



The Case for Radical Corporate Governance Reform

Robert Dellner, PHD



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?

Key Mirrors



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?

Explicate Order of Engagement	Implicate Order of Engagement
Transactional-Instrumental. the text of engagement	Latent and hidden from view. the subtext of engagement
Working to achieve valued ends	The ambiance-residue of working to achieve valued ends
Ways of knowing--explicit	Ways of knowing--tacit
From the head--analytic, strategic	From the heart--highly personal, defining
Forms of inquiry and discovery--description, analysis, evaluation	Forms of inquiry and discovery-- imagery, storytelling, artistic expression
Systematic, tangible outcomes	Emergent understanding, "Ah ha's!"

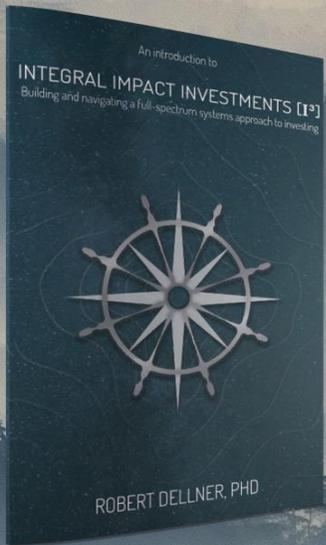
Bohm, D. 1980. Wholeness and the implicate order. New York: Routledge.

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!

