

# IMPLEMENTAGILITY™

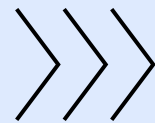
You have your strategy... And now?

## Driver 6/8 – Governance

Marco Mancesti



Governance is an organization's neural system. It refers to the set of rules, practices and processes by which an organization is controlled and operates.

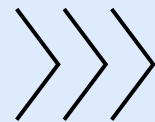


# Why such analogy?



As in a human body, governance is essential for the functioning of the organization.

In a human body, the neural system is responsible for receiving, processing, and transmitting information, coordinating movements, and regulating many bodily functions, including those that are involuntary like heartbeat and respiration.

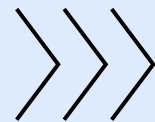


How does it concretely “translate”  
in an organization ?



Governance translates into values, operating principles, guidelines, rules and regulations, organizational charts, processes, practices etc.

Governance aligns with higher, external rules such as country and international laws, industry constraints such as GMP's, certification criteria etc.



Sounds straight forward,  
Is it really?

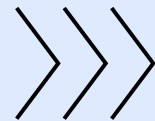


At the heart of governance, there is decision-making.

Whether at the Board level or at team level,  
decision-making happens continuously and triggers  
action, sometimes of critical importance.

Who decides? How?

These are the key governance questions.

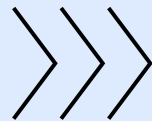




# Who decides ?



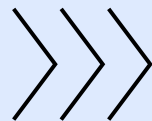
Usually, to the question:  
“who decides”, the answer is: “it depends”.  
Such ambiguous answer contains the seeds of  
bad governance and with bad governance,  
inefficiency to say the least.



How do we know if an organization's  
decision-making is flawed?



One symptom, for example, is the mushrooming of committees and decision bodies. Having them operate efficiently is a first challenge, and the coordination between them is a second challenge. This usually leads to a dilution of responsibility. When nobody is responsible, action slows down.

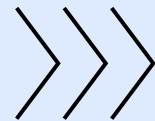


# How are decisions made ?



Ambiguity can also surface in the “How”.

“Random” is often what best qualifies the decision process, with biases and undeclared conflicts of interests, elephants in the room and a “whole zoo of lions and zebras” (meaning power games). All dynamics that only serve egos, again not performance.



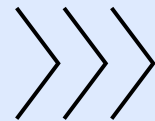
# How do we solve this ?



By making governance clear and transparent.

A systematic decision-making approach also helps killing biases and unhealthy dynamics.

[This article provides insight how to get there:](#)



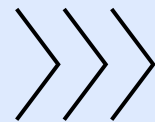


What if we don't proactively work  
on clarifying decision-making?



Each time ambiguity creates a gap, it gets filled by “latent” governance. This “parallel power” is toxic for organizations, creating distrust, anxiety, fear and leading to immobilism.

An easy way to spot “latent” governance is through stakeholders mapping. If the influence map is too distant from the organizational chart, then we are “swimming” in ambiguity.



Great, then let's make governance very clear and consistent. Everything gets decided at the top!

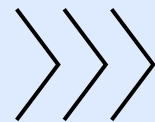
Will it work?



A governance, whether formal or latent, in which everything gets decided by the top may give the impression to work.

But in the long run it [makes the organization fail](#).

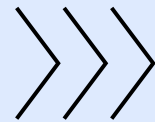
Decision-making shall be pushed as down as possible, so everyone has the bandwidth to create value at its level.



Why is **governance** important for  
Implement**agility** ?



As it is the heart of the system,  
governance is also the source of agility,  
which is ability to adapt, accelerate or  
decelerate specific execution areas in order  
to take advantage of disruptions.



# IMPLEMENT **AGILITY**™

You have your strategy... And now?

*Stay tuned! Coming soon...*

Driver 7 – The PIKES™ Team

Marco Mancesti

