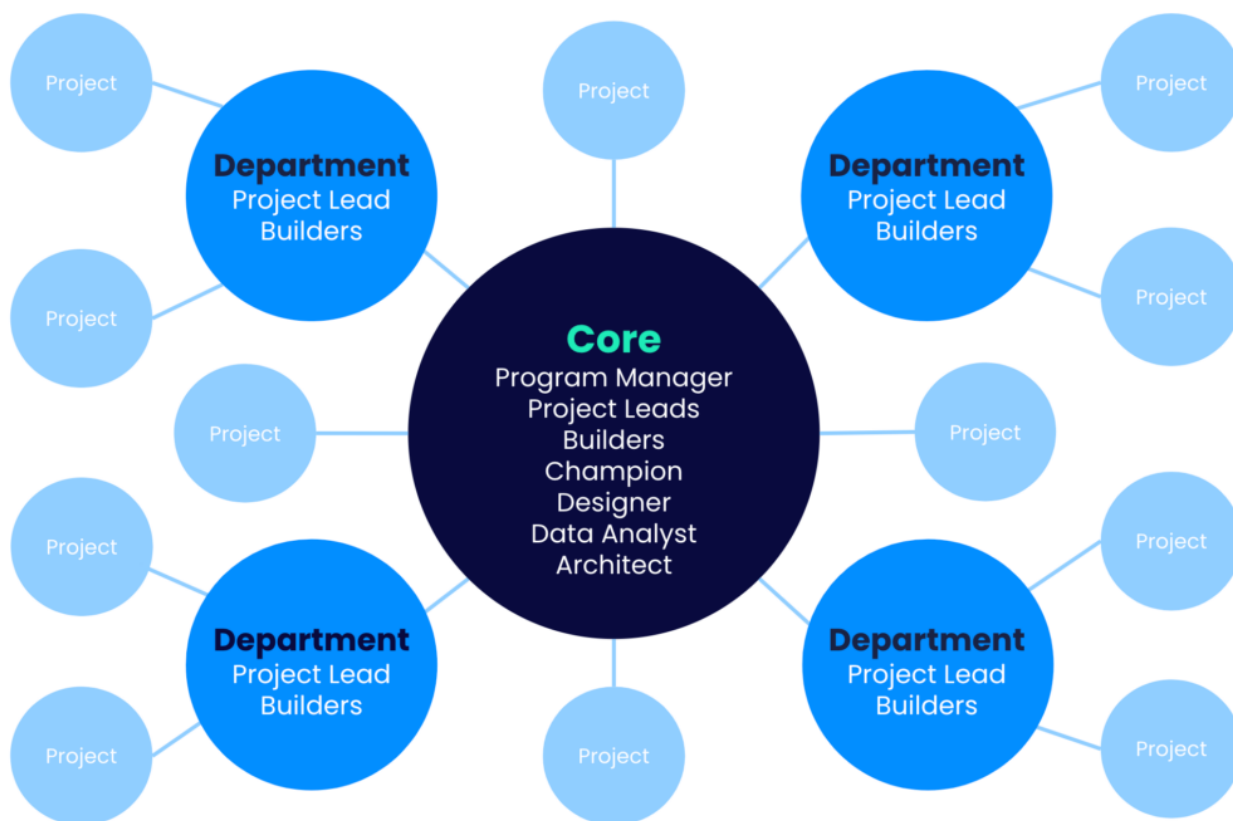
Cons: Additional complexity in setting up, requires strategic alignment



Advanced Hybrid

As your **Hybrid** model grows:

- More departments create their own project teams for additional, department-specific delivery
- Your team (Core) continues to focus on projects with strategic or enterprise-wide focus
- Governing body (Core) holds the department accountable for following process & procedures set



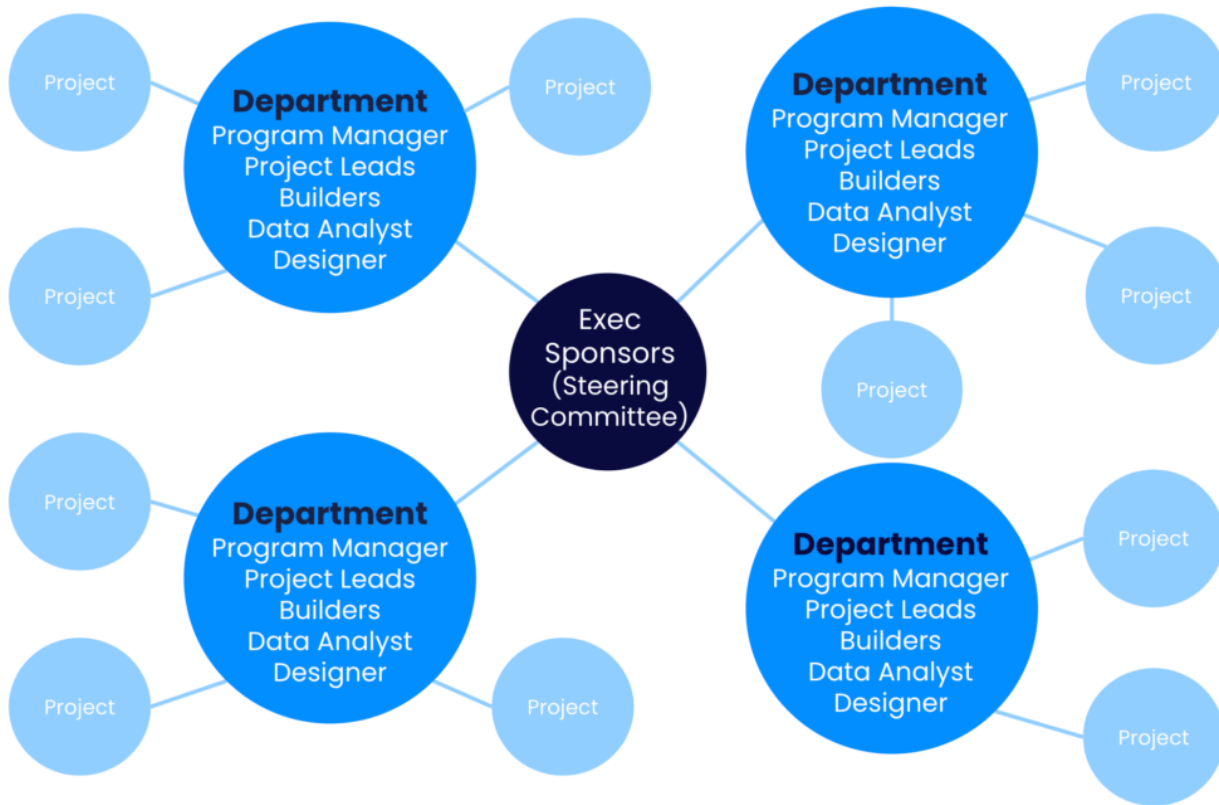
Decentralized

In some organizations, the digital adoption program evolves into a **Decentralized** model.

- Each department has its own self-sufficient team of DAP professionals
- A Steering Committee of Executive Sponsors makes all high-level approvals and decisions for DAP

Pros: Agility and flexibility in content creation, high project throughput

Cons: More difficult strategic alignment, content inconsistencies, accountability



Which is the best model for us?

Though there is no “one size fits all” model, consider these common trends:

- Though your optimal model depends on enterprise and environmental factors at your company, **all companies should start Centralized** to set and test the foundation.
- Models commonly **transition over 3-5 years** as programs scale.
 - Commonly, models transition from Centralized to Hybrid **as some departments employ (or outsource) their own content delivery teams**. Not all models make the next move from Hybrid to Decentralized (*all departments employ their own content delivery teams*).



Get Started

Huddle with your team and discuss:

- What other governance models has my company created in the past? To what extent were these governed centralized vs decentralized?
- What are my business's strengths, weaknesses, opportunities and threats (both specific to WalkMe and more broadly)?
 - [See here for how to complete a SWOT analysis](#)
- How can I create a Phase 1 program model that risk-manages in consideration of these?

Additional Resources & Peer Connections

Visit [the WalkMe Community](#) to put this knowledge into practice alongside your peers –

- Download slide decks, resources & tools from the [Champion Toolkit](#)
- [Join Strategy & DAPtics](#) – a peer-led group that meets monthly to share resources and discuss Digital Adoption strategy