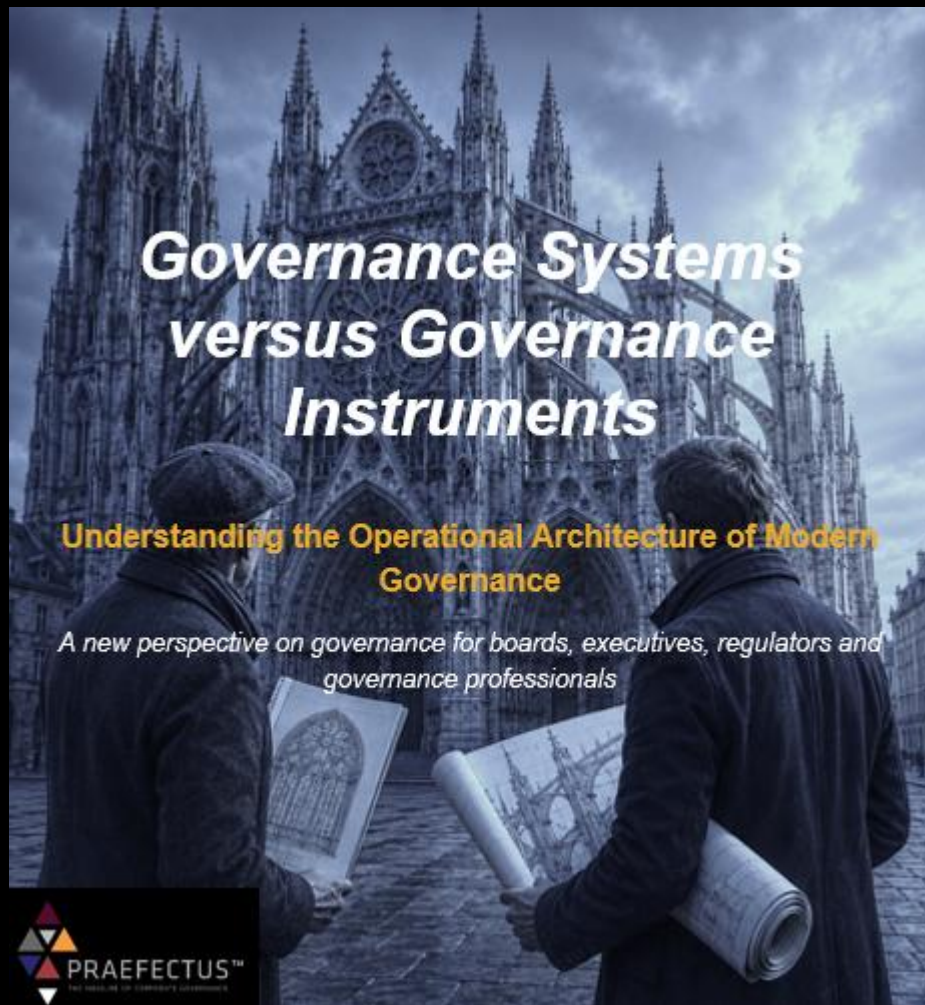


Executive Masterclass

Prospectus



***Visibility creates Evidence
Evidence creates Knowing
Knowing enables Better Governance***

Governance is no longer defined only by what organisations document.

Increasingly, it will be judged by how governance actually functions.

THE FOUR FOUNDATIONS

1. Alignment

Governance must be intentionally designed

2. Visibility

Governance must be visible and observable

3. Evidence

Governance must be demonstrable

4. Knowing

Governance must be understood

WHY THIS EXECUTIVE MASTERCLASS

Governance is evolving. Boards today are expected to govern organisations that are increasingly complex, interconnected and subject to heightened stakeholder expectations.

Yet despite more governance frameworks, policies, standards and regulations than ever before, governance failures continue to occur.

Why?

That question is the reason this Masterclass exists.

Join the CGF Research Institute Executive Masterclass as we explore a thought-provoking question:

Governance Systems versus Governance Instruments - Understanding the Operational Architecture of Modern Governance

This Masterclass introduces an emerging perspective on governance that challenges conventional thinking and examines governance as an integrated operational system capable of being observed, measured and continuously improved.

A DIFFERENT GOVERNANCE CONVERSATION

What is the system that makes good governance possible in an organisation?

Governance instruments define intent, models define structural authority, and frameworks define design. Yet even together, these constructs do not fully explain how governance actually works as an integrated organisational system.

Largely missing in contemporary practice is the explicit recognition of a **governance system** - the operational layer where instruments interact, activities are executed, accountability is enforced, and evidence of governance is generated in practice.

This absence creates a persistent gap between governance “on paper” and governance “in practice” - an architectural issue, not merely a documentation one.

As organisational complexity grows, traditional instrument-based approaches are no longer sufficient.

Leading international standards (ISO 37000, 37004, 37005 and the OECD Principles of Corporate Governance) rightly emphasize effectiveness, behaviour, outcomes and performance. However, they stop short of explicitly defining the operational governance system that integrates all components into a coherent whole.

This Masterclass shifts the conversation to close that gap.

WHAT YOU WILL EXPLORE

During this Masterclass you will:

- Explore the distinction between governance models, frameworks, instruments and governance systems.
- Understand why effective governance requires more than governance documentation.
- Examine the concepts of Governance Evidence, Governance Intelligence and Governance System Integrity.
- Consider the emerging discipline of Governance System Assessment.
- Participate in executive-level discussion and reflection throughout the session.
- Capture your own Moments of Truth (MoTs) - those insights that fundamentally change the way you think about governance.

Perhaps the next evolution in governance is not another governance instrument.

Perhaps it is understanding governance as an integrated operational system.

YOUR EXECUTIVE LEARNING JOURNEY



Each element serves a different purpose. Together they create one integrated executive learning experience.

“Organisations rarely fail because they lack governance documents.

They fail because they cannot determine whether governance is actually functioning.”

*“As organisations grow more complex, sustainable alignment requires more than strategy, culture and communication - it requires an **integrated governance architecture** that continuously links decisions, accountability, assurance and performance.”*

EXECUTIVE OUTCOMES

By the end of this Masterclass you should be able to:

- Distinguish between governance models, governance frameworks, governance instruments and governance systems
- Understand why governance systems are becoming increasingly important
- Explain the concept of Governance System Integrity
- Understand the relationship between governance evidence and governance intelligence
- Appreciate why governance system assessment may become an important future governance discipline

These outcomes are designed to enhance both board effectiveness and organisational assurance credibility espoused in ISO 37000, 37004, 37005 and the OECD Principles of Corporate Governance, including King V™ and similar governance codes.

* CONTINUING THE GOVERNANCE JOURNEY (OPTIONAL)

For organisations wishing to explore how these principles may be applied within their own governance environments, delegates are welcome to request a private executive briefing following the Masterclass.

These discussions demonstrate a practical implementation of governance systems thinking through a Digitised Governance Framework (DGF), illustrating how governance visibility, evidence and intelligence can be operationalised within an organisational context.

This is not a software demonstration during the Masterclass, but rather a separate executive discussion for organisations seeking to explore practical implementation.

PROGRAMME FORMAT

Duration: One full-day online executive session

Time: 09h30-16h00 (SAST)

Delivery: Interactive online session

EXECUTIVE AGENDA

Session One

Why Governance is Reaching a Structural Limit
(Context of instruments vs. systems)

Session Two

The Current Governance Paradigm (Governance system)

Session Three

The Missing Layer (Integrity and evidence)

Session Four

Governance System Integrity (Intelligence and assessment)

Session Five

The Future of Governance (Implications for Boards, Regulators & Assurance)

Close

The Governance Hierarchy

Questions

Continuing the Governance Journey*

Receive the Executive Position Paper

WHO SHOULD ATTEND?

- Board Directors
- Executives
- Company Secretaries
- Risk Executives
- Internal Auditors
- Compliance Officers
- Governance Professionals
- Regulators
- Professional Advisors

*“Good governance should not only exist - but it should also be **visible and observable**.”*

GOVERNANCE HIERARCHY

Governance Model

Governance Framework

Governance Instruments

Governance System

Governance Activities

Governance Evidence

Governance Intelligence

Governance System Integrity

Governance System Assessments



Better Decisions



WHAT YOU WILL RECEIVE

	Description	Delivery
Executive Masterclass Presentation	A professionally designed, full-colour presentation comprising approximately 40 pages and more than 15 original governance schematics and illustrations. The presentation serves as both a learning resource during the Masterclass and a valuable post-session reference for continued executive reflection.	Electronically sent to delegates prior to the Masterclass
Executive Companion Guide	A concise, executive-focused guide designed to reinforce the Masterclass concepts, encourage personal reflection, and capture your own Moments of Truth throughout the learning journey. Developed as a practical reference for ongoing application beyond the session.	Electronically sent to delegates prior to the Masterclass
Executive Position Paper	A comprehensive research paper exploring the conceptual foundations of governance systems thinking, supported by original research, governance architecture models, illustrations, appendices, and source references. It provides the deeper context underpinning the Masterclass and serves as a lasting executive reference.	Electronically sent to delegates after the Masterclass

Two Certificates - A Unique Distinction

Attendance Certificate	Recognises successful participation in the Executive Masterclass and confirms attendance as part of your continuing executive governance development.	Electronically sent to delegates after the Masterclass
Executive Governance Commitment Certificate	An optional personal declaration acknowledging your commitment to advancing governance excellence, organisational integrity, and evidence-based governance leadership within your own organisation. Unlike an attendance certificate, this recognises a personal commitment rather than simply participation.	Upon the delegate's request, electronically sent to delegates after the Masterclass

EXECUTIVE MASTERCLASS DATES

(Select a date of your choice)

28 July 2026
05, 12 or 28 August 2026
02 or 15 September 2026
16 October 2026
02 or 12 November 2026
08 December 2026

Private in-house sessions available on request

BOOKINGS

 082 694 0235

 accounts@cgf.co.za

 www.cgfresearch.co.za

INVESTMENT

Individual registration

R6,500.00 (Includes VAT) per delegate

Group packages

Package	Delegates	Fee (includes VAT)
Bronze	10	R61,750
Silver	12	R72,540
Gold	15	R87,750

YOUR MASTERCLASS FACILITATOR

For more than twenty-three years, Terry Booysen has pursued one central question:

Why do organisations with extensive governance frameworks continue to experience governance failure?

That question has shaped more than two decades of research into governance architecture, governance systems, and governance visibility - culminating in this Executive Masterclass - it is the culmination of a lifelong commitment to elevating governance conversations and equipping leaders to build organisations that thrive with trust and accountability.

"Governance has evolved. Our way of teaching governance has evolved with it."

ABOUT CGF RESEARCH INSTITUTE

CGF's purpose is to strengthen governance in organisations so they can make better decisions, operate with greater accountability, and achieve long-term sustainable success.

Why CGF exists

CGF was founded in 2004 to address a critical need in South Africa (and beyond): helping organisations build effective, ethical, and resilient governance systems in an increasingly complex regulatory and risk environment.

Its core reason for being is to bridge the gap between governance principles and practical, day-to-day organisational reality. CGF exists because good governance doesn't happen automatically - it requires independent expertise, proven frameworks, objective assessment, and hands-on support to embed it properly.

Specifically, CGF helps boards, executives, and governance professionals:

- strengthen oversight and decision-making
- improve risk management and compliance
- enhance accountability and transparency
- build sustainable governance practices that deliver measurable results
- navigate evolving legislative, regulatory, and stakeholder expectations

In short, **CGF exists to make governance work in the real world** - turning what is often seen as a compliance burden or theoretical ideal into a genuine source of organisational strength and resilience.

This focus on practical, independent, and evidence-based governance improvement across public, private, and non-profit sectors is the fundamental mission that has driven the organisation for over two decades.

MARKET VALIDATION

More than two decades of governance engagement, and trusted by organisations including;

Goldfields, Revenue Services Lesotho, Sibanye Stillwater, The Spar Group, Harmony Gold, Central Bank of Lesotho, Sugar Milling Research Institute, Norcross SA, Telkom, Services SETA, CANSA, South African Veterinary Association, Western Cape Provincial Government, SA Medical Association, Central Energy Fund, NECSA and many more...



"...yet another powerful, inspiring and absolutely insightful presentation which was well received by all present. It's really amazing what a huge impact your presentations always seem to leave on your audience!"

Development Bank of Southern Africa

"CGF approaches the subject of Corporate Governance in a 'no nonsense' manner . . . their program and material are a must for all ethically serious public and private enterprises."

Andrew Levy Education

"Good value for money which will certainly save and prevent huge costs for the SABC now and in the future..."

SABC

"The presentation made a lot of sense. Examples are clear, easily illustrated and to the point - a lively interactive session."

WesBank

"...the material was presented clearly and conveyed in an understandable manner. Brilliant! Clear and to the point. I expected a clinical presentation but was pleasantly surprised."

City of Johannesburg

"...conveyed in an informative and thoroughly professional manner which left the entire team under no illusions as to the extent the importance of Corporate Governance and its implications."

Dell SA

*"The future boardroom will not ask:
Do we have governance? It will ask, **can we see it?**"*

*"Governance on paper versus **governance in practice**, that's an entirely different matter!"*

*"The educational programme has become an example of **governance systems thinking in practice.**"*

TERMS AND CONDITIONS

Please read the following Terms and Conditions for your peace of mind:

1. Delegates must be registered prior to the online session date of attendance ('Masterclass')
2. Admission to the Masterclass is based upon CGF Research Institute (Pty) Ltd (CGF') receiving payment prior to the Masterclass. No provisional bookings will be allowed. No payments will be received at the Masterclass
3. Once your registration form is received, you will be invoiced by CGF where you agree that you are liable for the full amount payable for this Masterclass. Your registration will be confirmed on receipt of payment
4. Replacement delegates are acceptable at no extra charge, provided that arrangements have been made in writing with CGF five (5) working days prior to the Masterclass
5. CGF reserves the right to make changes to the Masterclass prospectus if necessary and commits to notify all delegates of such changes prior to the Masterclass. If CGF cancels the Masterclass for reasons beyond its control, delegates will be reimbursed 100% of their full payment or delegates may elect to transfer such payment to a future CGF Intervention

CONDITIONS FOR CANCELLATIONS ARE:

6. Cancellations will only be accepted when made in writing to CGF and sent to accounts@cgf.co.za. The receipt of your cancellation will be confirmed by CGF in writing. Any cancellations must be made five (5) working days prior to the Masterclass
7. Any cancellations made 5 (five) working days prior to the Masterclass date will be liable for 50% of the Masterclass fee
8. Any cancellations made less than 2 (two) working days prior to the Masterclass date will be liable for 100% of the Masterclass fee
9. When a full amount is repayable for cancellations not falling within the above time periods, a 15% administration fee will be charged by CGF
10. Non attendance of a delegate without written cancellation is regarded as a cancellation with no entitlement to any refund or credit
11. No cash refunds are available for cancellations or postponements
12. Indemnity: CGF and its sponsors are absolved from and indemnified against any loss or damage as a result of substitution, alteration or cancellation / postponement of training arising from any cause whatsoever, including, without limitation, any fortuitous event, act of God, unforeseen occurrence or any other event that renders performance of the event impracticable or impossible. A "fortuitous event" may include, but is not limited to, war, fire, flood, riot, industrial action, extreme weather or another emergency.



**WE LOOK FORWARD TO WELCOMING YOU TO WHAT PROMISES TO
BE A STIMULATING AND THOUGHT-PROVOKING EXECUTIVE
LEARNING EXPERIENCE**

Governance Beyond Boards®

Governance Systems

Governance Visibility

Governance Alignment

Governance Evidence

Governance Action

***Knowing Matters. Knowing in Real-Time,
Changes Everything***

