

# Governance – a Kozo design aid



Governance is effectively the 'scaffolding' that helps the organisation operate smoothly. It defines the decision rights (who decides what), the metrics (how we measure success), and the cadence of forums and meetings (where and when we align) required to achieve the strategy.

It is not an after-thought – it's designed as you go, emerging from the principles you determine from the outset and the design decisions you make.

Use these simple tools to frame the aspects of Governance and how it works in your organisation.

Ask yourself the following questions:

- *How is this helping us deliver value?*
- *How is this codified so all are clear on how Governance works around here?*
- *How do we continuously review?*

Forum / Meeting	Purpose	Scope	Cadence	Membership	Inputs	Outputs

A Forum is a permanent committee or group with specific mandate e.g. remuneration committee.

A Meeting is an event that addresses specific organisation needs e.g. a risk forums mandate may include a risk register meeting.

- What forums or meetings does your organisation need?
- What are they there to do – make decisions; plan; solve problems; share information; or connect people?

Decision	Rationale (the 'why')	Description (the 'what')	S/O/W

- What key decisions are required in your core processes to help work and information flow?
- Do you understand why you need to make them?
- Are they Strategic, Operational, or concern day-to-day Work? (defined by time horizon and impact on organisation as a whole)

Organisation objective	Description	Metric	How measured?	Significance / priority

Key Performance Indicators (KPIs) and other metrics should always be meaningful. Measuring things that don't matter is wasted effort for all.

- What metrics are needed to support the performance of the organisation?
- Have we got a balance of leading (measuring inputs) and lagging (measuring outputs) metrics?
- If we stopped measuring x metric, what would happen?



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