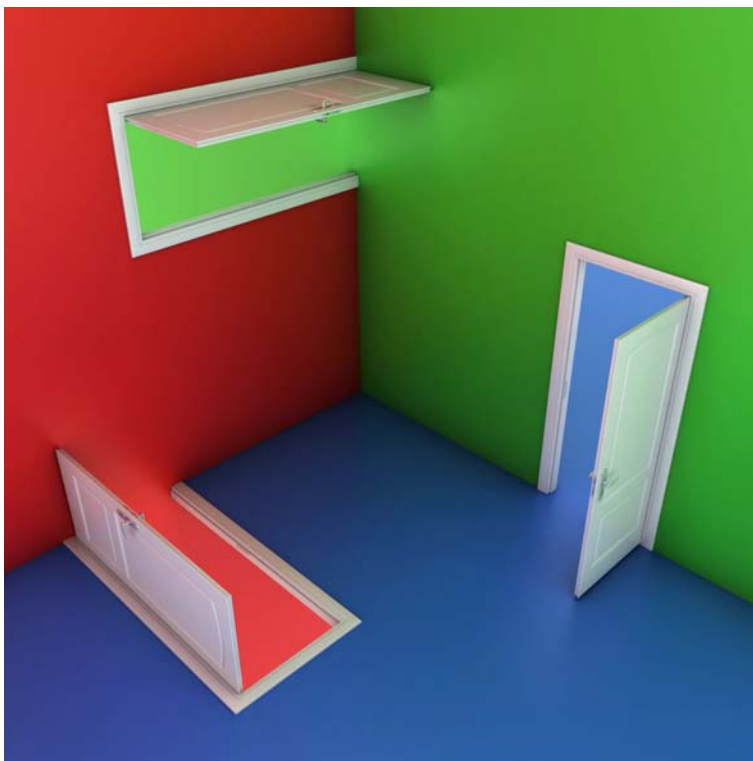


One of the greatest challenges we all face is to look past what seems to be presented to us. People prefer to jump to a conclusion and feel confident it is right and proper.

But the question becomes more of how much we actually know and how much we actually don't know in a particular situation.

Our bias can lead us to delude ourselves into believing that we know more about a particular situation than we actually do. Hence the often repeated issue of our thinking that we properly understood the situation only to later find out that it was not what we thought at all.

The critical element is that we too often confuse that sense of familiarity with confidence that we understand and are fully in touch with the issues being dealt with.



Hence familiarity has become our personal sense that what we are hearing or seeing is something seen or heard before. Confidently we feed off triggers that enable us to complete the story, the meanings, the insights, the conclusions, and use it as confirmation of “what we already know”.

Whether the above is true or otherwise is not important in our reasoning and thinking patterns. We have moved on in being more acute or reserved in our acceptance of what is presented to us.

It is probably not the time to have this thought in a Board

meeting or most business meetings, or even a training session. However I've been having this recurring thought and for me it is a startling revelation; more so as it creates a huge challenge, as well as a huge opportunity.

Is it truly time to accept that reality is now always beyond the boundaries of Boards, CEOs, senior management and their many specialist advisors sphere of knowing?

Or put it another way, is the collective minds of Boards, CEOs, senior management and their specialist advisors no longer capable of understanding what is actually happening within their own organisation's backyards?

Maybe it is helpful to understand what it is we mean by an 'Illusion'.

Illusion, in our context, is something that deceives by producing a false or misleading impression of reality. Psychology speaks of a perception, as of visual stimuli (optical illusion) that represents what is perceived in a way different from the way it is in reality.

I can relate to our view of an illusion as a false mental image produced by the misinterpretation of things that actually exist.

It seems that like Einstein's theory of relativity which introduced a new way of looking at the physical properties of the universe, and then 21st century governance calls forth a new way of looking at the operations of organisations.

When you are so involved, over a long period, in the governance sphere, and have immersed yourself in research and discussions, it seems clear that a paradigm shift is needed and now.

Is the world of today's organisations accessible to the collective minds of Boards, CEOs, senior management and their specialist advisors?

Your response to this question will lead to how we shape the future role and responsibilities of our governance practices. Let us not forget there is a huge potential if we can better tap into the true power of the collective minds of Boards, CEOs, senior management and their specialist advisors as part of our governance.

In my experiences I seriously consider there is a more apt and appropriate "unified field theory" that Einstein sought for his theory of relativity. Governance Intelligence® is the governance framework for the 21st century organisation. It has found a way of integrating the tensions, the conflicts, the streams of actions and activities, and infused the element of 'relativity' that embraces each.

The challenge has always been how to express the whole so that it is truly inclusive while at the same time it allows for there to be boundaries.

It is an important start to accept that current practices consistently result in outcomes which prove our governance approach is outdated and broken. The more we allow organisations to continue as in the past then inevitably the more illusory remains the world overseen by the collective minds of Boards, CEOs, senior management and their specialist advisors.

I for one am up for the challenge of doing something different but not radically so. The more I research, act in roles on Boards and as advisor; speak with colleagues then the more I am convinced of the need to adopt a different approach.

Rather than ignore our bias toward the illusion of reality let us open our governance world to new tools and frameworks so that the collective minds of Boards, CEOs, senior management and their specialist advisors can work within the true universe of today's organisation. Let us begin by seeking our escape from the self-imposed constraints of an outdated view of our organisations.

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