

Strategy, AI and the intelligent enterprise

From boardroom ambition to operational reality

Making strategy deliver through process excellence

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Approval is not readiness

4R Decision Cycle

**Reason
Reach
Risk
Readiness**

Opening case

02

A valid ambition moved faster than its delivery conditions

Approval is not readiness.

**Valid ambition
Worth solving**

**Conditions changed
Time, capacity and authority
shifted**

**Next step changed
Discovery before acceleration**

The issue was not whether the ambition mattered. It was whether the organisation was ready to carry it.

A factual, anonymised example - focus on conditions, not blame.

The 4R Decision Cycle

03

A recurring decision-making framework for keeping ambition connected to value.



Proceed | Pause | Adapt | Scale | Stop

Governance must enable every decision, including stop.

Revisit the opening case through the 4Rs

04

The 4Rs change the next step, not just the status colour

Proceed should be a decision.

Reason
Valid problem - weak
value evidence

Reach
Wider than initially
thought

Risk
Risk both ways

Readiness
Conditions had materially
changed

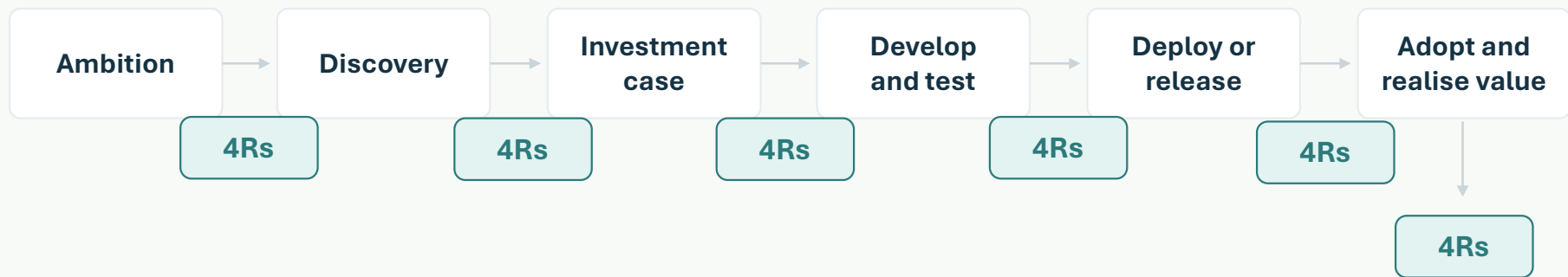
Decision implication: Good governance does not only approve work. It creates permission to reconsider it.

Good governance makes it possible to proceed, pause, adapt, stop and reallocate.

The 4Rs are a recurring decision cycle

05

Same four lenses. Better evidence. Better decisions.



**The discipline is not repeating questions mechanically.
It is returning to them with better evidence.**

Context changes

The next decision may be proceed, pause, adapt, scale, stop or reallocate.

AI ambition is widespread. Enterprise value is not.

06

Australian data shows the gap between pilots, production and transformation

12%

**Australian leaders report
GenAI is already
transforming their
business or industry**

28%

**have moved at least 40%
of their AI pilots into
production**

Customer-service agent

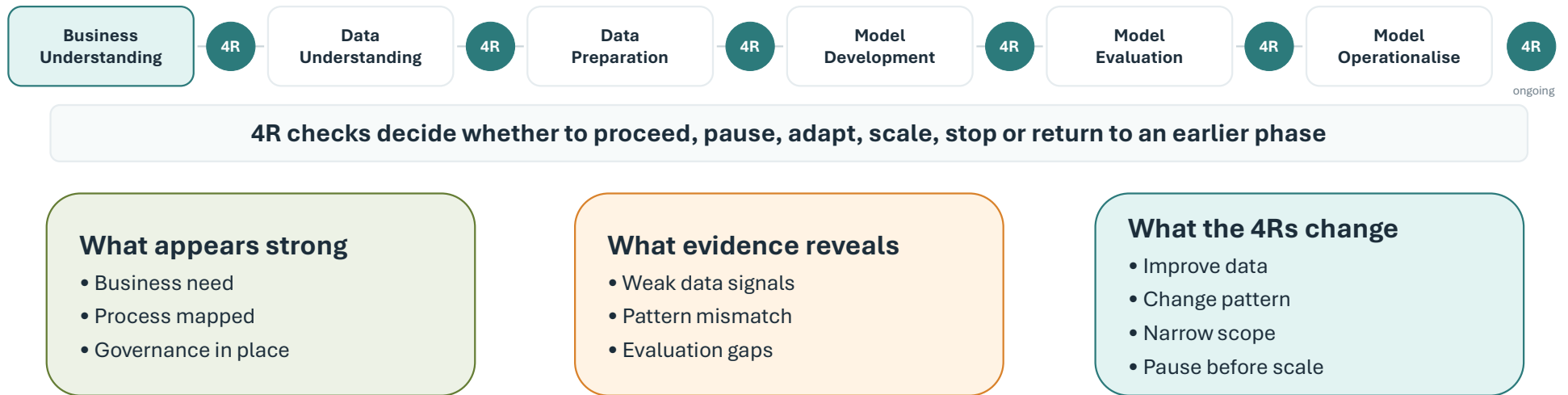
Board ambition: improve service, reduce effort, scale support.

Value challenge: connect the outcome, real process, data, risk and readiness before scaling.

A pilot is not enterprise value.

Approval and governance cannot override the evidence

AI delivery must act on data, pattern and evaluation signals - with 4R reassessment between commitments



A weak data signal ignored early becomes an enterprise problem at scale.

CPMAI provides the AI lifecycle. The 4Rs provide recurring strategic and delivery alignment.

The 4Rs late in the lifecycle

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A deployment readiness example

Go-live is not the finish line.

**4R reassessment revealed
Risks with responses not yet
considered**

**Delivery approach changed
Rollback and delay-handling
arrangements strengthened**

**Value protection expanded
Additional cohorts added for
post-deployment validation**

**Deployment readiness includes the ability to recover, delay safely and validate
what happens next.**

M.O.R.E. keeps the 4Rs alive

The cycle creates discipline. The mindset creates action.



Manage perceptions

Make value, risk and trade-offs visible



Own success

Own outcomes, not just activities



Relentlessly reassess

Revisit assumptions when evidence changes



Expand perspective

See the whole system, not one professional lens

**The value is not in identifying that something changed.
The value is in what happens next.**

An emerging capability - still taking shape

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Different names, similar need: protect the line of sight from strategy to realised value

Who protects the line of sight to value?

Related names

AI Value Architect
AI Transformation Leader
Agentic AI Business Solutions Architect
AI strategy, EA or benefits roles

Common capability

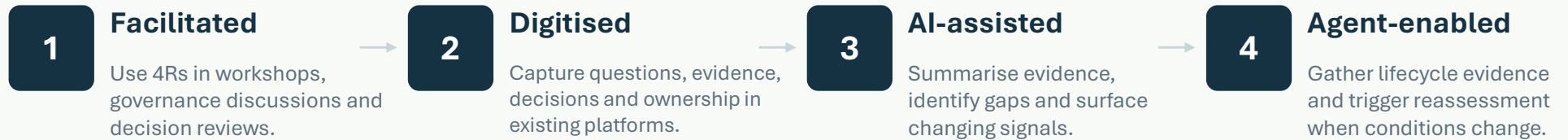
Connect business objectives, process, data, technology, delivery, adoption, risk and benefits measurement.

Possible models

Human role
Multidisciplinary team
AI agent
Blended capability

Start simple. Scale the 4Rs with intelligence.

Begin with better conversations, then digitise, assist and automate the flow of evidence



Automate the flow of evidence, not human accountability.

The maturity path can start tomorrow with a better conversation and existing tools.

From boardroom ambition to operational reality

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Recap against the learning objectives

Roadmap
4Rs across the lifecycle

Circuit
Evidence flows back to
decisions

Performance
Process enables
operational reality

Value
Adoption, objective
attainment and solution
measures

**Give every bold ambition
a better chance of becoming realised value.**

Q&A

From boardroom ambition to operational reality

Recap visual representation

