

## **Organization, Governance and Administrative Practices**

The concept of a team sport advances the need for cooperation and promotes collective responsibility over individuality. Collective responsibility therefore becomes an integral part of the governance and management of any organization, where the elected members on the management team are required to demonstrate the ability to work together and accept collective responsibility for either failure or success. While this obtains at the management level, the membership of an organization cannot absolve itself from sharing the burden of responsibility, since it is through the collective decision-making process, that a mandate is given to the management team to pursue a course of action, or a policy initiative is endorsed and approved.

Too often finger pointing or what we know as the blame game or passing of the buck, tends to manifest itself within organizations. This becomes apparent, primarily when things go wrong. There may be many reasons why this occurs, but it would seem that this comes about as a consequence of disquiet within the walls of the organization. Unfortunately, some attribute the fallout to signs of dictatorial behaviour, where upon an individual leader might want to heavily influence the decision(s) which are to be taken.

This cannot be good or healthy for an organization, since it contributes to the marginalization of other members and defeats the purpose of encouraging participation in the decision-making process. It is not healthy for the cohesiveness and the unity of purpose when any member of a management team disassociates him or herself from the decision(s) taken, or fails to participate in the process for the fear of condemnation or reprisal in one form or another.

Some may argue that the prospects of this happening are minimal, but this does not negate the fact that it none the less occurs. Those who are elected as a part of a team in a political or trade union organization can possibly open themselves to such threats. This can be constraining to an individual, who can be forced to be less than objective, simply because of being required to tour the line.

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Persons who find themselves in such an invidious position, have to make a determination of whether their freedom of expression and right to choose is being compromised. They may want to satisfy themselves that the democratic principles and processes to which they subscribe are not being undermined or denied. Good organizational behavior and practices would dictate inclusiveness in the decision-making process and respect for the opinion of all participants in the process.

Adherence to the principle that each one matters, is enough to dictate that the contribution of each elected member is given due consideration. No individual should be subjected to ridicule for putting forward an alternate or different view, neither should that person be dismissed because the opinion given does not square with the intended popular view. There should always be an open and receptive ear to a logical argument that is premised on sound reasoning.

Under the umbrella of good governance, leaders ought to respect that every individual has the right to an opinion. Failure to listen, consider, respect and embrace an opinion, is suggestive of an act of indifference on the part of a leader. This position is supported by the views of the experts who identify accountability, transparency, inclusiveness and impartiality as among the eight elements of good governance. It therefore follows that best practice would dictate that accountability embraces the practice of high level of ethics and rests on reflects that there is integrity in the process.