

UNLEASHING MANAGERS EXPERIENCE FOR THE BOARDROOM

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As is the case with group association; people most often want to be associated with 'success' and they align themselves with various elements they believe will expedite the process to unlocking the formulae for their personal accomplishment. No matter how one ponders this internal desire, most people will admit that they may have -- albeit rather reluctantly -- at one stage or another secretly wished for their rapid success, or instant fame and fortune. If the truth be told, not much in life is obtained for free, nor does it come that easy either. 'Success' is mostly underpinned with hard work, talent, attitude and experience. Moreover, these components must be 'incubated' with strategic ability and an alignment with the necessary conditions that will achieve these objectives.

In the context of a person's business career, one generally finds only a handful of people who may claim that they have 'truly made it to the top'. As deserving as this may seem, a person does need to question whether more people could not also have been recognised and rewarded with similar opportunities had they been given the chance.

"Governance and leadership are the yin and the yang of successful organisations. If you have leadership without governance you risk tyranny, fraud and personal fiefdoms. If you have governance without leadership you risk atrophy, bureaucracy and indifference."

Mark Goyder (Director of Tomorrow's Company)

Seizing the opportunity

Through CGF's **Governance Beyond Boards®** Interventions, senior managers in business (and government) are of particular importance within these training Interventions. Their experience and skills are most often overlooked within their own organisations and in many instances, they seldom achieve their fullest potential, neither do they reach their ultimate aspirations for business success. Sadly their careers become stagnated; but worse, their true worth in respect of their talent and knowledge is often wasted and not leveraged in the business world at large.

The **Governance Beyond Boards®** Interventions specifically 'locks' into senior management to unleash their experience, such that it benefits both the individual and the organisation who is interested to leverage this experience. One of the objectives of the Interventions is to show senior managers their untapped potential, as well as being able to serve as a Non-Executive Director (NED) on another, non-competitive company's board of directors and where there is no conflict. In the ordinary course of events, senior managers are rarely approached, nor encouraged by their HR department to serve in these external NED positions for other companies. The reasons for this are essentially two fold, namely that such a recognition may:

- i. create the expectation amongst senior managers for a salary increase and/or an internal promotion;
- ii. ultimately cause the senior manager to resign from their existing place of employ in search of their higher and personal career aspirations.

Unearthing the talent

As the need for more experienced business leaders grows in South Africa; more specially also the need for adequately trained and experienced board members, CGF's renowned **Governance Beyond Boards®** Interventions places specific emphasis upon these shortfalls. These Interventions provide deep insights to the inner functioning of a boardroom, but more importantly also alerts aspiring NEDS of the broader issues they will need to deal with as it relates to the practical side of board leadership, including various governance, risk and compliance matters.

As part of the outcome expected from the Interventions, whilst senior managers will have acquired a far better understanding of their own directors' responsibilities, they are now also better informed to decide upon taking up a future NED position themselves.

Calibrating a career

Once a person has completed the two-day Intervention, CGF provides each delegate a specific Certificate of Attendance whereupon they are then automatically included as a potential candidate for an external NED position on another non-competitive, non conflictive board. To this extent, due to CGF's extensive connectivity with companies throughout South Africa, where delegates are amenable to being placed upon other company's boards as NEDS, their CV's are made available to these companies for the interview process.

Unlike the costly fees found within the traditional head-hunting agencies for the successful placement of directors to boards -- which average around 25 (twenty five) percent, CGF's placement fees do not exceed eight (8) percent.

Since the **Governance Beyond Boards®** Intervention was launched a few years ago, CGF has provided a rather unique opportunity for senior management to become aware of, and exposed to potentially being selected as NEDS. Clearly, this benefits all the stakeholders involved. For the first time senior managers are now able to safely explore their desire to becoming a Non-Executive Director and over time, grow their position -- as their NED skills and experience improve -- into more senior directorships in the future.

Expectedly through such Interventions, organisations are alerted to new pools of leadership talent and experience which can be used for boardroom succession planning and future growth without having to fork out excessive search and placement fees.

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About CGF governance services

Besides the Non-Executive Directorship training and placement services provided by CGF, the company also provides monthly corporate governance reporting services to its clients which is offered on a subscription basis through the web-based *Corporate Governance Body of Knowledge®*. CGF also offers professional governance, risk and compliance ('GRC') consulting services which 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,
- ✓ analysis of Integrated Reports,
- ✓ executive search and placements, and
- ✓ corporate governance awareness and ethics training workshops (caters for large corporates to small and medium sized businesses).

For further information contact:

CGF Research Institute (Pty) Ltd
Ansie Leiding (Manager: Executive Search & Training)
Tel: 011 476 8264
Cell: 072 175 3874
aleiding@cgf.co.za

More information regarding CGF can be found at www.cgf.co.za

