

Johannesburg
04 November 2013

NO SHORT CUTS TO CORPORATE GOVERNANCE

Advertorial by CGF Research

As for most matters in business -- and in life -- there are few 'short cuts' that are guaranteed for any forms of lasting success. And although many an executive (or manager) may try beating the odds because of mounting pressures placed on their bottom lines and time-pressurized diaries; short cuts invariably end up costing a business more in the long run.

Having learnt the lessons of following protocol and procedures within the financial services industry, at an early stage of his career, Terrance Booyesen who is the primary founder of CGF Research Institute (Pty) Ltd, had no hesitation in building his company based upon a solid foundation. The values which form the bastille of CGF are firmly rooted in honesty, trust, respect, integrity and sound risk management principles which generate profit. Expectedly, these values underpin the manner in which CGF directs and controls its business and strategy, including its dealing with all its stakeholders.

"A director should devote serious attention to the affairs of the company. Relevant information required for exercising effective control and providing innovative direction to the company needs to be acquired."

"A director should be diligent in performing directors' duties. Sufficient time should be devoted to company affairs. Effort needs to be put into ensuring company performance and conformance."

King Report on Governance for SA - 2009

As a business which specializes in corporate governance services, CGF has -- since its inception in 2004 -- steadily grown not only its market share, but indeed also its brand and breadth of corporate governance related services. Whilst CGF Research Institute was, at its inception, acutely aware that 'corporate governance' would become a matter for boards of directors to place significantly more emphasis upon, the shareholders of CGF aptly abbreviated and registered the words *Corporate Governance Framework®* and which then formed the basis of its 'governance journey' and service delivery capabilities.

In the earlier part of CGF's beginnings, the company and its dedicated team focused solely upon providing its client base monthly governance reports, which today still forms a critical pillar of CGF's business model and value-added services. CGF's reports, which are found within the acclaimed *Corporate Governance Body of Knowledge®*, are used by many organisations across most of the vertical sectors and caters for government and state owned organisations, blue chip companies as well as all sizes of private companies. Whilst the client list is significant, what matters more is the fact that through CGF's *Corporate Governance Body of Knowledge®*, the subscribing clients are provided access to its vast array of information which covers:

- monthly newsletters and topical GRC (governance, risk and compliance) articles;
- monthly GRC reports and executive summaries;
- monthly regulatory updates;
- induction programme for directors, managers and prescribed officers;
- policy templates, recommended reading, electronic library and GRC acronyms; and
- a growing collection of GRC white papers.



Expectedly, the information contained in the *Corporate Governance Body of Knowledge®* is conveniently contained within a single repository. Through a unique on-line User Name and Password allocation, employees are provided access to retrieve this important information, thereby allowing a rapid transfer of knowledge and information sharing. Unlike situations where only *certain* employees have access to key governance information (which typically occurs in hierarchal structures and or 'silo' operations), through the *Corporate Governance Body of Knowledge®*, directors and managers are able to address numerous pressing governance matters -- off a common platform of understanding -- and quickly determine whether or not the organisation may be vulnerable to any form of risk or unwanted exposure. Each report contained within the *Corporate Governance Body of Knowledge®* carries an assurance in respect of its content, through the meticulous peer reviews undertaken by the independent subject matter experts selected by CGF each month. Peer reviewers of CGF's reports include audit and legal firms, as well as other recognised regulatory agencies and or individuals who have the necessary skill and experience to complete such a process.

Given the increasing focus on corporate governance, and the extraordinary demands placed upon businesses to comply with ethical and regulatory requirements, it is hardly surprising that so many business leaders have repeatedly stated some of their top concerns which are; *over regulation, availability of key skills, bribery and corruption and supply chain disruption*. At the same time, boards of directors and their CEOs are expected to ensure that the board skills and capabilities property reflect the changing internal and external business environment and that they extract the most from their board committees. Clearly these challenges are mounting, with evidence suggesting that many organisations are barely coping. The overall results are telling on the organisation's bottom line and its future sustainability.

CGF has recognised the dilemmas face by many organisations as mentioned above, and through the years of its governance reporting, CGF launched the well-known *Governance Beyond Boards® Interventions*. Indeed these Interventions look beyond the ordinary matters and expected duties of a board, and correctly unifies the processes between the board and management, as well as balancing the governance, risk and compliance components so that these functions are aligned to make business sense. As a result of these Interventions and invaluable feedback by thousands of delegates who have attended these events -- which still attract local and foreign delegates -- CGF has been able to put into practice additional, and much needed professional services for its growing client base.

These services include:

- board evaluation;
- strategic management consulting;
- outsourced company secretariat services;
- regulatory risk impact analysis;
- coaching and mentoring of directors and executive management;
- executive learning and facilitation;
- leadership management programmes;
- leadership change management;
- group and individual workplace wellness programmes;

- policy reviews and policy writing;
- business rescue services; and
- executive search and placements.

To find out more about CGF, our patrons and our services, please access www.cgf.co.za, www.corporate-governance.co.za or www.governanceconnect.mobi or contact our offices at +27 (0) 11 476 8264 or email tbooyesen@cgf.co.za

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