The Case for Radical Corporate Governance Reform

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Let it begin with me...

- How does the firm’s ownership structure and composition influence how our governance really works?
- How does our formal structural framework i.e. constitution, policies & procedures, roles & responsibilities and hierarchy etc. shape governance?
- What are the main drivers behind management and our decision making?
- Is leadership consistent across the firm in walking the talk?
- Can our governance flex and adjust for a change in context?
- How much of our governance is historical legacy or habit and if we had a magic wand, what would / could we change?
- What are the internal/external mirrors we are using for validating our reality?
Reforming governance...

• How would we re-define our governance culture and how is such aligned organisationally?
• What explicit and implicit power complexes operate in our firm and how do we change/remove them?
• Are there other pathologies & dysfunctions or barriers for development?
• How can we create an ontological and associative dialectic?
<table>
<thead>
<tr>
<th>Explicate Order of Engagement</th>
<th>Implicate Order of Engagement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transactional-Instrumental. the text of engagement</td>
<td>Latent and hidden from view. the subtext of engagement</td>
</tr>
<tr>
<td>Working to achieve valued ends</td>
<td>The ambiance-residue of working to achieve valued ends</td>
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<tr>
<td>Ways of knowing--explicit</td>
<td>Ways of knowing--tacit</td>
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<tr>
<td>From the head--analytic, strategic</td>
<td>From the heart--highly personal, defining</td>
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<tr>
<td>Forms of inquiry and discovery--description, analysis, evaluation</td>
<td>Forms of inquiry and discovery--imagery, storytelling, artistic expression</td>
</tr>
<tr>
<td>Systematic, tangible outcomes</td>
<td>Emergent understanding, &quot;Ah ha’s!&quot;</td>
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The point is that this notion of dialogue and common consciousness suggests that there is some way out of our collective difficulties. *David Bohm*
A more consensus driven approach MAY incorporate:

- **Agreement Seeking**: It attempts to generate as much agreement as possible.
- **Collaborative**: Participants contribute to a shared proposal and shape it into a decision that meets the concerns of all committee members as much as possible.
- **Cooperative**: Participants should strive for the best possible decision for the committee and its members, rather than competing for personal preferences.
- **Egalitarian**: All members should be afforded, as much as possible, equal input into the process, with the opportunity to present and amend proposals.
- **Inclusive**: As many stakeholders as possible should be involved.
- **Participatory**: The consensus process should actively solicit the input and participation of all decision-makers.
- **Epistemic**: The consensus should track the truth to the greatest extent possible.
How radical do you want to be?

Thank You!