

Poor Governance

Some of the common pitfalls...

- Governance can be too bureaucratic
- It can give the illusion of control
- It may result in duplication as the same information is presented to different groups
- It can pander to individuals' needs depending on their risk tolerance levels
- It may become too streamlined, resulting in a loss of control
- It may focus on the wrong things, but a terms-of-reference document is helpful
- It can create work or justify people's roles and existence as multiple frameworks are applied
- Breaking the rules becomes more than somebody's job's worth. So governance ratchets up rather than being pruned down
- Governance processes make good slaves but poor masters



Good Governance

Some of the things to think about...

- Does your governance framework reflect your organisation's purpose and values? Or is it governance for governance's sake?
- Good governance brings the correct issues to the right people's attention and involves the right people and experts in decision-making.
- Good governance stops the wrong things from happening, but as importantly, it enables the right things to happen.
- Avoid templates; they build bureaucracy. Start with a blank sheet of paper, then build your government process.
- Review your governance processes periodically, adding controls where there are holes and removing steps if they are overly restrictive.
- Be clear about what your external stakeholders require – regulators, auditors, etc and meet that need.
- Remember, what you write down may be given in evidence....
- Always ask – how does this help deliver on purpose?