

TEAMING THROUGH GOVERNANCE: THE CGF WAY

No matter what the size of a business operation may be, the critical focus placed on corporate governance will continuously crop up in organisations, *directly or indirectly* through key stakeholders and its supply chain. Whether it's the way in which the organisation is structured and governed, or the manner in which profit is made, these questions are becoming unavoidable for organisations across the world. With the heightened and more burdensome legislation, as well as various governance codes, business leaders now find themselves with many more hurdles to factor and overcome within their decision making processes. Expectedly, where organisations have limited resources -- particularly in the areas of governance, risk and compliance ('GRC') -- they find it more difficult to reach and maintain certain levels of compliance against their already pressurised bottom-line profits and performance.

CGF Research Institute (Pty) Ltd ('CGF') was founded in 2004 on the basis of assisting organisations to deal with the challenges of GRC. Back then, CGF's board of directors correctly anticipated the complexities that would challenge many South African organisations. The company set its strategy to service the increasing GRC challenges beset in organisations.

As a uniquely positioned independent South African BBB-EE compliant company, CGF offers an array of governance related products and professional services at cost effective rates. Besides CGF's highly competitive rates, the company's broad range of GRC services and its ability to rapidly deliver practical GRC solutions has become its hallmark and market differentiator. As part of CGF's go-to-market strategy, and in remaining true to the values espoused in good governance principles, the company established itself on a low profit, high work volume basis. Of course, establishing the company in a luxurious, high-rise Sandton skyline was never an option, as this would immediately raise the company's over-heads and ultimately have found its way to the pockets of clients. Instead, CGF chose to keep its over-heads to a minimum and decided to deploy its investments in its people, processes and clients. This is evidenced in the company's slogan; *'Empowering business, growing people through good governance.'*

The company has a small base of permanent, highly skilled employees who perform the corporate governance research and director placements and are guided by CGF's Chief Executive Officer, Terrance Booyesen. Through the output of this permanent team of employees, supported by a robust back-office administrative process, the company provides a wide array of highly sought after governance related products and professional services through its Lead Independent Consultants. Through the company's CEO, the consultants provide client-tailored solutions to meet not only their respective company challenges, but also doing so within their constrained budgets and timeframes.

"Through the knowledge of people, CGF will assist companies to achieve better governance results which are faster, more sustainable and measurable with immediate and positive impacts on their business."

Terrance M. Booyesen (CEO)
CGF Research Institute
March 2004

The Lead Independent Consultants are all highly experienced subject matter experts, all of whom have 'done their time' in the corporate world. Given that CGF's consultants have a very strong understanding of corporate life and the typical challenges faced by organisations, their client proposals and customised deliverables most often exceed the client's expectations.

As the CGF brand and reputation has steadily grown both in South Africa and the continent at large, the company has attracted some of the country's finest consultants who collectively deliver a broad range of related GRC services. Backed by the strong governance research arm of CGF, the consultants have direct access to materials that relate directly to the following professional services, namely:



- board evaluation,
- board skill matrices,
- strategic management consulting,
- outsourced company secretarial services,
- regulatory compliance and gap analysis,
- regulatory risk impact and gap analysis,
- coaching and mentoring of directors and executive management,
- leadership management and change management programmes,
- group / individual workplace wellness programmes,
- policy and MOI (Memorandum of Incorporation) drafting and reviews,
- Integrated Reporting reviews, drafting and gap analysis,
- executive search and non-executive director placements, and
- corporate governance and ethics awareness training and workshops.



The CGF team: Back row (R-L): P. Booysen, A.Higgs, T. Booysen, Dr. G. van Rensburg, Dr. D. Els, A.Leiding. Front row (R-L): E. Swanepoel, K. Ridley, D. Pretorius. Inserts: M. Bosman (top), P.Aucamp (middle), L. Caron (bottom)

While CGF's consultants are specialists in their respective governance fields, through their internal collaboration, they are able to provide clients professional services which are 'forward thinking' and not isolated from other important business imperatives or challenges. To this end, each CGF client proposal proactively factors and considers 'future challenges' the client may not have thought of, thereby alerting clients to future and / or likely business risks which they may want to mitigate or avoid. This approach is substantially assisted by CGF's internal teaming and its renowned *Corporate Governance Framework®* which is central to all governance matters being considered for an organisation.

There's no doubt that the challenges associated to aligning an organisation with good [sound] governance will continue; and there's also no doubt that each employee of an organisation will need to lend a hand in this growing and complex environment. The mentality of a 'one-size fits all' is nonsensical and each organisation must be guided by a set of balanced rules and behaviour that makes business sense. Moreover, organisations who do not have a robustly managed *Corporate Governance Framework®* -- which is set and directed at board level -- will increasingly find themselves on the back foot. This is especially so if there is no team effort and the necessary GRC understanding in place at all levels within the organisation. As the next version of the King Report on Governance for South Africa ('King IV') is released in early 2016, organisations and their leadership must adopt sustainable and balanced governance measures that are right for the organisation; it should not be done for the sake of mere compliance to legislation and / or governance recommendations.