

Garnering Organisational Commitment

Becoming a Trusted Advisor

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GRC Professionals

- You are here because you already believe these management disciplines are valid:
 - Governance
 - Risk
 - Compliance



Influencing is an Art

Master the art and you become a trusted advisor

 You then have the power to guide and influence the whole of your organisation



The Roadblock

- Perceptions of our profession :
 - as being a handbrake on management

and/or

a necessary evil that costs too much



The Challenge

- You each have your own challenge to influence:
 - Your peers
 - Your boss
 - Your boss's peers
 - The CEO

Then the organisation is yours to influence





The Challenge

It's like climbing a mountain and reaching its peak with the reward being all of the land on the other side, as far as the eye can see.

Do you have your ascent planned out or are you wandering around the different paths?



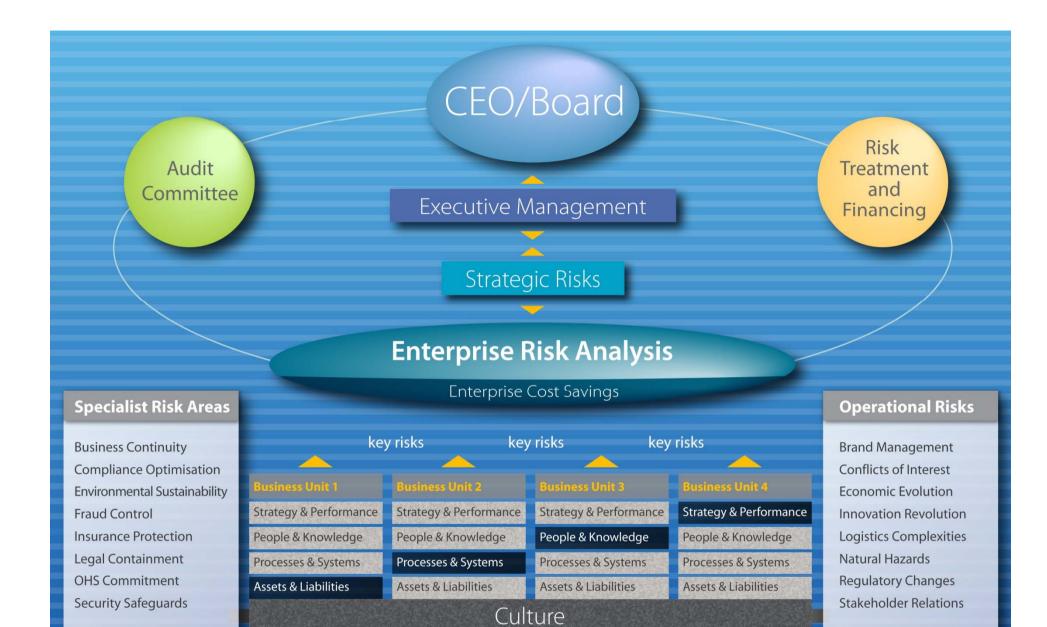
An Enterprise Risk Management Example



The End Game

Above all, management need to understand the end game





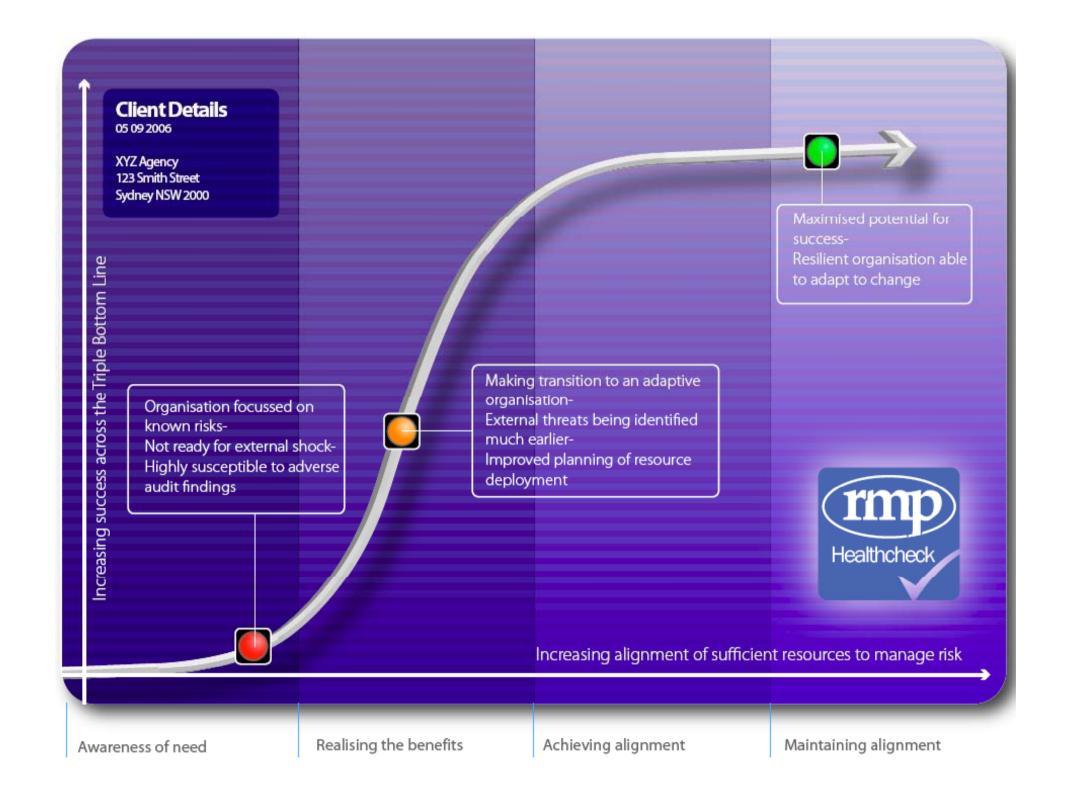
Enterprise Risk Management Framework



The Journey

Next, management need to understand the journey





Then Comes Influencing Tools

We need to translate:

What we know

to

What they will hear and act on



Influencing Tool Kit

- Strategy and Performance
- People and Knowledge
- Processes and Systems
- Assets and Liabiltiies
- Culture



Strategy and Performance

What we know

Stakeholders must be understood consistently throughout the organisation



Strategy and Performance: "Stakeholders must be understood consistently throughout the organisation"

Translate to

Not everyone is as good as you at understanding relationships. Let's show our staff how our key stakeholders map to our business goals.



People and Knowledge

What we know

People are our most important asset



People and Knowledge: "People are our most important asset" Translate to

Why do we invest so much time and money in (name your risk) yet we leave our most valuable asset, our workforce, exposed to (name your people risk).



Processes and Systems

What we know

Complexity is not an excuse



Processes and Systems: "Complexity is not an excuse"

Translate to

We have chosen a complex system because of the value it needs to deliver. High value and high complexity means high stakes. Let me help them stack the deck in our favour.



Assets and Liabilities

What we know

Managers are inherently optimistic so we need to keep some money in the bank for a rainy day.



Assets and Liabilities:

"Managers are inherently optimistic so we need to keep some money in the bank for a rainy day"

Translate to

Think of all the surprises you have had in business. How many were pleasant? Why will this year be any different? Let's put some fat in these budgets/reserves.



Culture

What we know

It is set from the top



Culture: What we know – "It is set from the top"

Translate to

You have a built-in radar for managing risk. We need to instil the same in our staff.

Let's work on a "risk intelligent workforce".



Influencing Tool Kit – Key Skills In

Specialist Risk Areas

Business Continuity

Compliance Optimisation

Environmental Sustainability

Fraud Control

Insurance Protection

Legal Containment

OHS Commitment

Security Safeguards



Influencing Tool Kit – Key Skills In

Operational Risks

Brand Management

Conflicts of Interest

Economic Evolution

Innovation Revolution

Logistics Complexities

Natural Hazards

Regulatory Changes

Stakeholder Relations



Influencing Tool Kit

- Five building blocks for ERM plus eight
 Specialist Risk Areas and eight Operational
 Risk Areas with five key messages for each by
 the time you are finished you should have
 around 105 "tools" in your tool kit.
- Eventually you pull them out without thinking.
- You are a trusted advisor!



Conclusion & Questions

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