



**Webinar**

**How to think  
differently about  
whole of business  
governance**

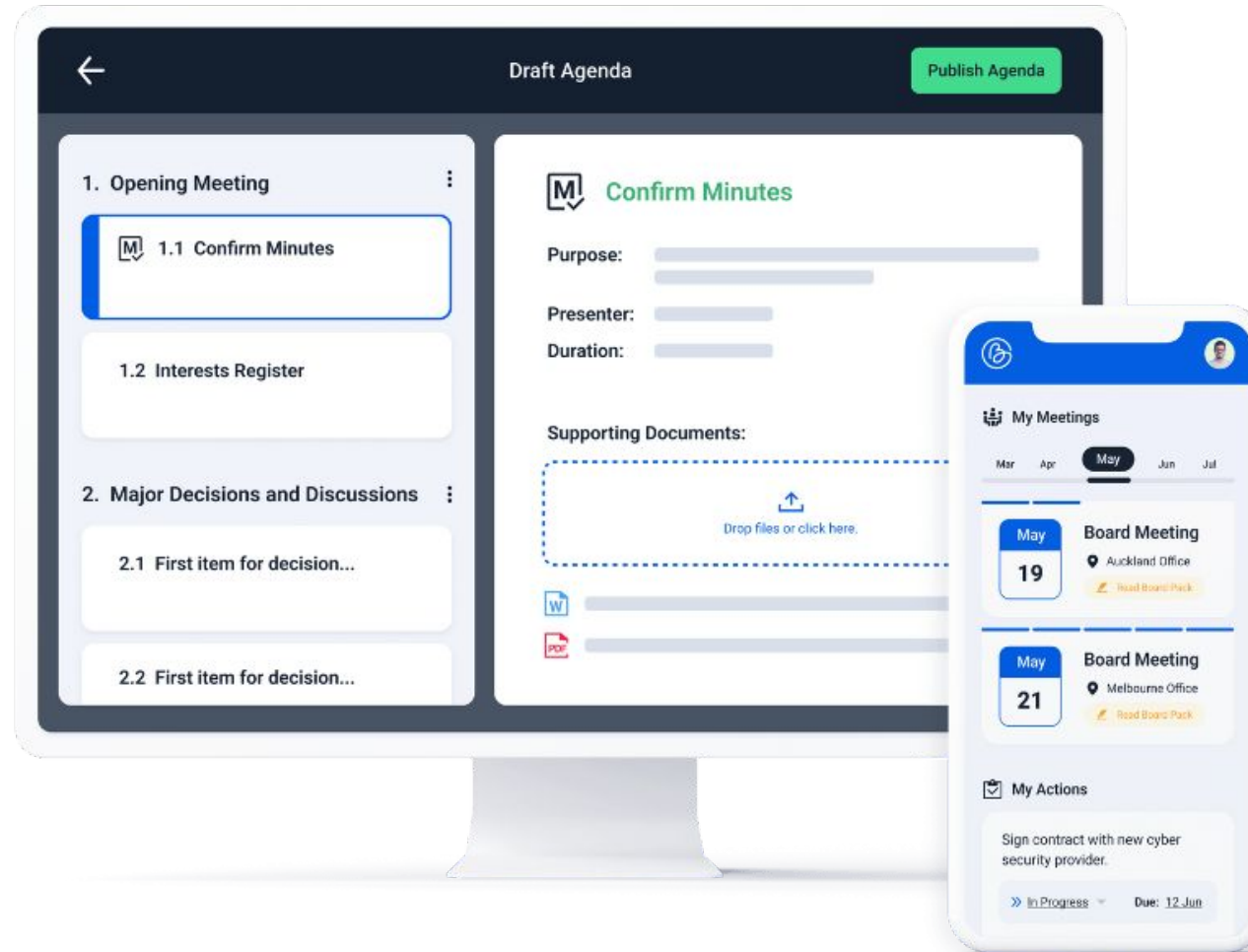




Congratulations Tui Summers  
**Academic Quality Leader**

**Te Rito Maioha Early  
Childhood New  
Zealand**



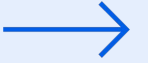




# **Making the fundamentals of governance free and easy to implement**



**Slides, webinar video, white paper and transcript will be sent to you. Relax, listen and ask questions**



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# Executive summary: six key takeaways

01

Be deliberate when making design choices about your governance systems

04

Governance capabilities are not only about processes or structures and roles

02

Governance is not just about boards - three critical gaps can emerge

05

A layered 'hard' system of policies, procedures processes, etc., are really important

03

Governance of your enterprise requires a set of capabilities

06

Treat governance as an integrated, 'joined-up' discipline

**Ultimately, you need to be able to provide justifiable confidence that the company can beat the odds**



01

# Decision quality and reliable execution are at the heart of enterprise governance. I define governance differently, on outcomes, not processes

**Governance is the system (comprising 'hard' and 'soft' elements) by which you assure (not always ensure) - or gain justifiable and defensible confidence - as a board and/or executive, that 'the enterprise' is consciously:**

01

Making the right decisions i.e. by checking that our decisions are defensible, commercially, legally and ethically...



02

Taking the right actions i.e. by checking that we are doing the right things, in the right ways (i.e. acting effectively, efficiently, ethically)



- ...At the right time
- ...At the right level (and by the right people)
- ...On the right things / topics
- ...With the right information

...So as to achieve the right outcomes for the right constituents over the right time frame.

**To achieve this, without 'ugly surprises' requires a tight alignment of governance elements, upwards, downwards and sideways**



01

# A good enterprise governance system needs to create a reliable bridge across possible fracture lines

## Shareholders

and classes of other key stakeholders



## 'Mind the gaps'

Gaps between what is actually taking place (or not taking place) and what board thinks is agreed and happening



01

Making the right decisions i.e. by checking that our decisions are defensible, commercially, legally and ethically...

Fracture line 1

02

The Board's interpretation / response to these

03

**Board Governance:** The collective views, agreements and directives conveyed clearly to the CEO

Fracture line 2

04

**Exec Governance:** What CEO and ELT actually direct

Fracture line 3

05

**Middle mgt. governance:** What middle management is actually saying and doing (or not doing)



03

Fit-for-purpose means having efficient and effective processes that traverse the organisation that directors can rely on

**Executive and Board are reliant on getting predictable performance and reliable outputs**





03

With regard to every material area of performance, we need be clear about where the various decision-making rights sit

For example, when it comes to strategy, planning and budgeting processes, different parties play different roles

Key activities	Board	CEO	CFO	ELT or BU Heads
Set direction / priorities / guiding principles				
Develop strategies				
Develop detailed implementation plans				
Develop budgets				
Implement				
Govern over strategic initiatives				
Monitor and report			Input	Recommend Decide Perform

A sample set of possible involvements/roles - indicative only





04

A layered or nested system need to be stipulated and enforced as to what is expected and accepted - that guide and inform oversight

01

What is our governance philosophy?

02

What are the vital few areas where the board must have policies in place for critical requirements, espec. those of a 'hard' enforceable/ compliance nature?

04

What critical processes are needed to ensure that policies and practices are translated into predictable, sequential actions?

05

What exact work steps do we require our staff to take or follow?

1. Philosophy

Mutually supportive/ reinforcing



2. Policies

3. Practices / protocols

Mutually supportive/ reinforcing



4. Processes

Mutually supportive/ reinforcing

5. Procedures

6. Parameters

7. Personal conduct

Sextant's 7P model

06

What **Parameters** must we operate within? What standards do we intend to hold ourselves to?

07

7. What **Personal conduct** do we expect? What will we not accept?



What is the required 'tone from the top'?



How do we set our expected behaviours so they align with our brand promise and intended culture?



How do we define and 'enforce' accountability?



Before we  
conclude,  
how much  
time/effort is  
spent



Discussing and worrying  
about the specific information  
you are receiving?

**versus**

Inquiring into and checking  
that the systems, processes  
and structures outside of  
the boardroom, can be  
relied upon? Specifically,  
how do we understand the  
'human systems'?



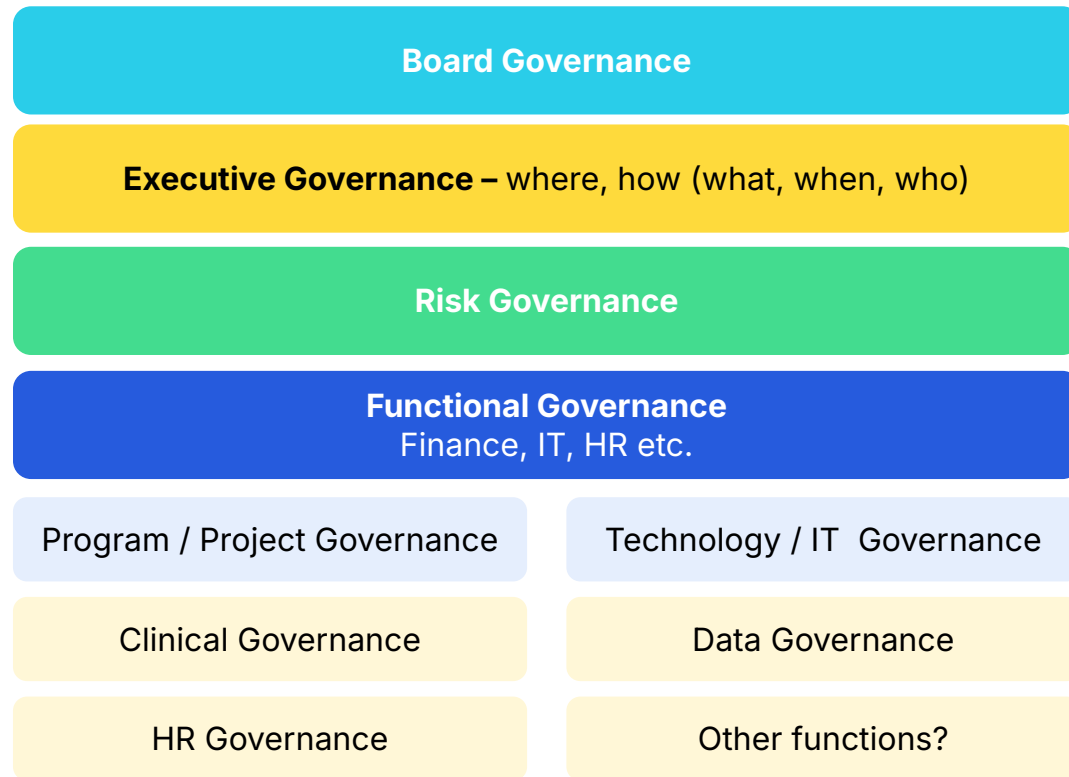
05

# Enterprise governance should be an integrated and holistic system – that ideally operates ‘seamlessly’, upwards, downwards and sideways

## For seamless Enterprise Governance

one wants to avoid separate systems, ‘cottage industries’ and standalone solutions to manage data, conduct analytics and reporting, manual interfaces, different design intent, multiple handling of data

**A reliable ‘line of sight’ is critical**



## For your reflection:

How do we get our people aligned on their mutual dependencies -

including sharing of critical information, and thinking beyond ‘my patch’ –

when it comes to acting like owners, worrying about the business' sustainable performance?





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# Webinar Schedule

- Dec 2024

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103.	<b>The four key elements of board induction</b>	On demand - View
104.	<b>How to think differently about enterprise governance, not just board governance</b>	Nov 7
105.	<b>How to create your annual operating plan</b>	Nov 14
106.	<b>Developing CEO KPIs and Performance Management frameworks</b>	Nov 21
107.	<b>Cultivating Board Culture for Excellence and Impact</b>	Nov 28
108.	<b>From conflict to Innovation</b>	Dec 5
109.	<b>Identifying and managing conflict of interest</b>	Dec 12
110.	<b>The purpose and function of advisory boards for small businesses</b>	Dec 19



**Thank you**

