

A photograph of a golf course with a blue driver club and a white golf ball on a red tee marker. The background is a blurred green field with trees.

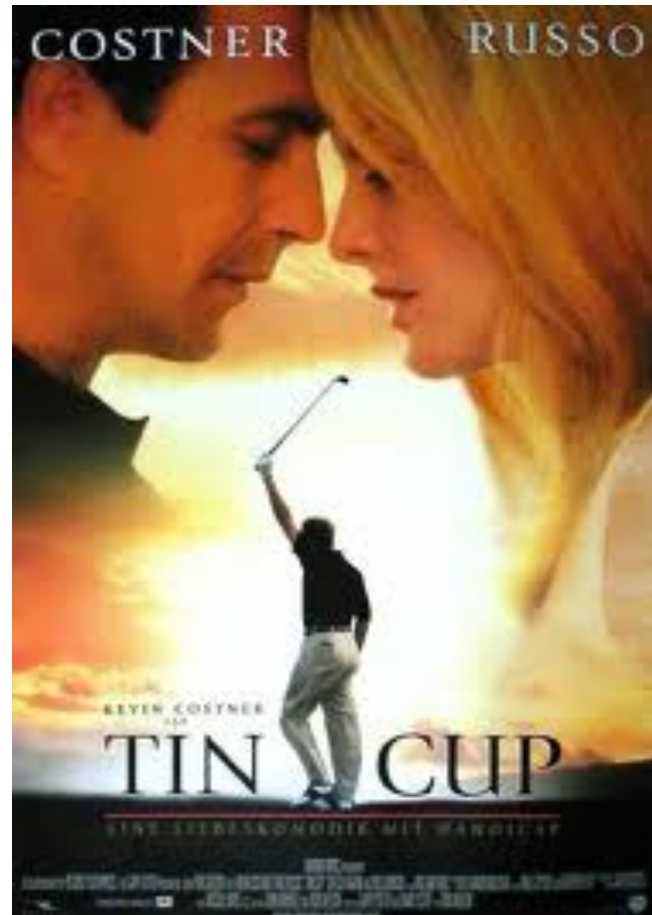
# Great Governance

Why does it matter?

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- I saw a movie last night.



I love great movies.

- I read a book last night.



I love great books.

- I had sex last night.



I love great sex.

- I went to my Golf Club meeting last night.



**I love great governance!**

# What does great governance look like?



- How would we recognise it?
- How is it different from bad governance, mediocre governance or good governance?  
What is so great about it?
- Why does it matter?



# International Golf Federation



Rules



Majors



Cups

Asia Pacific

Europe and Africa

The Americaa

Regions



National Federations



Golf Australia

State Associations



Golf Clubs

Kingston Heath Golf Club



Golfers (Members)

# The best tests of great governance are:

- Crisis
- Litigation



## Will your governance withstand intense public scrutiny?



# Five Current Governance Crises:



- Swimming = Olympic Performance
- AFL = Tanking and Salary Cap Breaches
- Horse Racing = Corruption and Betting
- Catholic Church = Royal Commission
- Cycling = Doping



# How do we **Measure** Great Governance?



- Golf Courses = shot value, variety of design, memorability and condition out of 50
- Wine = number out of 100
- Restaurants = Hats
- Hotels = Stars



# Three **Key Features** of Great Governance



- Structure and Documentation
- Personnel
- Implementation



# Structure and Documentation



- Corporate structure – Company Limited by Guarantee
- Constituent Documents – Articles, By-laws, Committee Charters; Codes of Conduct, etc.
- Strategic plan
- Role Clarity

# Strategic Plan



- It is the key document
- It is the roadmap to the future
- It creates the links with other parts of the enterprise
- National Strategy, local implementation
- Do not let it gather dust!
- Great governance requires great planning

# Role Clarity



- Great organisations understand who is responsible for which part of the enterprise
- National/State/Region/ Club
- Board/Management
- Delegation of Authority to the CEO – starting point is Board is responsible for management

# Personnel

- No rules as to size or process – MCC Chairman
- Current trends – Federal, Hybrid, Unitary – AFL, CA, NRL and ARU.
- Gender
- Age
- Ethnicity
- Areas of expertise



# Key Attributes



- Breadth of Experience – ICC Board
- Enthusiasm
- Availability
- Wisdom and Judgement
- Courage
- Sense of humour
- Make friends, not enemies





# Personnel

- Chairman is vital ingredient
- Relationship between Chairman and CEO
- Annual review of performance



# Implementation



- Great meetings
- Sound decisions with strategic focus
- Golden rules – no surprises, no leaking, no media
- transparency, accountability, honesty, respect and humour
- “adult conversations”
- Decisions are actually implemented

# Great meetings

- Agenda
- Board papers – length, executive summary, recommendation, draft resolution, timely distribution
- Length of meeting
- Seating and set-up of the room
- Share the airtime
- Unanimity, consensus and compromise
- Test the decision
- Minutes and action sheets
- Be prepared to make difficult decisions and take the consequences



# The Board's major roles



- Set the tone and culture of the organisation
- Monitor performance and progress
- Review strategic direction
- Set the risk appetite and profile
- Assess the performance of the CEO
- Have a clear overview of the health of the enterprise
- Persistence and consistency are vital – stay the course

# Why does great governance matter



- We are in an “arms race” with other sports
- AFL, NRL, CA – billion dollar media rights
- We have to make every dollar count
- Great governance produces great results
- Great governance provides leadership
- It provides insurance against crises and litigation
- It is time we moved from good to great

# Great governance in action.

