

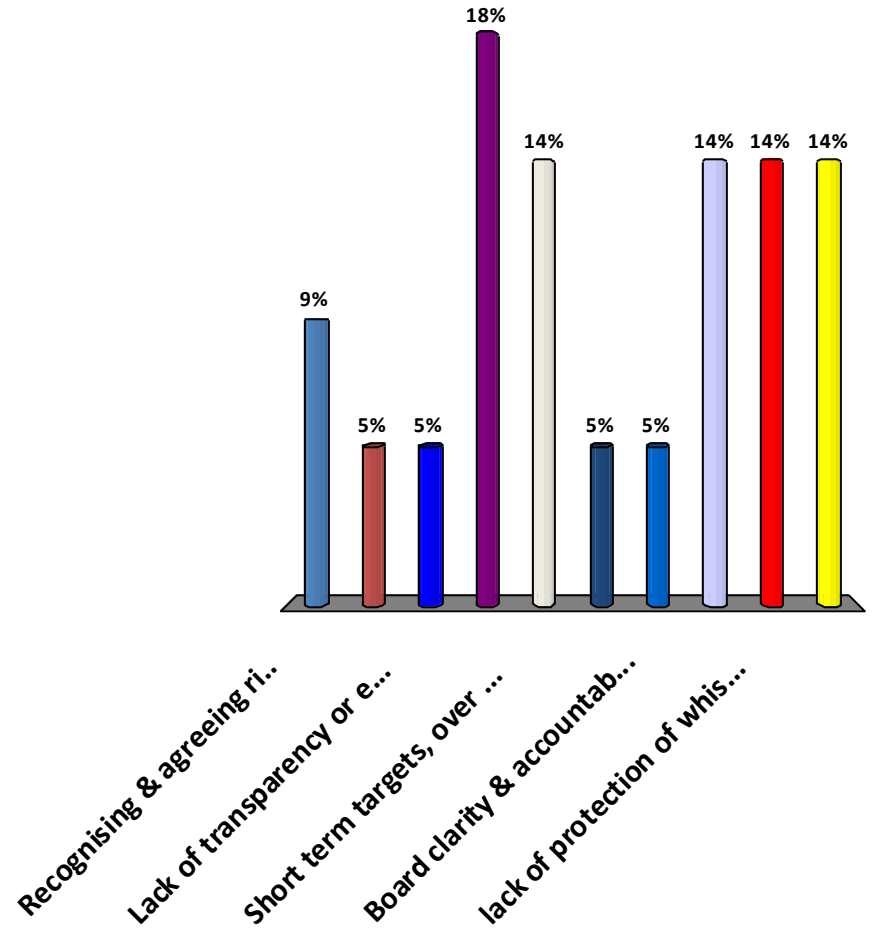
16 December 2016

Diagnosing Governance and Risk  
Management Issues and then Future  
Proofing Them

Reponses to audience Tweets for causes of  
governance and rick management failure and  
solutions together with votes on which matter  
most

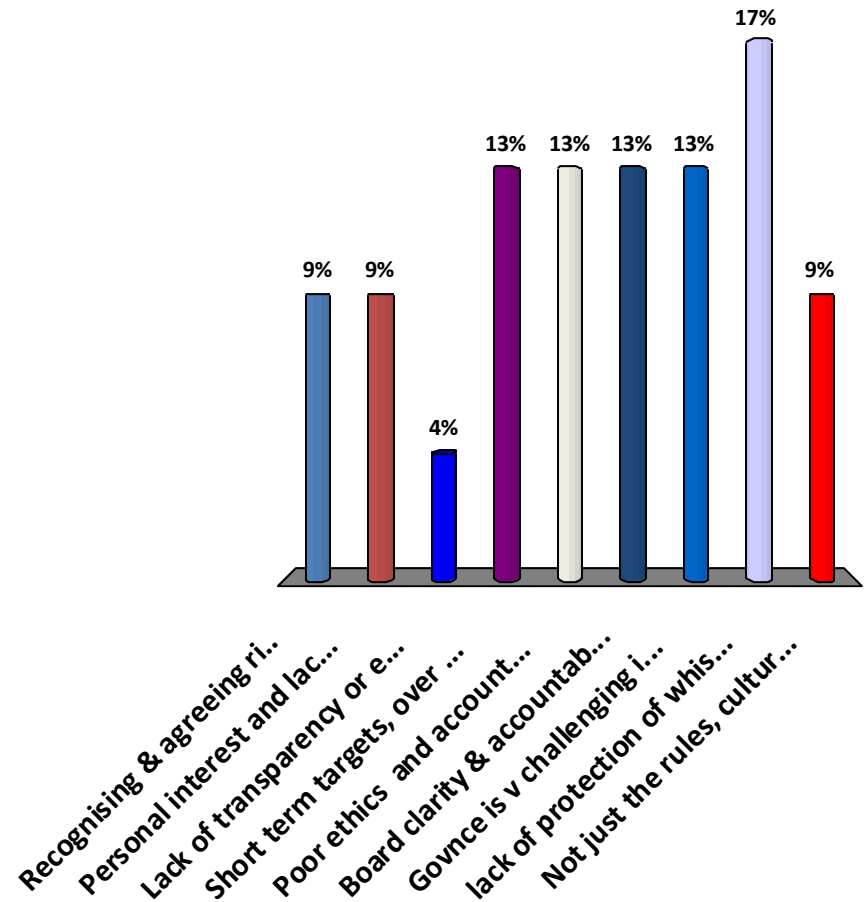
# Causes? First choice

- A. Recognising & agreeing risk plus complexity of risk
- B. Personal interest and lack of personal responsibility on individual board members
- C. Lack of transparency or ethics
- D. Lack of appropriate personal responsibility
- E. Short term targets, over long term culture
- F. Poor ethics and accountability at the top
- G. Board clarity & accountability
- H. Govnce is v challenging in an ever changing world
- I. lack of protection of whistleblower, rule breakers don't often loose out
- J. Not just the rules, culture too



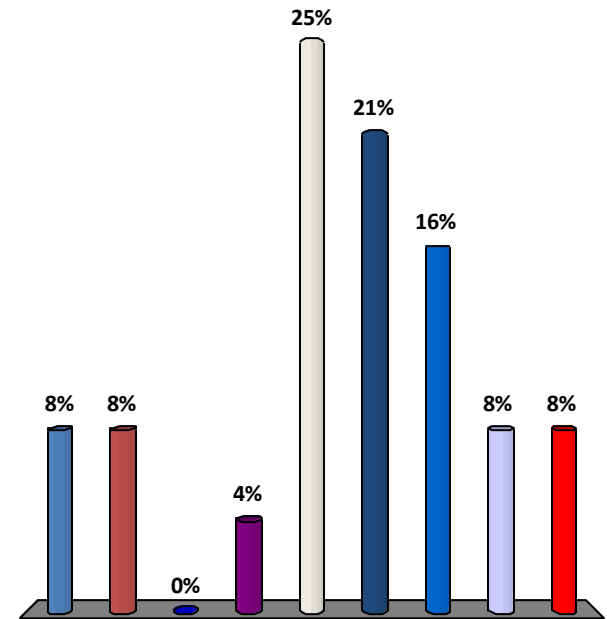
# Causes? 2 choice

- A. Recognising & agreeing risk plus complexity of risk
- B. Personal interest and lack of personal responsibility on individual board members
- C. Lack of transparency or ethics
- D. Short term targets, over long term culture
- E. Poor ethics and accountability at the top
- F. Board clarity & accountability
- G. Govnce is v challenging in an ever changing world
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# Causes? 3 choice

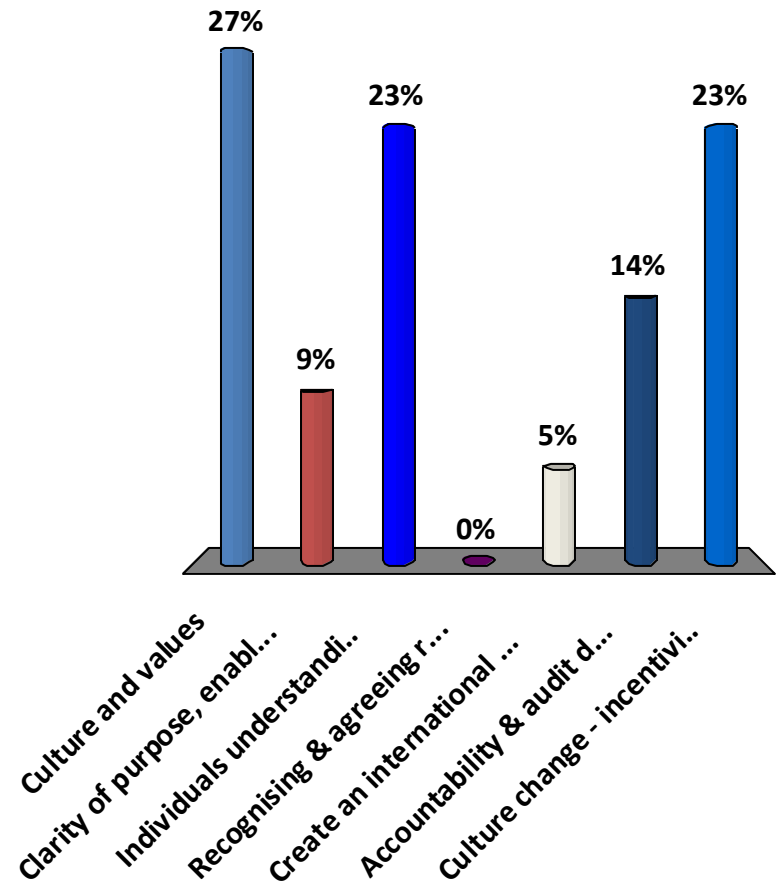
- A. Recognising & agreeing risk plus complexity of risk
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- C. Lack of transparency or ethics
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Recognising & agreeing ri...  
Personal interest and lac...  
Lack of transparency or e...  
Lack of appropriate pers...  
Short term targets, over ...  
Poor ethics and account...  
Board clarity & accountab...  
Govnce is v challenging i...  
Not just the rules, cultur...

# Solutions First Choice

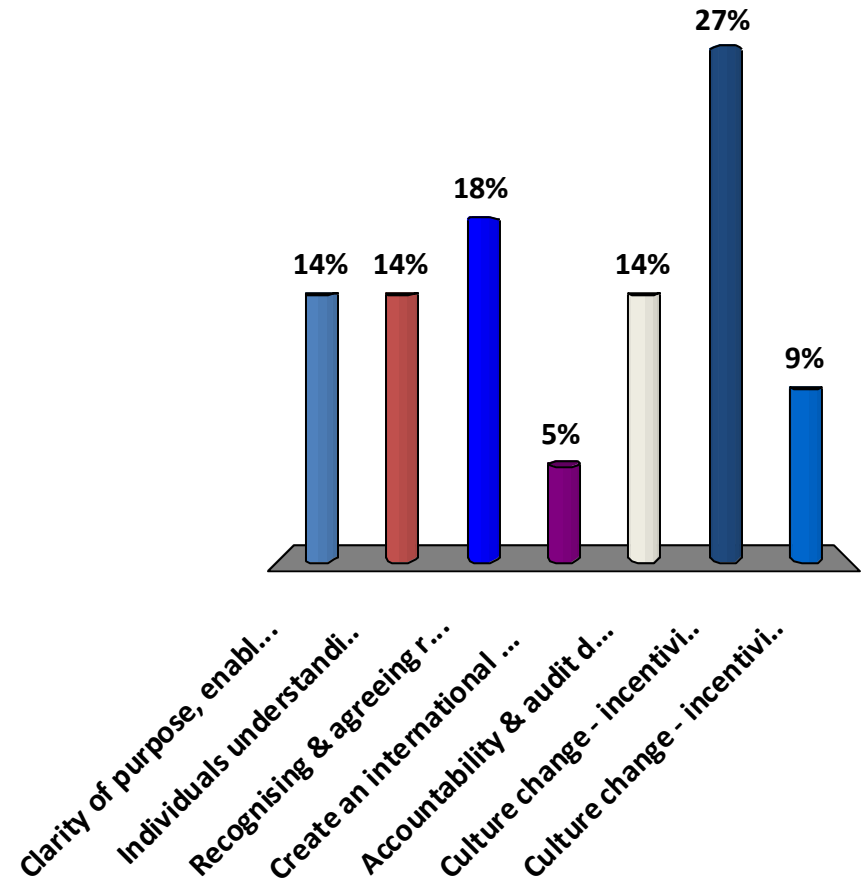
- A. Culture and values
- B. Clarity of purpose, enabling appropriate behaviour
- C. Individuals understanding what is expected
- D. Recognising & agreeing risk plus complexity of risk
- E. Create an international body who is able to hold the board to account
- F. Accountability & audit design
- G. Culture change - incentivise not penalise



# Solutions 2 Choice

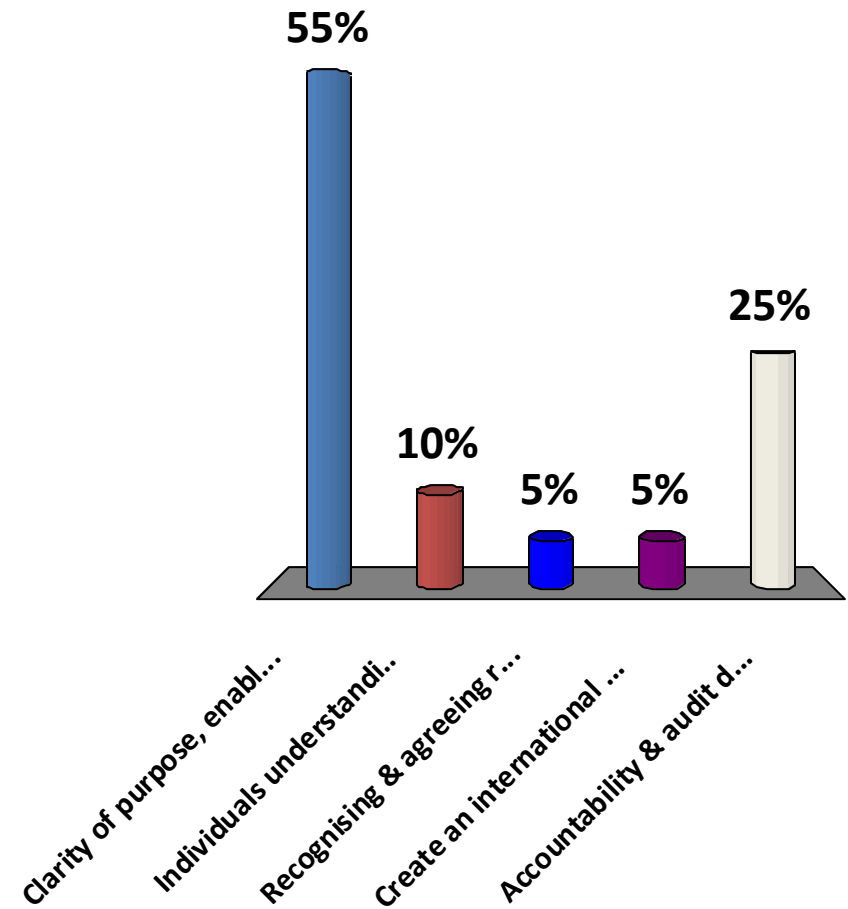
- A. Clarity of purpose, enabling appropriate behaviour
- B. Individuals understanding what is expected
- C. Recognising & agreeing risk plus complexity of risk
- D. Create an international body who is able to hold the board to account
- E. Accountability & audit design
- F. Culture change - incentivise not penalise
- G. Culture change - incentivise not penalise

NB F and G are the same so votes should be aggregated



# Solutions 3 Choice

- A. Clarity of purpose, enabling appropriate behaviour
- B. Individuals understanding what is expected
- C. Recognising & agreeing risk plus complexity of risk
- D. Create an international body who is able to hold the board to account
- E. Accountability & audit design



# Causes and solutions

1. Lack of appropriate personal responsibility
2. lack of protection of whistleblower, rule breakers don't often loose out
3. Short term targets, over long term culture
4. Culture and values
5. Culture change - incentivise not penalise
6. Clarity of purpose, enabling appropriate behaviour