

The Purpose of Governance

"The Goal" Style

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

01 Why Governance?

02 YES / ASK / NO

03 Scope Design

04 Measuring Success

Why Governance?

As the mechanism that enables our organizational goal: Be Agile

Be Agile is the Organizational Goal

But autonomy \neq 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

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.