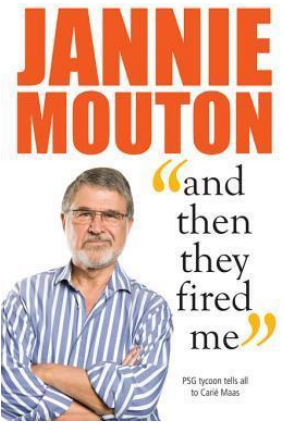


# Lucidum Literature Review

**Title** Jannie Mouton “And Then They Fired Me”  
**Author** Cariè Maas  
**Published** 2011 by Tafelberg  
**Review By** Christelle Marais (Executive Director, Lucidum)  
**Review Date** February 2019



**Lessons For** Directors, Prescribed Officers, Executives  
Governance Officers, Company Secretaries  
Ethics Officers, Risk Managers, Compliance Managers  
Audit Professionals  
Strategy Professionals  
Line Managers

Relevance	Overall Rating
9	<b>8.0</b>
8	
10	
5	
8	
8	

## Synopsis

Jannie Mouton, South Africa’s “Boere Buffet”, describes the difficult but rewarding journey of rebuilding a life after being fired by the company that he helped create and of which he was the Managing Director; and how he then created the successful PSG Group. He opines that the most important element of success is to convey one’s dreams and plans to others, thereby placing oneself under the pressure to fulfil them. He shares the reasons for his initial scepticism of an independent executive chairman as espoused in the King Report on Corporate Governance and explains that this does not detract from his commitment to good corporate governance. He attributes a significant part of his success to the concept of ultimate empowerment, where outcomes are best achieved by the individuals that are responsible to do the work. Strategic planning is critical in his view, but the smaller the CEO or Chairman’s role, the better for the company and its growth. As part of his journey, Jannie acknowledges that one of his remaining limitations is that he does not always work “gently” with people, but that being aware has helped to limit the negative implications.

**Word: Ultimate Empowerment** The best or most extreme example of authority or power given to someone to do something.

## Practical Tips

- Organisational culture is critical to inform risk culture. Risk managers should strive to (i) align with the organisation’s culture as far as it is positive and (ii) influence organisational culture through embedding appropriate risk related decision-making practices.
- Understanding the differences between various groups in the organisation and how they perceive decision-making practices is a valuable tool to influence perceptions and behaviors relating to performance and risk management positively.
- Firmly embed accountability and empowerment into the risk management process, especially through the appointment of the right risk and control owners; this must include a mechanism to monitor and track performance against targets and how this relates to actually influencing the risk profile positively.
- Utilise existing organisational processes as far as possible, before designing additional risk management processes that add to the burden of cost, time and effort.

**Quotes:** “Three questions kept me busy for a long time: How does one make a company grow, when are people happy and what’s the key to making a success of a company? The answer is ultimate empowerment.” “People who are well read, have well-considered opinions, are honest, can communicate and stick it out, are self-confident and care for people and on top of that can think, are the best.” “A company is a success if the client, shareholder and employee are all happy.”

## Think About

- Understand the balance between the views and expectations of (i) independent directors who guard against narrow, internal pursuit of benefit and (ii) non-independent directors who have a personal interest in the success (or failure) of a company; and how these two views both contribute in different ways to good governance.
- Enforcing King IV “compliance” as an end in itself, is contrary to the spirit and intent of King IV itself. Understanding whether “apply and explain” as an activity contributes anything positive to the internal debate in the organisation as well as to the external debate with stakeholders about the organisation’s integrity and delivery on expected outcomes, is much more valuable.
- Understand the strengths and weaknesses of oneself and others, one’s own process and the expectations from others; this creates fertile ground for honest discussion, finding common ground and proceeding in a more constructive future approach, which is key to embedding the value of all role players in business and governance functions.

## Contact Us

[www.lucidumconsult.com](http://www.lucidumconsult.com)

**Christelle Marais**  
Executive Director  
+27 (0) 82 453 7948  
[marais.christelle66@gmail.com](mailto:marais.christelle66@gmail.com)

**Jacques Marais**  
Operations & Business Development Intern  
+27 (0) 72 398 6913  
[Jacquesmarais33@gmail.com](mailto:Jacquesmarais33@gmail.com)