

# Commitment Governance

## Executive Summary

Enterprise transformation places capital, operating direction, and risk posture in reliance on intended future operating conditions. Once those commitments are authorized, the enterprise begins to rely on them. Decisions are taken, resources are committed, and oversight posture adjusts on the assumption that the intended future condition will be established.

Existing governance can monitor execution, track delivery, manage risk, and report progress. Those capabilities are necessary. They do not objectively determine whether the operating condition on which the enterprise now relies actually exists. Commitment Governance addresses that gap.

The missing object of governance is the Target State: the future operating condition of the enterprise in governed form. Commitment Governance defines that object and determines, through evidence-based evaluation, whether it is sufficiently defined, achievable, achieved, and durable to support justified reliance.

This need is intensifying. Enterprise transformation now unfolds through directional authorization, fragmented execution, and continuously changing conditions. Reliable outcome status cannot be inferred from execution reporting alone.

Commitment Governance occupies the enterprise determination layer. It supplies the governed object, rules, and determination discipline required to establish whether the operating condition on which the enterprise relies has in fact been established.

**Commitment Governance is the determination discipline through which enterprise reliance is justified by evidence under defined rules.**