

# Organisational Governance



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## Abstract

Interest in Governance has grown rapidly since the scandals of Enron, ~~Worldcom~~ and ~~Societe Generale~~, and has ultimately lead to a refinement of existing laws and policies. In the US (Sarbanes-Oxley Act SOX) and in the UK (Higgs Report) have been developed in order to prevent similar future events. [Ref 1]

Governance is essentially about the 'conduct of conduct' and establishing the conditions for ordered rule and collective actions for self-regulation. It is a framework for ethical decision making and managerial actions based upon transparency, accountability and defined roles. [Ref 1]

Governance is the systems and process concerned with ensuring the overall direction, supervision and accountability of an organisation. The term is widely used, but often not understood because as well as including the laws and regulations which an organisation must comply with, it needs to go beyond compliance and the law to include strategic development and

leadership. Good governance practices impact the performance on entire organisations. [Ref 2]

This paper attempts to look at the whole concept of governance right from theories right up to best practices and then identify key issues that maybe appropriate to the organisation. The paper purpose is to identify recommendations that can be taken forward within the organisation in order to improve governance and provide management with additional space in their busy calendars. The paper has been divided into 12 major sections, followed by a conclusion and recommendation section. An annex contains the theories and best practices.

1. Existing C4I Governance Structures;
2. Roles and Appointments;
3. C4I Reviews;
4. Communications;
5. Processes and Procedures;
6. Accountability;
7. Stakeholder Relationships;
8. Customer Interactions;
9. Corporate Culture;
10. Emails;
11. Meetings;

# Hiring, Firing and Inspiring



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## Abstract

This is a short paper describing the surprising truth beyond the myths about firing, hiring, retaining and motivating key people within the organisation that is so vital to business today.

Organisations are all about people and that is how they achieve their objectives. The strategic and operational management of people is a crucial concern for the organisations leaders and managers who are keen to succeed as more complex business models and organisation structures emerge. Understanding how to pick the best people, how to gain the motivation and commitment of these resources and remove inappropriate people is essential as ~~managers~~ shape and reshape organisations to meet ever changing business needs. Technical and analytical expertise are no longer enough and people management is a strategic issue that now encompasses sciences like psychology, philosophy and cognitive science, whilst using theories, models, research and best practice from around the world.

Our motivations are unbelievable interesting and the science is really surprising. People are not as endlessly

malleable and predictable as you would think. The standard model of if you reward something and thinking you get more of that behaviour only works in certain circumstances which require mechanical skills, but breaks down once the task is more complicated, calls for rudimentary cognitive skills or creative thinking. There are 3 factors that lead to better performance and personal satisfaction, autonomy, mastery and purpose.

## Introduction

British people are a self-deprecating bunch, and it is important to reinforce the things that you've done well, not the last thing you've done. There is a recognised link between engagement and performance that sports people have known for a long time, but businesses are now only coming to realise. "Businesses have to create an environment for the talent that they put into their organisations in order to allow it to perform to the best of their ability". Understanding that it is all about people is critical, and the best people are savvier than ever and even the most loyal employee will consider another opportunity presented to them. People often join or leave organisations based on