

Illustrative Determination Status Sequences

An ERP Transformation Example

Companion Illustration | commitmentgovernance.com | April 2026

The following illustration shows how Commitment Governance could operate across a material ERP transformation without displacing execution management. It presents determination outputs and governance interactions only. It does not expose the underlying condition architecture used to support formal determination. The example is intentionally high-level. It illustrates the determination record an enterprise could see over time, rather than the full method used to produce each determination.

This illustration is not intended to define the full standard, determination procedure, evidence requirements, condition architecture, or governance method used to produce formal Commitment Governance determinations.

Over time, the sequence forms a governed determination history: a point-in-time record of commitment status, disclosed issues, and any formal Target State changes.

The value of the discipline is visible across the sequence: execution may progress, deteriorate, recover, change scope, or stabilize over time. Commitment Governance provides the governed status history that shows whether enterprise reliance remains justified at each stage.

Sequence 1: Directional Authorization to Defined Target State

Determination Status Sequence:

1. Undefined
2. Defined, Achievable

The enterprise authorizes a finance ERP transformation and releases funding. The intended outcome is directionally understood: standardized finance processes, improved close discipline, stronger controls, and legacy-system retirement. At this stage, however, the intended operating condition has not yet been defined in a form that can support governed determination.

Determination Status: Undefined

Execution may begin, but enterprise reliance should remain limited. The commitment has been authorized, but the basis for determining achievability, achievement, or durability has not yet been established.

Once the intended operating condition is defined as a governed Target State, the status can move to:

Determination Status: Defined, Achievable

At that point, execution continues against a determinable commitment. Leadership now has a governed basis for reliance because the intended outcome has been defined in determinable form.

Sequence 2: Local Progress with Enterprise Achievability Constraint

Determination Status Sequence:

1. Defined, Achievable
2. Defined, Achievable with disclosure of emerging issues
3. Defined, Not Achievable with disclosure of critical issues
4. Defined, Achievable

Several months later, workstreams are active, design milestones are being completed, configuration is underway, and ordinary program reporting shows Green or Amber-Green status.

Determination Status: Defined, Achievable

A material dependency then emerges. Data quality issues, control design gaps, or unresolved decommissioning dependencies begin to affect the ability to establish the intended operating condition. The disclosure provides an early warning of threats to achieving the Target State.

Determination Status: Defined, Achievable

Disclosure: emerging issues

If the dependency becomes severe enough, the status may move to:

Determination Status: Defined, Not Achievable

Disclosure: critical issues

Possible Management Response: Recovery, Remediation

Execution may continue, but the enterprise can no longer rely on the intended outcome as achievable. Management may remediate, change scope, reauthorize, increase funding, delay a milestone, or proceed with disclosed limitation. Commitment Governance determines the status; management retains the decision.

If remediation is accepted and supported by evidence, the status can return to:

Determination Status: Defined, Achievable

The practical value is the divergence: ordinary workstream progress may continue while the enterprise basis for reliance weakens, recovers, or requires intervention.

Sequence 3: Scope Substitution

Determination Status Sequence:

1. Defined, Not Achievable with disclosure of critical issues
2. Revised Target State: Defined, Achievable

As delivery pressure increases, the program narrows regional or functional scope to preserve the implementation date. The revised delivery may be sensible from an execution perspective, but it may no longer represent the commitment originally authorized.

For the original commitment, the status may become:

Determination Status: Defined, Not Achievable
Disclosure: *critical issues*
Possible Management Response: Scope Change, Reauthorization

The enterprise cannot treat reduced delivery as achievement of the original commitment. If leadership accepts the narrower scope, Commitment Governance requires the reliance basis to be reset around the revised commitment.

After formal revision, the new status may become:

Determination Status of Revised Target State: Defined, Achievable

This protects against a common transformation pathology: delivery success being substituted for outcome achievement after the outcome itself has changed.

Sequence 4: Premature Readiness Claim

Determination Status Sequence:

1. Defined, Achievable
2. Achieved, Not Yet Durable

Near cutover, the program reports substantial completion. UAT is largely complete, training has been delivered, defects are declining, and cutover readiness is asserted.

Determination Status: Defined, Achievable

That status supports continued execution, but it does not establish that the intended operating condition has been achieved. Readiness is a forward-looking execution claim. Achievement requires evidence that the operating condition exists in practice.

If operating proof establishes the Target State, the status becomes:

Determination Status: Achieved, Not Yet Durable

Sequence 5: Cutover without Durability

Determination Status Sequence:

1. Achieved, Not Yet Durable with disclosure of emerging issues
2. Achieved, Durable

The ERP platform goes live. The transformation may now claim a major implementation success. However, stabilization teams remain heavily involved, manual workarounds are still required, exceptions remain elevated, or legacy reporting dependencies have not fully retired.

Once achievement is determined, the governance focus shifts from achievability to durability. The remaining question is whether the achieved condition can support continued reliance.

Determination Status: Achieved, Not Yet Durable
Disclosure: emerging issues

This status allows the enterprise to acknowledge achievement while preserving oversight. Closure, reliance expansion, or governance stand-down remain premature until the achieved condition persists without extraordinary intervention.

After multiple operating cycles stabilize, manual workarounds decline, control evidence holds, and residual exceptions are governed, the status may become:

Determination Status: Achieved, Durable

That status supports a stronger reliance claim.

Sequence 6: Stand-Down or Oversight Reduction

Determination Status Sequence:

1. Achieved, Durable

Management seeks to close the program, release transformation resources, or move the commitment into business-as-usual oversight.

Commitment Governance does not make the management decision. It determines whether the commitment status provides a governed basis for that decision.

Where the determination status is Achieved, Durable, oversight reduction, closure, or stand-down may be supported.

Determination Status: Achieved, Durable
Possible Management Response: Stand-down, closure may be supported

If durability has not been determined, the enterprise may still close or proceed, but it does so with a governed determination showing that continued reliance has not yet been fully established.

Reliance without determination is assumption. Commitment Governance closes that gap.