

Governance and Corporate Culture: Setting the 'Right' Tone

Thursday, 11 October 2018 - 8.00am – 10.30am

Institute of Public Administration, 57-61 Lansdowne Road, Dublin D04 TC62

A light breakfast will be served at 8am and the proceedings will commence at 8.30am



Corporate culture has always played an important role in the success or otherwise of private, public and not-for-profit entities, but its importance has not traditionally been acknowledged in governance codes. This is changing. The recently revised *UK Corporate Governance Code (2018)*, for example, mentions culture no fewer than 7 times, including that 'The board should establish the company's purpose, values and strategy, and satisfy itself that these and its culture are aligned. All directors must act with integrity, lead by example and promote the desired culture'. It also states that the Board 'should assess and monitor culture'. This follows on from the FRC's 2016 report on *Corporate Culture and the Role of Boards*. Beyond this, issues of codes of conduct, ethics and values are securing more prominence than heretofore.

But how does a Board or a senior team ensure that culture and strategy/values are aligned, or 'assess and monitor culture'? How are values effectively promulgated? These are questions amongst others, which this Forum event will explore with an experienced panel.

Among the questions to be considered by the contributors will be:

- How do we make culture and values real, tangible and meaningful?
- What role does the Board and senior team have in shaping culture and the 'living' of values?
- How do we promulgate and make key values 'stick' with employees/professionals?
- How does a Board or senior team assess and monitor culture?
- What is the 'right' culture? / What are we aiming for?

Guest Speakers:



Catherine Heaney is Chairperson of the National Museum of Ireland, having been appointed by the Minister for Culture, Heritage and the Gaeltacht in 2016. She was previously a member of the Board of the Heritage Council. Catherine is founder and Managing Director of DHR Communications, a Dublin-based public relations and public affairs agency, which was launched in 2004. Before setting up DHR, Catherine was Chief Executive of the Irish Family Planning Association. She is a thought-leader in the corporate social responsibility space in Ireland and currently Chairs the Government's Corporate Social Responsibility Forum.



Jacob Eisenberg is an Associate Professor at UCD Smurfit Graduate School of Business, teaching on MBA and MSc programmes and executive education. Jacob earned his PhD in social/organizational psychology at Colorado State University (USA) and his research/teaching interests are primarily related to, *inter-alia*, organizational behavior, cross-cultural management and creativity. Jacob has worked on training and consultancy projects with public and private organisations, including IBM, ICON, Microsoft, Davy, the Department of the Taoiseach and the United Nations.



Níall Fitzgerald is Head of Ethics and Governance with Chartered Accountants Ireland. He was previously a key member of the Institute's Practice Consulting team for eight years, where in addition to providing a wide range of practice advisory services he has also provided director induction and board committee training. Níall lectures on corporate governance and global accounting issues on postgraduate business programs and also has wide experience in the provision of continuous professional development training courses to Institute members, including on ethics and corporate governance topics.

Time & Location

The briefing will take place on Thursday, 11 October 2018 at the IPA, 57-61 Lansdowne Road, Ballsbridge, Dublin D04 TC62.

A light breakfast will be served from 8.00am. The presentations and open forum discussions will commence at 8.30am and conclude at 10.30am.

Cost and Bookings

Members of the Forum may nominate up to **two** participants to the briefing without charge. The cost for additional nominees is €100 per person. The cost for non-forum members is €175 per person. Bookings can be made by using the attached booking form or by contacting Jane Greer at jgreer@ipa.ie or ph: 01-2403661.