

How can governance contribute to the performance of CRC?

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*Bringing together good individuals does
not guarantee results.*

*Managing researchers is often like trying
to herd cats.*



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Why is governance so important?

- ❑ R&D and innovation take place in a mix of interactive, intertwined, nonlinear, complex and partly unpredictable processes, which involve numerous actors with not always coherent and complementary motives.
- ❑ Governance can create and maintain the necessary balance between short and long term, academic and commercial, deliverables and learning, strategic and operational, etc.
- ❑ Governance can help ensure that right things are done and things are done right.
- ❑ Governance can help stay on course, but also see when it is better to change course.



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Governance of CRC is not only about managing a centre – more than that, it is about managing expectations, relationships, alliances and networks, keeping a clear focus, and leading individuals and communities.



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Why is governance so challenging?

- ❑ Governance of any R&D and innovation system is always multilayered and interlinked with other governance systems. The motives, decisions and activities of actors can be influenced by all of these.
- ❑ Although governance is all about establishing, facilitating and steering processes, it is ultimately run by people who often find dealing with failure, loosing bargaining power, having to challenge underlying rationales and (un)learning quite difficult.
- ❑ Governance is too important to leave to the hands of managers. Governance should be an integrated element of the whole CRC community through shared values, objectives and practices.



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Intended or not, governance will have a significant impact on the performance of CRC.

Managing plans and people is necessary, but without strategic level governance creating real value relies entirely on your original plans being right – and they seldom are.



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What to focus on in evaluating governance?

- Is there an appropriate mix of management and leadership competences?
- Have both strategic and operational levels of governance been addressed?
- How is strategic intelligence organised?
- How is network and alliance management organised?
- How is the preparation of decisions organised?
- How is overall competence management organised?
- Is there a systematic process for trying out and experimenting with new ideas?
- Are all management levels, forums and positions justified?
- How are practices, rules and regulations introduced?
- Are relative bargaining powers and management cultures respected?



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Why does governance fail?

- ❑ Poor or insufficient strategic level governance leading to lack of focus, conflicts and turf wars, loss of commitment, etc.
- ❑ Compromising by the method of “smallest common denominator”, i.e. allowing everyone to focus on their objectives, i.e. poor or complete lack of leadership.
- ❑ Overly complex governance structures with ambiguous and overlapping managerial roles.
- ❑ Focus solely inside CRC neglecting both strategic intelligence and external network management.
- ❑ Poor or insufficient management capabilities directing management focus on less relevant details and “bean counting” -type accountability.



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CRC is about the long term and as long as we can not predict the future, the next best thing is to put in place a strong strategic level governance.

CRC does not exist in a vacuum, so pay sufficient attention to external alliances and networks.

Most effective governance is integrated into the shared values, practices and objectives of the CRC community.



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