



Navigating Stronger Seas

Balancing Governance,
Compliance, and
Agility in a Rapidly
Changing World



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- The Paradox
- Leading Governance and Compliance
- Navigating Stormy Seas (Effective Governance)
- Outcomes

THE PARADOX

- Governance
 - We set direction, manage risk, and ensure accountability.
- Innovation
 - Driven by curiosity, experimentation, and collaboration.

Governance craves **control**
Innovation demands **freedom**

On August 2, 1989, Helicopter Anti-Submarine Squadron 14 (HS-14) participated in one of the largest sea rescue operations in recent naval aviation history. - Calm in the Chaos, (Dickinson)





Governance



- Informed Decision-Making
- Integrated Communication
- Continuous Improvement



Governance



- Informed Decision-Making
- Integrated Communication
- Continuous Improvement

**What is the first thing needed
before you can identify and
accomplish governance goals?**

Swimming in High Seas

Agile — Dynamic — Fast



Just Keep Swimming



Chaos of Innovation

Innovation creates the waves

Governance provides **stability**
and direction



Leading Governance and Compliance

- Set realistic expectations
- Prioritizing risks
- Employ a flexible approach in an innovative environment.

Core Competencies

Situational Awareness

Critical Thinking

Communication and Collaboration

Situational Awareness





Situational Awareness



- **Monitor** regulatory, technological, and operational factors impacting governance.
- Maintain data **visibility** and **integrity** across systems.
- **Identify** and understand **evolving risks** across operational, legal, ethical, and **human** dimensions.
- **Promote** cross-functional **communication** to align actions and **break silos**.
- Continuously **assess** and **adapt** governance controls in response to **changing conditions**.



Awareness Example



- Leverage organizational data, systems, and expertise to deliver precise, compliant, and contextually relevant insights.
- Integrate **institutional** knowledge and proprietary information.
- Enhance decision support and operational intelligence under a defined framework.

- Applies across the governance lifecycle
 - Management — Deployment — Monitoring — Review
 - Technology, Information, Security, and Privacy domains
- Embeds principles of **transparency, fairness, bias, privacy, and resilience.**

Critical Thinking



Critical Thinking

- **Informed – Balanced Decisions**
- Assess information objectively using evidence-based reasoning.
- Challenge assumptions before key decisions are made.
- Recognize biases that may distort judgment.
- Evaluate interdependencies and downstream effects across policies, people, and technology.
- Encourage ethical and reflective judgment that considers long-term impact.



Communication & Collaboration

Foster	Foster open communication and transparency to build confidence in governance.
Encourage	Encourage cross-functional alignment and collaboration .
Ensure	Ensure relevant data and decisions are accessible to stakeholders.
Establish	Establish feedback and escalation channels to support continuous improvement.
Promote	Promote a culture of engagement and shared ownership in governance outcomes .

Outcomes



- **Informed** and Agile Decision-Making
- **Coordinated** Risk Management and Accountability
- **Strengthened** Trust, Transparency, and Strategic Alignment



The Governance Mindset



Situational Awareness

- Operating Environment
- Anticipate changes
- Collect Information and risk awareness

Critical Thinking

- Informed Decision-making

Communication & Collaboration

- Open & Clear
- Shared Responsibility
- Trust



Closing Thought



Effective governance is not about control—it's about creating the conditions for integrity, adaptability, and innovation to coexist.



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Balancing Governance and Innovation



- Enable safe innovation
- Align innovation with acceptable risk
- Empowerment with Accountability
- Transition rigid controls to adaptive frameworks
- Encourage open dialogue/experimentation without fear of blame.
- Compliance by design
- Cultural Alignment and Values (TRUST)
- Metrics and Feedback Loops (LESSONS LEARNED)



Trusted Operations



- Establish structure, accountability, and oversight across governance domains.
- Balance innovation with ethical, legal, and operational safeguards.
- Ensure alignment with organizational values, risk tolerance, and compliance obligations.