What does this lightweight and agile framework look like? It includes five key processes.

* Vision and strategy
* Business backlog
* Software development lifecycle
* Data strategy, architecture, and management
* Communication strategy

Operating Model and Core Committees

* **Centralized:** A single governance framework with a one set of processes and normally focused on a single solution, single business unit, or global processes. Generally the best option for smaller, single-org companies.
* **Decentralized:** Federated governance framework with independent governance frameworks and the possibility of different sets of processes for different business units. The decentralized model is used for organizations that have multiple Salesforce environments with highly autonomous business units or geographies.
* **Hybrid:** Common governance framework with each business unit having its own autonomy. This approach is effective for larger companies that want to standardize their best practices and processes under a common framework, yet allow some amount of autonomy for their different divisions or geographies.

Once you establish your operating model, it’s time to form the core committees that will execute your lean governance framework. They are:

* **Executive Steering Committee:** This group owns the overall vision and strategy, sets the priorities and oversees the overall project budget. It also acts as the final escalation point for disagreements that the project teams are unable to resolve. Membership should include key executive leaders across the impacted business units, IT, and the project management team. The committee should meet at least quarterly or more often, depending on the release cadence. Here’s a typical agenda for the steering committee.
  + Update on actions from the last meeting.
  + Review of the project(s) overall health and KPIs.
  + Review and update the vision and strategy if required.
  + Review of the overall project(s) budgets.
  + Review of project risk register.
  + Discuss any other competent business.
* **Project Management Committee:** This group manages the day-to-day details of all major projects. This team should meet once per week with representatives from all key stakeholders in attendance. Suggested agenda:
  + Update on actions from the last meeting.
  + Review of the project(s) overall health and KPIs.
  + Project resources and team skill requirements.
  + Review of project risk register.
  + Discuss any other competent business.