

# The Purpose of Governance

*"The Goal" Style*

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*The goal of governance is not to control decisions,  
but to ensure that decisions are made correctly.*

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# Why Governance?

As the mechanism that enables our organizational goal: Be Agile

## Be Agile is the Organizational Goal

But autonomy ≠ absence of control.  
The faster decisions are made,  
the more it matters that they  
are made correctly.

### Not about control

Not adding approvals, not slowing teams down

### Ensuring correct decisions

Explainable after the fact · Aligned to principles · Not dependent  
on individual heroics

### Keeping the field moving

Governance success is measured by whether operations keep  
moving — not by how busy the Governance team is

# YES / ASK / NO — Three Decision Categories

Governance only works when presented in a form that enables clear judgment

## YES

**The team can decide and proceed autonomously**

If the decision falls within the guardrails, no consultation needed. The team has full discretion to act.

## ASK

**Consult the designated contact — then proceed**

Does not cross a Non-negotiable, but cannot be decided alone. Bring it to the right window with sufficient information.

## NO

**Non-negotiable. Must not be done — no exceptions**

No exceptions. No workarounds. No room for negotiation. If this line is crossed, Governance has failed.

*When YES / ASK / NO flows naturally — as a system, not through individual effort — Governance is working.*

# Governance Scope Design

What is decided centrally — and what is delegated to the field

## Three-Layer Model

### Non-negotiables

Absolute. No exceptions.

### Guardrails

Designed centrally. Decided at the field level.

### Autonomy Zone

Fully at team discretion. Governance does not intervene.

## Enterprise × Federated

### Enterprise Governance

- Laws & regulations
- Minimum security standards
- Management principles (Non-negotiable)

*Decided centrally*

### Federated Governance

- Implementation approach
- Operational improvements
- Day-to-day decisions

*Delegated to the field*

*Good Governance deliberately keeps its scope narrow.*

# Measuring Success — With a Concrete Example

Governance must not be measured by the absence of problems

## Three Evaluation Axes

### Alignment

Looking back, does it align with organizational principles?

### Autonomy

Is the team able to keep moving without being stopped?

### Resilience

Are failures being fed back into better future decisions?

## Example: IT Investment Decision

### Case

5-year total: ¥100M / Projected overrun: ¥1M (+1%)

Amount & timeline  
→ Not YES

Does not cross  
a Non-negotiable  
→ Not NO

**ASK**  
→ Consult & proceed

*Within tolerance / No re-approval needed / Proceed with monitoring conditions*

*Governance exists not to stop investment — but to keep it moving forward.*

## Conclusion

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*The goal of governance is to ensure that every operational decision can be clearly classified as YES, ASK, or NO — and executed accordingly.*

- ✓ Is YES / ASK / NO flowing as a system — without depending on individual effort?
- ✓ Is the Governance scope being kept deliberately narrow?
- ✓ Is the field continuing to move forward without being stopped?

*As long as YES / ASK / NO is not flowing stably, Governance is incomplete.*