



Challenges in Implementing Corporate Governance: Whose Business is it Anyway?

John Zinkin

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John Zinkin's new book on *Challenges in Implementing Corporate Governance* is a welcome addition for board members and senior management on how to improve corporate governance in the post-crisis period. John correctly identifies that most boards on underperforming companies have three elements of failure: a lack of proper understanding of the business and its strategy; a total lack of appreciation of both the strategic and systemic risks created by new product markets; and a total failure by boards to ensure that the incentive structures for top management reflect long-term needs rather than short-term profits, thereby putting the company's future at risk. John has written a useful and practical handbook that is a must read for all board members on how to improve corporate governance.

Datuk Seri Panglima Andrew Sheng

Chief Adviser, China Banking Regulatory Commission and the Boards of the Qatar Financial Centre Regulatory Authority, Sime Darby Berhad and Khazanah Nasional

This timely book will interest those wanting to improve corporate governance and risk management. It should also appeal to anyone curious about what caused banks to fail in a number of markets in recent times, and the values which led to this failure. In considering principles which are essential to good governance, ACCA recognizes that corporate governance evolves and improves over time. We accept that organizations in different sectors and across the world operate in diverse environments in terms of culture, regulation, legislation and enforcement. What is appropriate, in terms of governance, for one type of organization will not be appropriate to all organizations. John Zinkin's book seeks to address this challenge, analyzing the essential cultural and behavioral issues which sit at the heart of the challenges.

Paul Moxey

*Head of Risk Management and Corporate Governance
Association of Chartered Certified Accountants*

A scholarly combination of practical guidelines and strategic vision.

Lady Sylvia Jay CBE

*Vice-Chairman, L'Oreal UK
Independent Director, Alcatel-Lucent, Compagnie de Saint Gobain, Lazard Limited and Carrefour*

This is a highly topical and timely publication. Globally, the crisis that has gripped the financial services sector following the failure of well known global banks in recent years has focused attention on corporate governance. To restore confidence in the financial services sector is a long-term goal and effective corporate governance, together with the closely associated topic of risk management, has gripped not only governments and banks, but the public too. In this book, John Zinkin clearly asserts that financial institutions need to exert their responsibilities beyond their shareholders and far more into the wider group of stakeholders, including employees and wider society. In considering issues globally, John provides a book that is not only thought-provoking but pragmatic and useful at a time when stakeholders in our banks need to see real change in transparent, practical ways from those charged with governing our banks.

Ruth Martin

*Managing Director
The Chartered Institute of Securities and Investment*

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