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JOE SAUNDERS

CPP RPP F.ISRM

*2021 Outstanding Security
Consultant of the Year (Australia)*



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INSTITUTE OF STRATEGIC
RISK MANAGEMENT



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SESSION 11: SECURITY PLANNING FOR VUCA EVENTS

MAJ GEN ANDREW HOCKING

Former Deputy Coordinator,
National Bushfire Recovery Agency,
Australian Government



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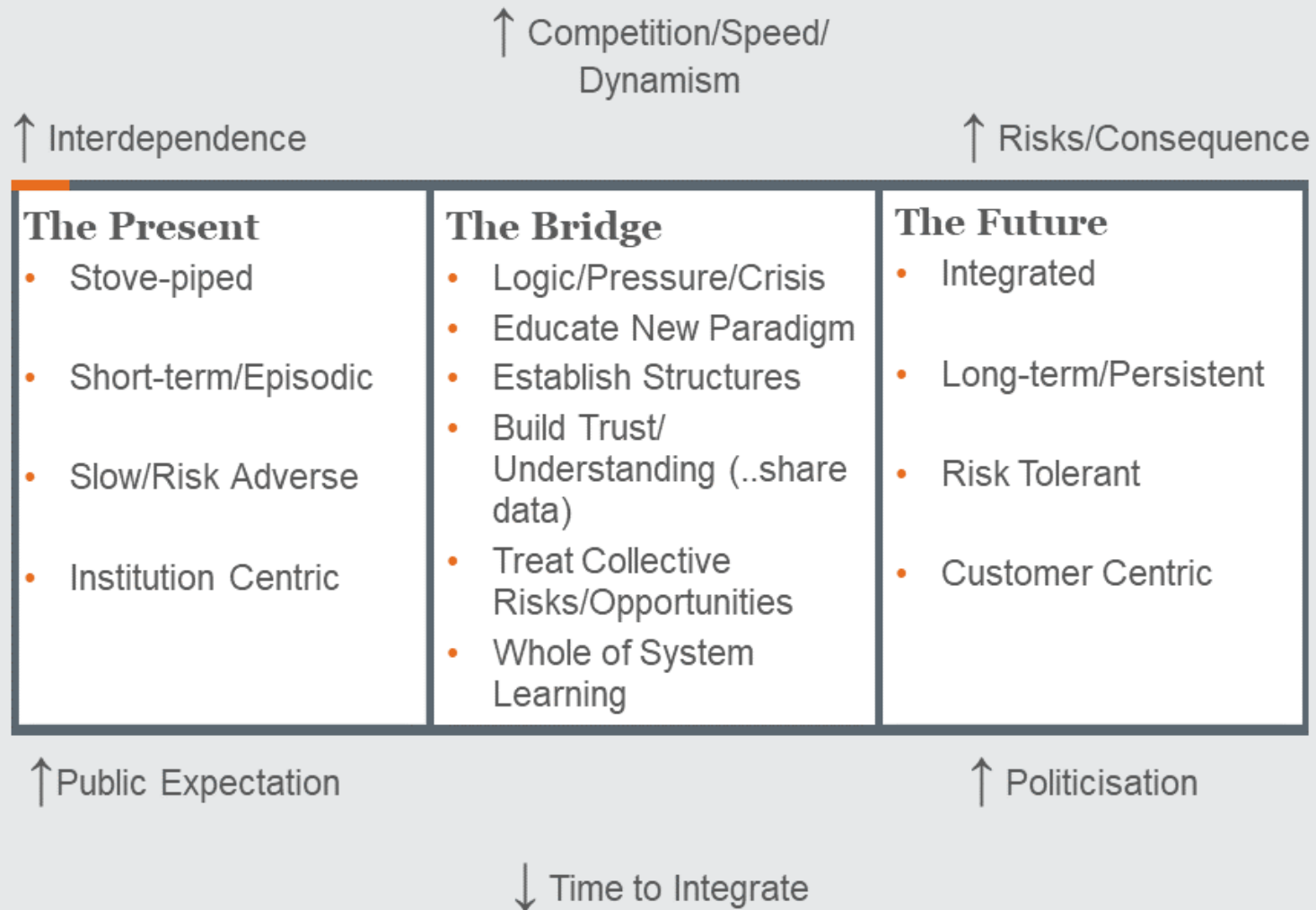
Adapt or Die

"It is not the strongest or most intelligent species that survive. It is the one that is most adaptable to change." Charles Darwin, 1859

Major General Andrew Hocking



The Environment





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JASMIN CRAUFURD-HILL

Principal, Arete Assessment



ESTHER MCVICAR

Enterprise Risk Officer and
Executive Branch Manager,
Royal Australian Mint



ERICA MILLS

Director, Face to Face Security
Transformation, Security Branch,
Services Australia



MODERATED BY

DR GAV SCHNEIDER

CEO, Risk 2 Solution Group

SESSION 12: CASE STUDIES - PROTECTIVE SECURITY IN PRACTICE



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SESSION 13: DIGITAL AND TECH OPS
- MANAGING ORGANISATIONAL RISKS

ROSS PHILLIPSON

Senior Advisor – Risk Advisory,
Norton Rose Fulbright Australia



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Digital & Tech Ops: Managing Organisational Risk

Ross Phillipson

Senior Advisor – Risk Advisory | Digital Operations
Norton Rose Fulbright

Friday 21 October 2022

Norton Rose Fulbright Australia



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Agenda

- **Why** do we need to manage organisational risks?
- What does **good** organisational risk management look like?
- **How** do you do it?
- Breach and Resilience Planning
- Challenges and Benefits
- Wrap up and Questions



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Why do we need to manage organisational risks?

Principle 1:

Security is everyone's responsibility. Developing and fostering a positive security culture is critical to security outcomes.

- Many threats are external, though not all.
- Your organisation is your largest asset, but also your largest risk vector
- A 'Whole of Organisation' approach harnesses the power of your people.

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What does good organisational risk management look like?

Business line accountability for cybersecurity and privacy

Baked into critical business processes – Project and Change Management and Procurement processes

More granular organisational training focusing on role-specific risks

Senior Executive and Board Governance – interrogate KPI and KRI data.

Targeted third line audit and consults on control effectiveness in operations

How do you do it?

**Tone from
the top**

**Holistic review
of key
business risk
management
processes**

**Simplify &
Automate**

**Organisational
structures –
Constructive
tension**

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Breach and Resilience Planning



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Challenges & Benefits

**Managing
organisational
cybersecurity +
privacy risks is hard.**

**Improving
cybersecurity,
privacy, project
processes + resilience
outcomes.**

**Ultimately contributing
to a CULTURE of
cybersecurity + privacy
risk management**

8



Wrap Up & Questions



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Contact



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Law around the world

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DR PHILIP KOWALICK

President, Australian Institute of
Professional Intelligence
Officers (AIPIO)



GREG RANSE

Chief Executive Officer,
Australian Forensic Services



CHRIS DOUGLAS

General Manager Training &
Education, Risk 2 Solution Group



MODERATED BY

MARINA MITO

Co-Editor, Fem Insights in
Security (FIS)

SESSION 14: TRAINING AND EDUCATION



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Australian Forensic Services

Australian Forensic Services (AFS) is a Registered Training Organisation 4282 and has been delivering quality nationally recognised training since 1994.

AFS provides training in the following areas:

Cyber Security

Government Security

Fraud Control

Security Risk Analysis

Government Investigations

Security Risk Management

Tailored Training

If you have a group within your agency or company with specific needs, AFS will work with you to meet your desired outcome and requirements.

For more courses and information visit our website at www.afsi.com.au



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SESSION 15: CYBER –
KEY CHALLENGES AND RISKS

ALASTAIR
MACGIBBON

Chief Strategy Officer, CyberCX



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PSG CONFERENCE 2022 MASTERCLASS



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Masterclass Part I: Ongoing Assessment
of Personnel- Recognising and Responding
to Behaviours of Concern

DR LORRAINE SHERIDAN

Chartered Forensic Psychologist and
International Expert on Threat Assessment



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ONGOING ASSESSMENT OF PERSONNEL: WORKSHOP

RECOGNISING AND RESPONDING TO BEHAVIOURS OF CONCERN

Lorraine Sheridan

Mindstate Psychology, Perth



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CONTENT OF THIS WORKSHOP

01

- Recognising when to monitor versus when to act

02

- Supporting and managing distressed personnel

03

- The QuAIC tool

04

- Time to call in the experts?



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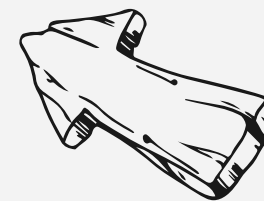
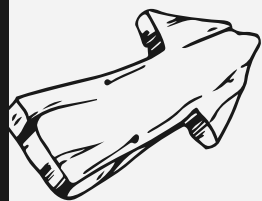
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Workplace threat assessment and management is...

The evidence-based, objective, and multidisciplinary collaborative practice of protecting staff and visitors by identifying problem behaviour in the workplace, assessing the risks of the behavioural threat, and taking action to reduce or eliminate the risk of harm.



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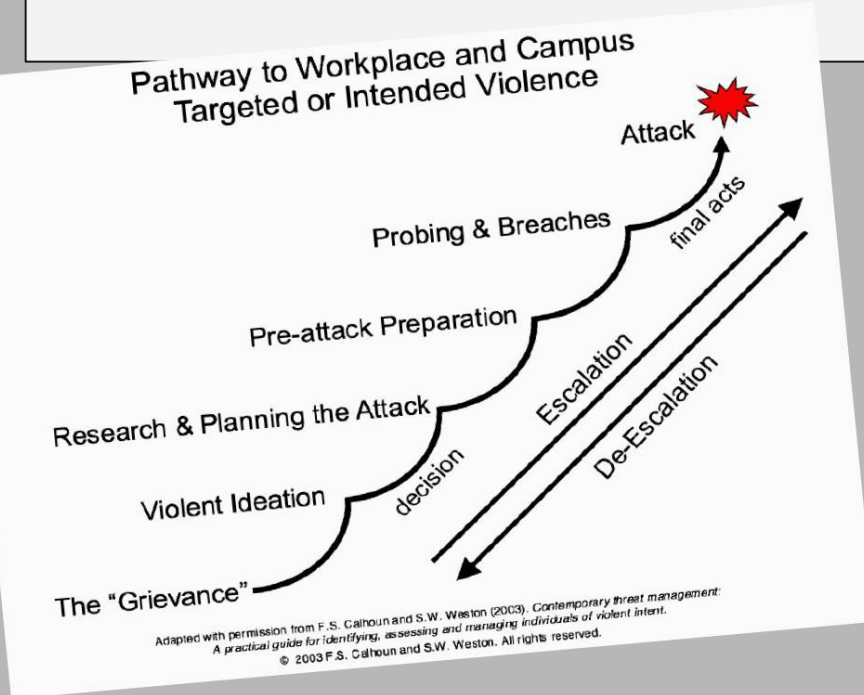
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VIOLENCE AND OTHER HARMS CAN BE

PREVENTED



Prevention is much better than healing because it saves the labour of being sick



- Violent people don't snap, they decide.
- Every behaviour has a positive intention.
- Violence happens when someone runs out of social skills, coping mechanisms, ways to communicate distress, or perceived options.
- The pathway to violence may be delayed or derailed if we can intervene before the person feels they have no other choice.



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VIOLENCE AND OTHER HARMS CAN BE (SORT OF)

PREDICTED

ASSESSMENT

The likelihood that someone will escalate to, repeat or persist with violence can be assessed.

VALIDITY

Assessment without SPJ or actuarial tools is as reliable as flipping a coin.
Not defensible practice.

LIMITATIONS

No tool has 100% predictive validity; important to re-assess as needed.

TOOLS

Professional “vibe” versus actuarial tools versus structured professional judgement (SPJ) tools.

INTERVENTION

Risk assessment highlights salient risk factors that tell us where, when, and how to intervene.

MEASURE

Risk is a state of potential; it does not need to materialise to be true.
The goal is to ensure what is predicted doesn't occur.

UNCOORDINATED MANAGEMENT CAN INCREASE RISK



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VIOLENCE AND OTHER HARMS CAN BE

MANAGED

Violence arises from interaction of multiple factors, not just the individual of concern (IOC)

Interventions must target all 3 facets to be effective
Fear management is just as important as risk management

1. IOC risk factors
2. Target risk factors (triggers and responses)
3. Situational and environmental risk factors

Over-intervention can increase risk
Management plan should be proportionate to risk level

Management plan must be coordinated, tracked, and reviewed



EARLY INTERVENTION IS KEY

- Interventions should be educative, non-punitive, restorative
- Protect dignity, avoid going to war
- Support people to communicate better and make decisions that are helpful in achieving their goals
- Buffer staff and the community from further harm



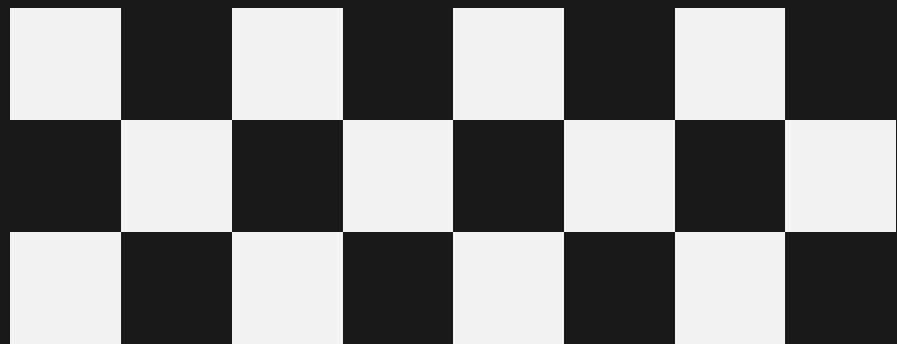
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01



**Recognising when to monitor
versus when to act**



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IOC BEHAVIOURAL WARNING SIGNS

- Threats of suicide, self-harm, or homicide in the last 3 months
- Motives for violence
- Last resort thinking / sense of entitlement
- Mental illness or bizarre beliefs
- Current substance misuse
- Unreasonable, vexatious, or persistent complaining
- History of problem behaviour at workplace
- Multiple targets
- Access to or affinity with weapons
- Non-adherence to corrective measures
- Extreme attachment to work
- Recent escalation in problem behaviour or vulnerabilities (evidence that the frequency, intensity, or impact of the behaviour has increased in the last month or the person has suffered recent losses or trauma; including performance management or misconduct)

GROUP EXERCISE:
WHERE DO WE DRAW
THE LINE IN RELATION
TO THESE SIGNS?
WHAT ARE OUR 'CUT
OFF POINTS?'

RED FLAGS FOR
POTENTIAL HARM



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02

Supporting and managing distressed personnel



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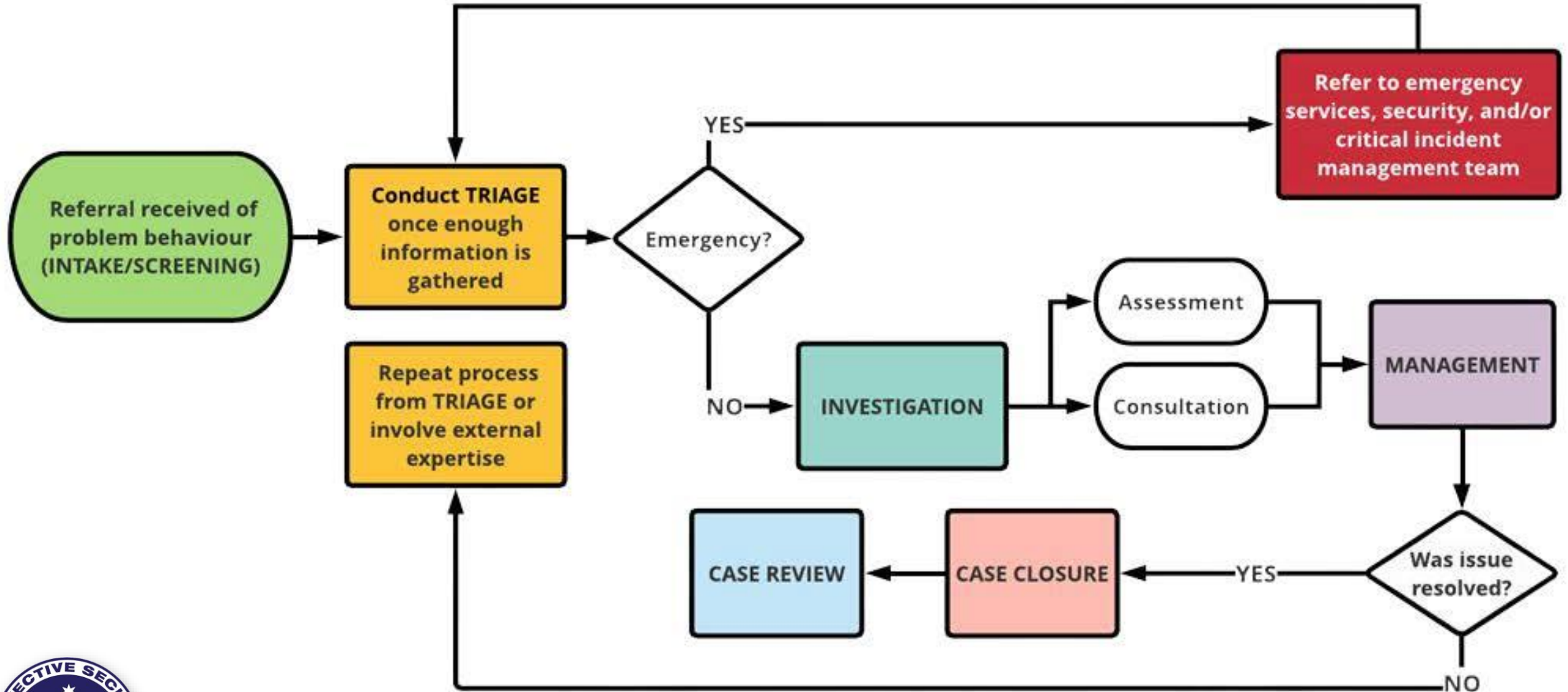


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CASE MANAGEMENT WORKFLOW



DISTRESSED STAFF MANAGEMENT

Fitness for duty

- **Question:** Is the employee mentally fit to perform job function with or with/out accommodation?
- **Who Conducts:** Mental Health Professional trained in FFD, familiar with job requirements, job environment, labor laws, HIPPA
- **Scope:** Diagnosis, treatment, accommodation recommendations
- **Information Available to Employer:** Done with release of information and informed consent, all data usually available to employer
- **Who is the client?** Employer

Risk Assessment

- **Question:** Does the employee pose a risk for violence against self or others?
- **Who Conducts:** TA Professional trained and experienced in Threat Assessment
- **Scope:** Risk level, risk abatement strategies, referral, organizational interventions
- **Information Available to Employer:** Done with release of information and informed consent, all data usually available to employer
- **Who is the Client?** Employer

Private Treatment/EAP

- **Question:** Does employee's provider release employee back to work?
- **Who Conducts:** Employee's private provider
- **Scope:** Usually just general clearance to return to work/not cleared to return to work
- **Information Available to Employer:** Release of information limited and proscribed by employee and private provider
- **Who is the Client?** Employee



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THREAT MANAGEMENT PLANNING

- Addressing and amplifying what is already working
- Creatively searching for resources within/outside the workplace
- Helping move the person away from thoughts and plans of violence/harm/suicide
- Getting assistance to address underlying problems, psychosocial deficits and vulnerabilities
- Interventions should be considered for all involved in the case, including the IOC, target(s), and referrer(s)

CAPACITY BUILDING

- Counselling support
- Social skills training
- Psychoeducation sessions
- Increase social support network
- Identify trusted allies
- Fear management



BOUNDARY SETTING

- Caution letters
- Communication plan
- Behavioural contract
- Regular check in/monitoring
- Email redirection
- Family notification

SAFETY PLANNING

- Safety and welfare* plans
- Working with advocacy services
- Assistance with police reporting
- Social media privacy reviews
- Relocation of offices
- Removal from workplace
- Hospitalisation

*There is no wellbeing without welfare; consider hierarchy of needs



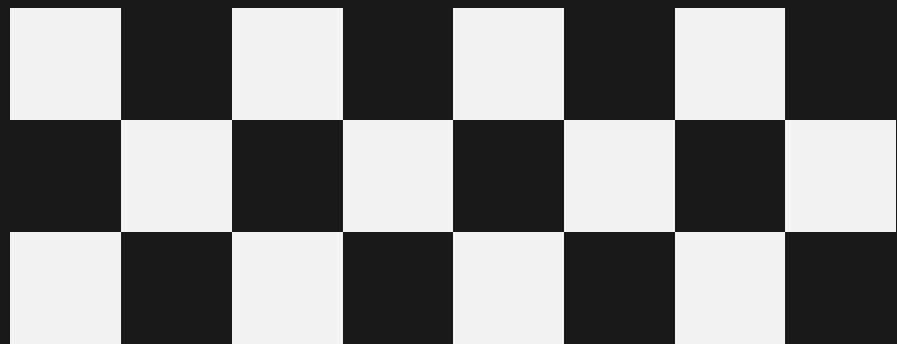
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AVOID PUNISHMENT AND CONTROL



- Interventions should be the least-restrictive option, be reasonable, and aimed at maximising the rights and dignity of all parties. **Over-intervention can increase risk.**
- Punitive management options that are disproportionate to risk level and focus solely on controlling IOC do not solve the long-term problems of:
 - Moving IOC away from thoughts and plans of violence
 - Connecting them to resources
 - Providing options once IOC is no longer connected to the organisation



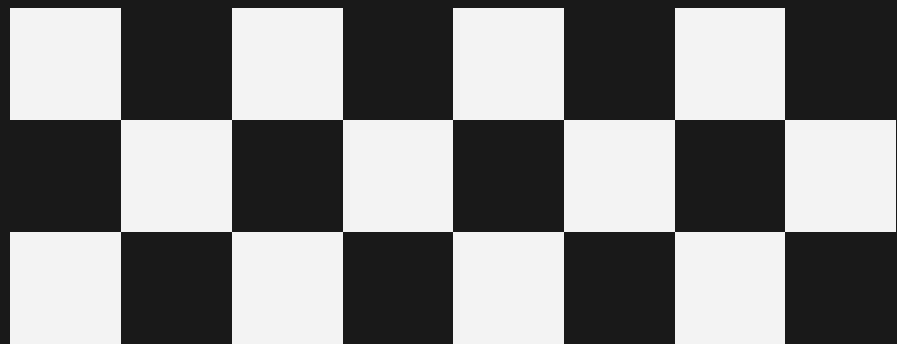
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03



The QuAIC tool



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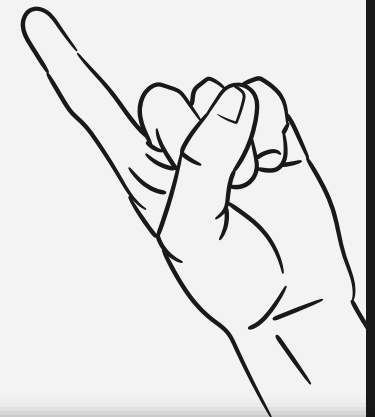
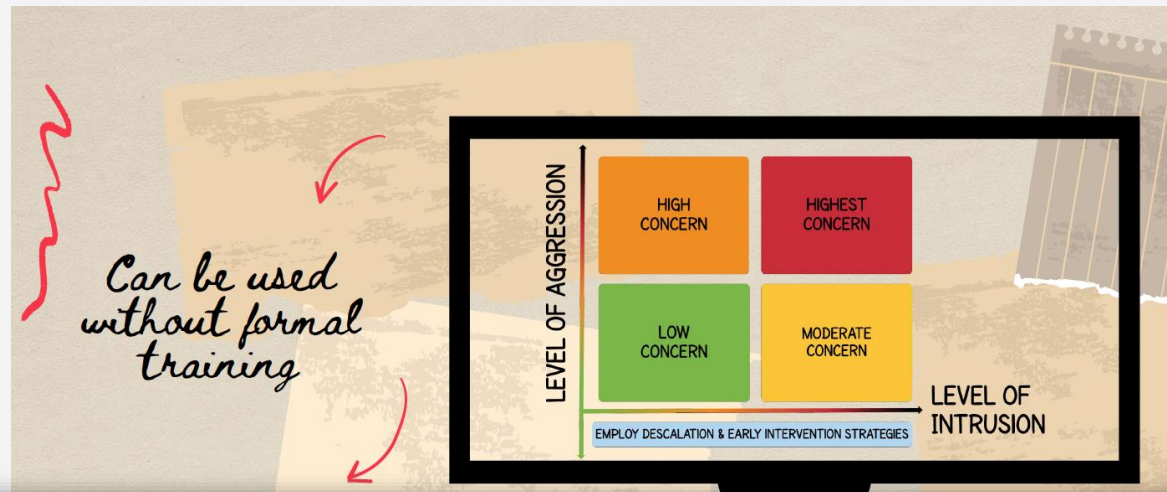
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SCREENING TOOL: QUAIC

(Chan, McEwan, & Bartlett, 2017)

The Quadrants of Aggression and Intrusion Concern (QuAIC)

- Not a formal risk assessment tool
- Does not replace current threat assessment process
- Simply a screening framework that helps employees quantify their gut feeling and encourage them to report concerns early
- Provides level of concern and recommendations for next steps
- <https://www.rightinthehead.com.au/quaic>



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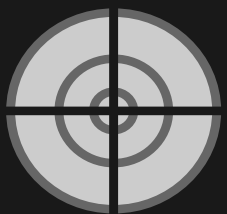


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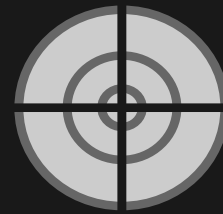
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FOUR FACTORS TO CONSIDER



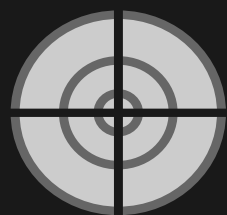
AGGRESSION

Dysregulated, Distressed,
Difficult, Disruptive,
Dangerous



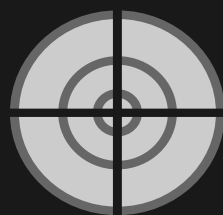
INTRUSION 2: DISRUPTION

One person, small group/ops
a little, big group/private life
impact/ops a lot



INTRUSION 1: FREQUENCY

Infrequently, weekly-
fortnightly, x2 per week,
3+ per week, daily+



INTRUSION 3: PERSISTENCE

Few days/2+ weeks, month+
no interv, month+ with
interv, 6+ months



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Using the QuAIC: Case 1

Ali recently joined the Defence Graduate Program. He has an IT degree. Ali has been diagnosed with Autism Spectrum Disorder. Ali is doing well in his work on the technical pathway. However, he seems to have formed an attachment to a receptionist called Katie. Katie, like Ali, is young and quite shy. Katie has not made a report but her colleague has informed you that Ali is making Katie feel uncomfortable. Ali seems to be making excuses to be near Katie. He talks to Katie about his personal interests in some detail and will ask Katie if she likes the same sorts of things. Ali does not tend to allow Katie to answer and will continue talking about his favourite video games. When Katie is at lunch Ali will sit nearby, alone, and will stare at her. This has been going on for five weeks and Katie seems to be finding it difficult to concentrate on her work. Ali visits Katie at her workstation most days.



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Using the QuAIC: Case 2

Claire has a senior role in the Parliamentary Budget Office and has worked there for seven years. She has always been a bit of a loner. Claire meets all her KPIs and is innovative and will always go the extra mile for her job. Around three months ago people noticed that Claire has been more talkative than usual and has begun to attend social events for the first time. She has been talking to colleagues about her concerns about vaccines and other forms of what she sees as coercive government control. She has been called in and pulled up about this by her manager. Following this meeting with her manager, Claire stopped talking about her beliefs for a few weeks. Now she is telling people in her office on a daily basis that she is being targeted by various forms of spyware and that there are just too many coincidences and that she needs to act.



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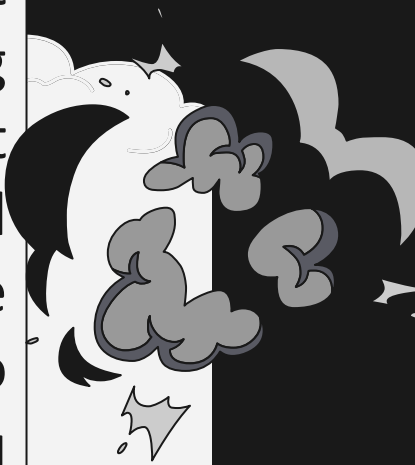
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Using the QuAIC: Case 3

Connor is a security guard at a sensitive government facility. He is ex military. Connor has been an excellent security guard, proactive and dedicated. Recently however he has been late on two occasions and his mind appears to be elsewhere. A fellow security guard, Amber, has informed you that Connor's wife left him three weeks ago and that Connor is distressed. Amber also tells you that Connor has been turning up to work smelling of alcohol and that he has been telling her that men's rights are a joke, that the Family Court is a murderer of men, and that people like Andrew Tate know what's what but the soft left are silencing all the sensible people. Amber tells you that when she tried to shut down Connor, he said "It's time to throw the kill switch, all you feminists will soon learn that we won't take it anymore".



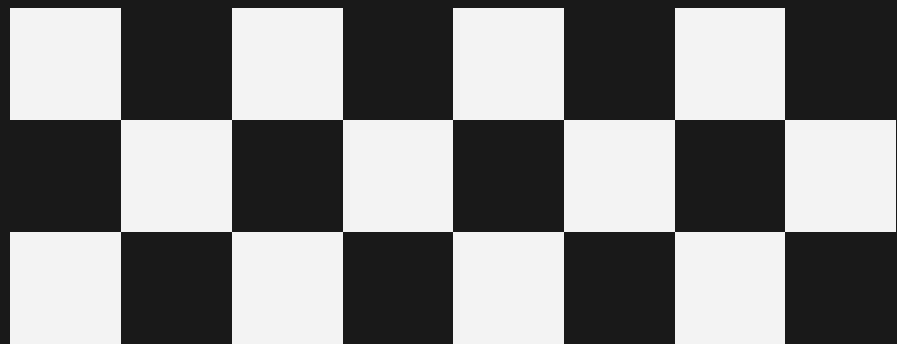
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04



Time to call in the experts?



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WHEN AND WHY SHOULD YOU CALL IN THE EXPERTS?

- When a case requires expertise and resources that are not available within the organisation
- When interventions have failed to address the presenting problems of behaviour
- To provide neutrality in cases that involve conflicts of interest or other process risks if handled internally

Functions suitable for external referral include:

- ⊗ Behavioural and/or psychological risk assessment
- ⊗ Case supervision
- ⊗ Training and skill development
- ⊗ Policy and procedure review
- ⊗ Threat assessment program planning and development



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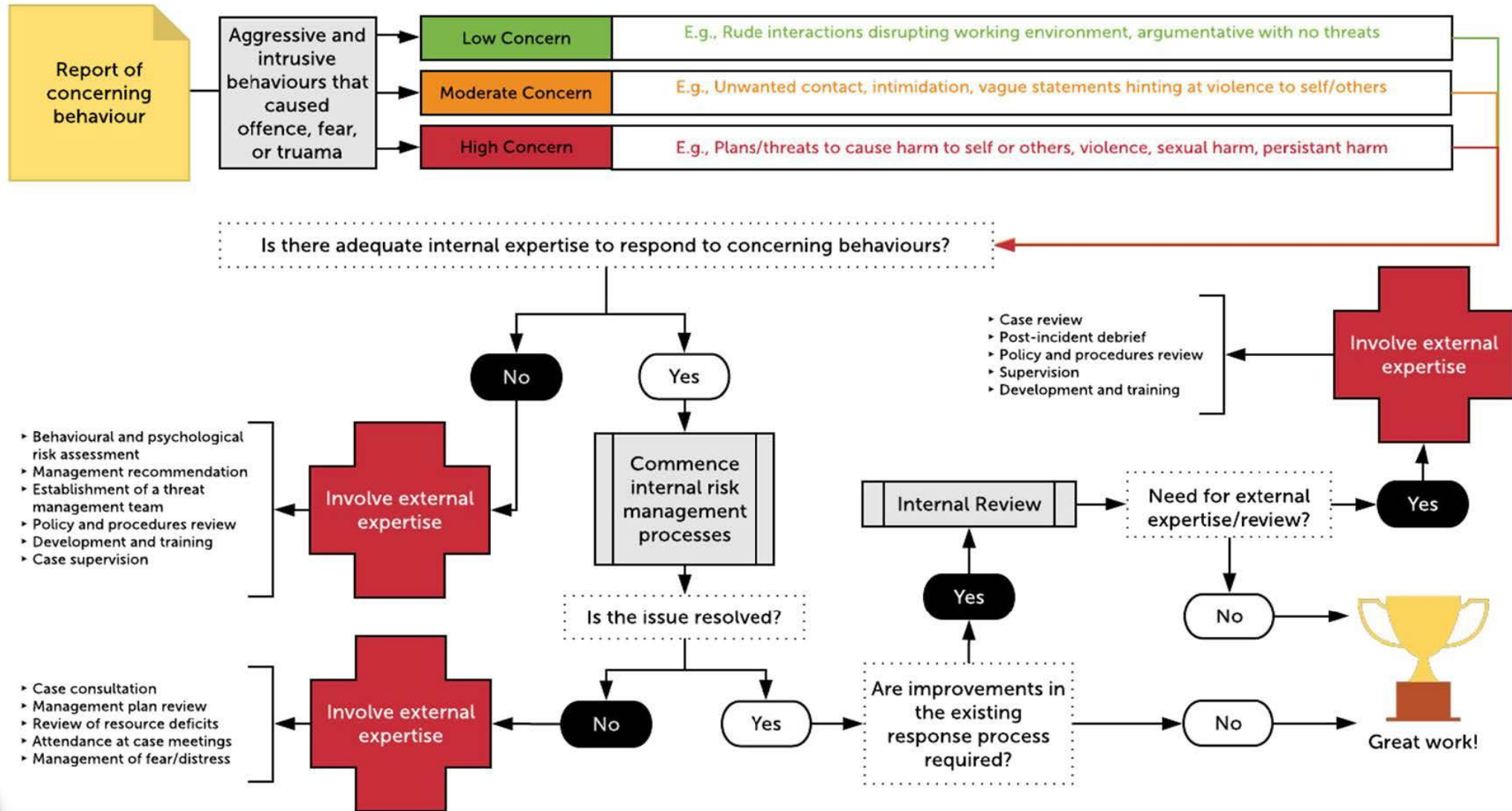


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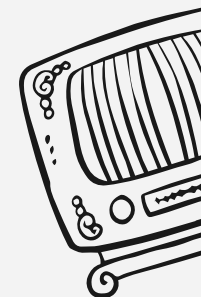
WHEN TO INCLUDE EXTERNAL EXPERTS





Thank you for participating

lorraine@mindstatepsychology.com.au



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MASTERCLASS PART II: BUILDING HIGH PERFORMANCE IN SECURITY AND RISK LEADERSHIP

DR GAVRIEL (GAV) SCHNEIDER



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BUILDING HIGH PERFORMANCE IN SECURITY AND RISK LEADERSHIP



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**DR GAV SCHNEIDER**

RPP, FISRM, FARPI, RSecP, CPP, FIS (SA), FIML, FGIA

RMIA Risk Consultant of the year 2019,

Top Twenty Global Thought Leaders in Fire and Security 2019, 20, 21 and 22 (IFSEC)

CEO Risk 2 Solution Group

Program Director of ACU's Postgraduate: Psychology of Risk Program

DLitt et Phil, MTSEC & BBA

GRAD DIP's: IMM, Management (learning) & Strategic Management

ADV DIP's: INTEGRATED RISK, OHS, WHS & Project Management

7th Dan Krav Maga / 6th Dan Hisardut JUJITSU

LEADERSHIP & MANAGEMENT**INTEGRATED RISK MANAGEMENT****PSYCHOLOGY OF RISK****SECURITY RISK SPECIALIST**

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Key considerations:

- A tool box approach
- The model is not as important as the outcome
- Apply a bias check mindset – be open
- Think networks and intersections, not a linear approach only
- It's evolutionary and adaptive
- Tie it back to guidance and standards such as ISO 31000, Risk Maturity, etc.





V

VOLATILITY

U

UNCERTAINTY

C

COMPLEXITY

A

AMBIGUITY



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PSYCHOLOGY OF RISK

Applying the WHOLE of
PERSON MODEL (WoPM)

- Personal life
- Work life
- Virtual life

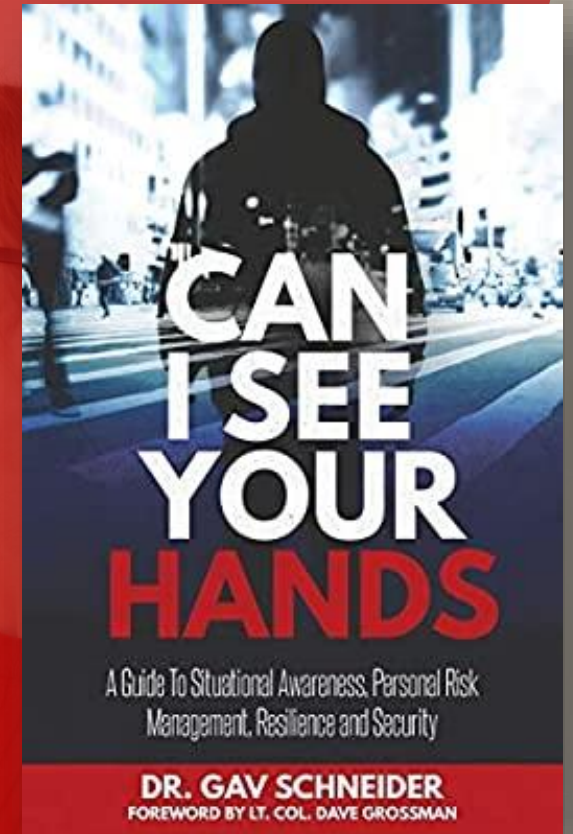
Self-actualization

Esteem

Love / Belonging

Safety

Physiological



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PRESILIENCE®

THE JOURNEY

IT'S RISK INTELLIGENCE
AND HIGH-PERFORMANCE
CULTURE IN PRACTICE



1

Compliance



2

Resilience



3

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Multi-level application

Ethical check Level

- ▶ Good for me Self
- ▶ Good for you Others
- ▶ Good for us Tribe (Team / Org)
- ▶ Good for the greater good Society





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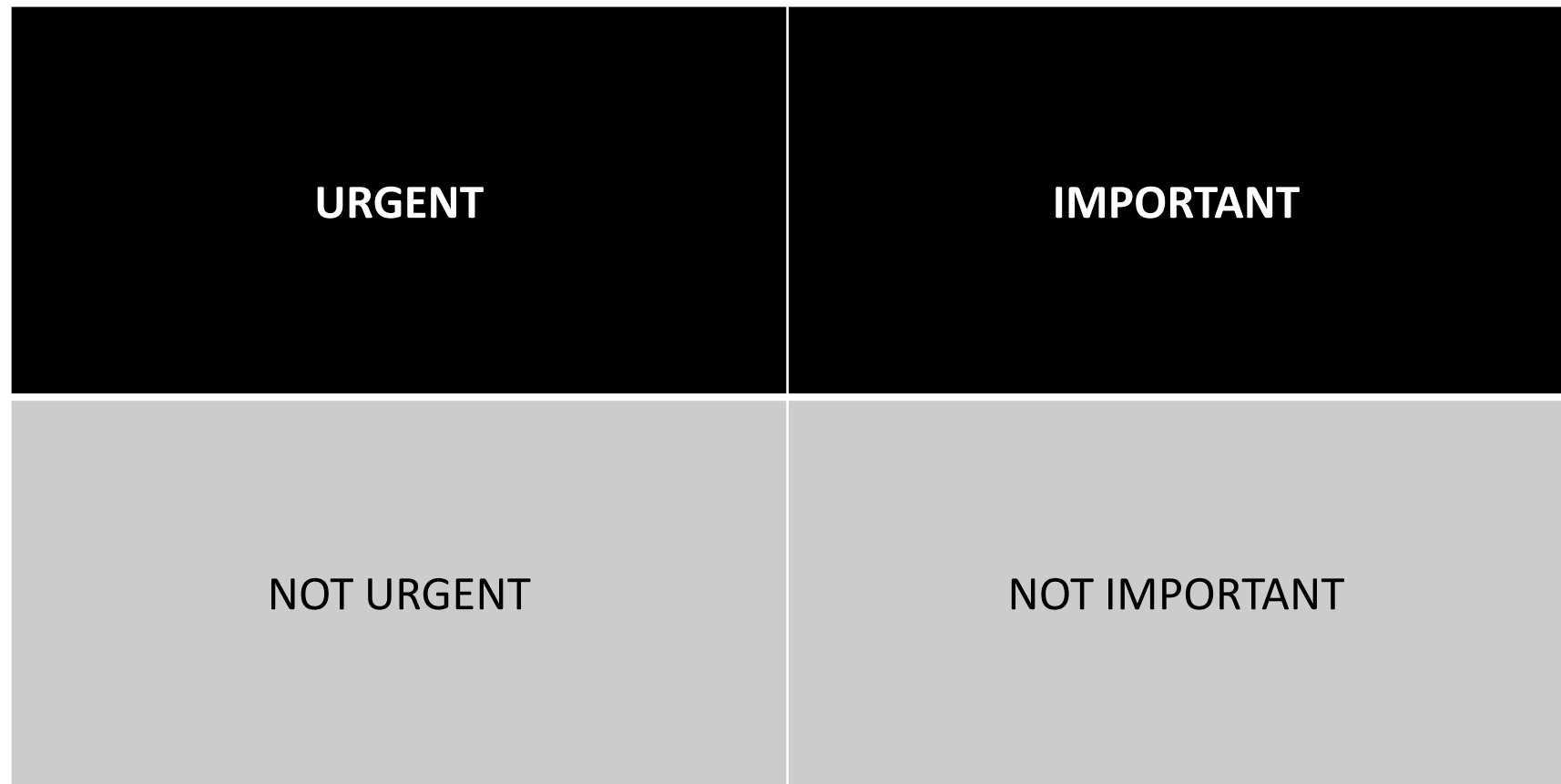
Risk 2 SOLUTION
PROTECTING WHAT COUNTS

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UNDERSTANDING URGENCY AND IMPORTANCE

The Eisenhower Matrix



RI Scoring (Personal)	RI Scoring Team (Others)	RI Scoring (Team / Org)
/10	/10	/10
/10	/10	/10
/10	/10	/10
/10	/10	/10
/10	/10	/10
/10	/10	/10
/10	/10	/10
/10	/10	/10
/10	/10	/10
/10	/10	/10
Total RI score (Team/Org)	Total RI score (others)	Total RI score (Team/Org)
/100	/100	/100

RISK INTELLIGENCE RATING, Integrated and comparative scoring

- Manage uncertainty
- Achieve objectives
- Have the ability to move, think and understand quickly and easily
- Focus on changing or creating more effective processes, products and ideas
- Constantly enhance the likelihood of succeeding.
- Helps stakeholders (internal and external) to have better productivity and performance
- Share information, rewards and power, appropriately and fairly
- Take initiative and make decisions to solve problems and improve service and performance.
- Display toughness in the face of adversity and have the capacity to recover quickly and respond to short term shocks,
- Have the ability to adapt and evolve collectively and shape groups and organisational structures to respond to long term challenges.



Tribal Leadership

Sourced from: Tribal Leadership -
Authors: [Dave Logan](#) · [John King](#)

Stage 1
"Life
Sucks"

Undermining

Stage 2
"My Life
Sucks"

*Apathetic
Victim*

Stage 3
"I'm
Great!"

Lone Warrior

Stage 4
"We're
Great!"

Tribal Pride

Stage 5
"Life is
Great!"

*Innocent
Wonderment*



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**Before-During-After
(80/10/10)**

It's Risk Intelligence and High Performance Culture in Practice!

Whilst Resilience is the ability or capacity to recover from harm and safety is around harm prevention - **Presilience**® is a proactive process, which builds individual and team capabilities, such as vigilance, situational awareness and agile leadership skills, to enable the successful prevention of harm and the management of business interruption events for which documented response plans are often found inadequate or overly complicated.



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NEUROSCIENCE, CAPABILITY AND CORE SKILLS:

- 
- 
- ▶ **Situational awareness**
 - ▶ Sense and meaning making
 - ▶ Risk Intelligence
 - ▶ Emotional Intelligence & IQ
 - ▶ **Critical thinking**
 - ▶ Enhanced decision-making
 - ▶ Effective and directive communication
 - ▶ **Taking appropriate action**



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- ▶ You have time
- ▶ Make sure you identify and prioritise effectively
- ▶ Run your ISO aligned processes
- ▶ Be thorough and think it through
- ▶ Ensure Stakeholder consultation
- ▶ Have a plan A, B and C
- ▶ Integrate solutions
- ▶ Red team solutions
- ▶ Modify and update solutions

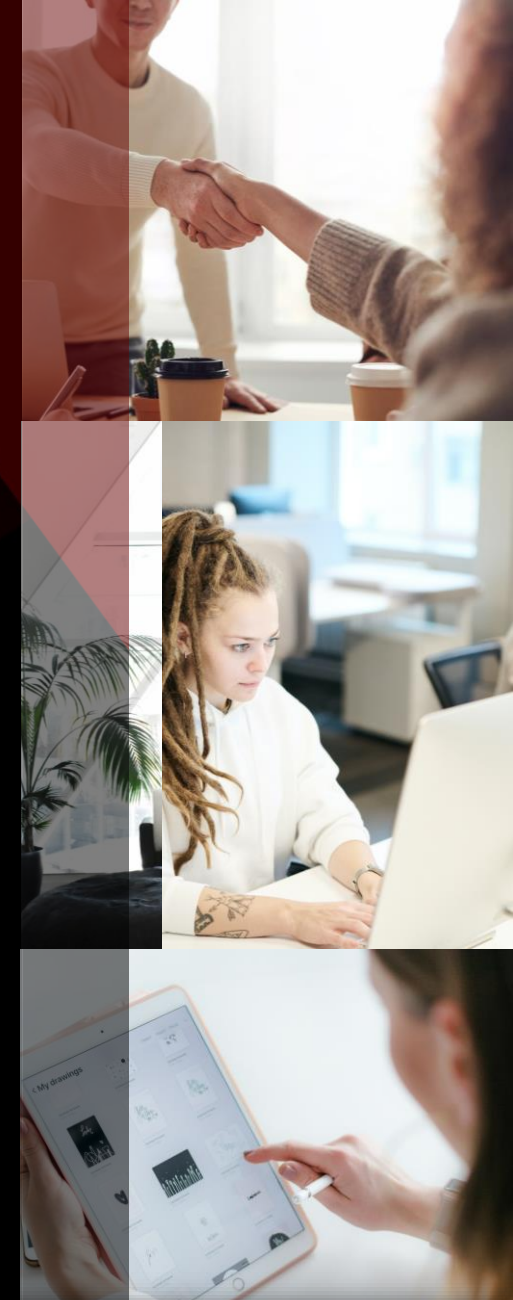
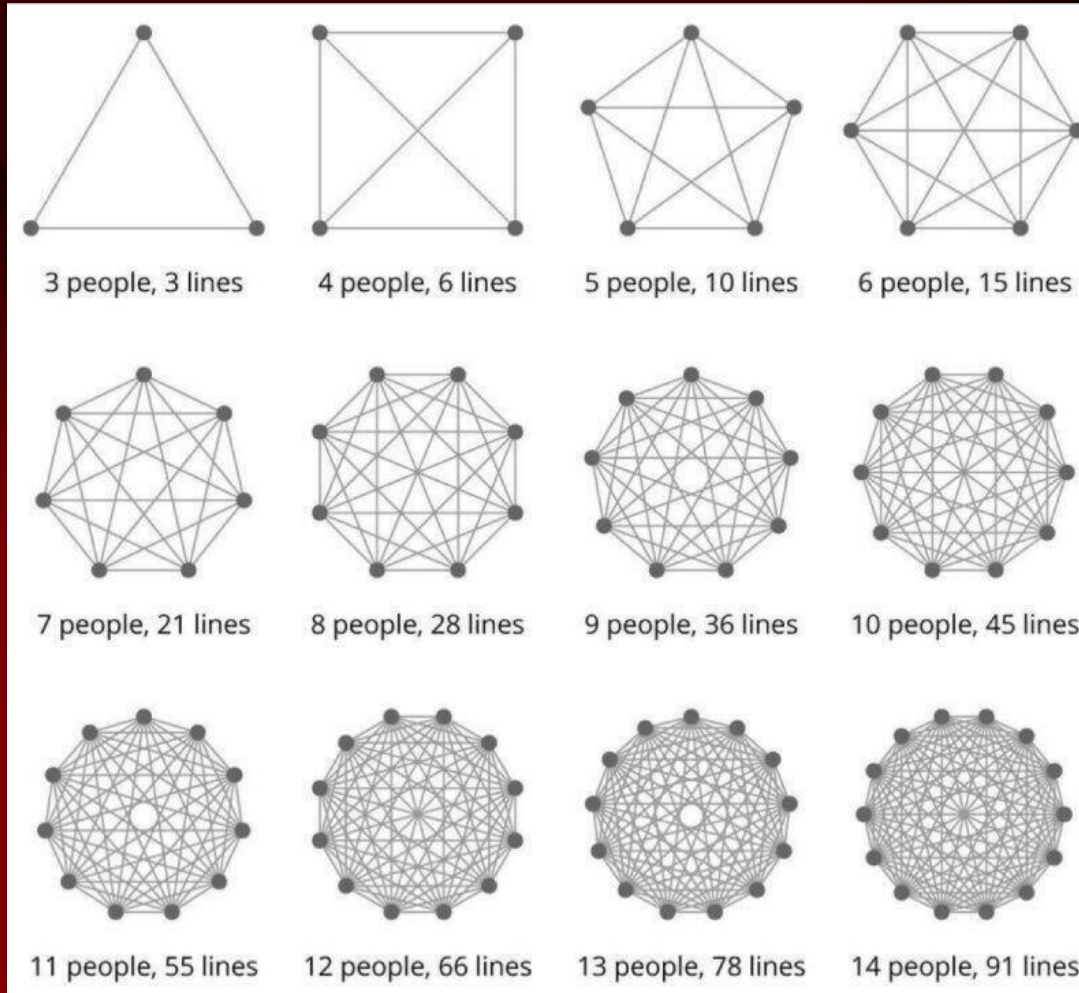
TACTICAL

- ▶ No time
- ▶ Gut instinct, based on intuitive programming
- ▶ Adrenal dump = Necessity for adrenal response management
- ▶ If you have not planned response is down to luck and experience
- ▶ OODA LOOP / Situational awareness
- ▶ Failing to plan is planning to fail...

STRATEGIC



ITS NOT SIMPLE



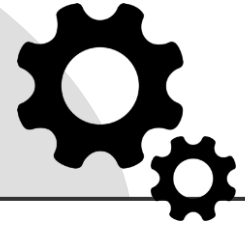
ORGANISATION
 Purpose & Vision / Mission & Values / Leadership & Followership
Getting the right balance between PEOPLE and PROCESS allows organisations to achieve DYNAMIC RISK EQUILIBRIUM



PEOPLE (Purpose)

- ▶ Self awareness (EI & IQ)
- ▶ Understanding others:
 - Groups & Teams
 - Organisations

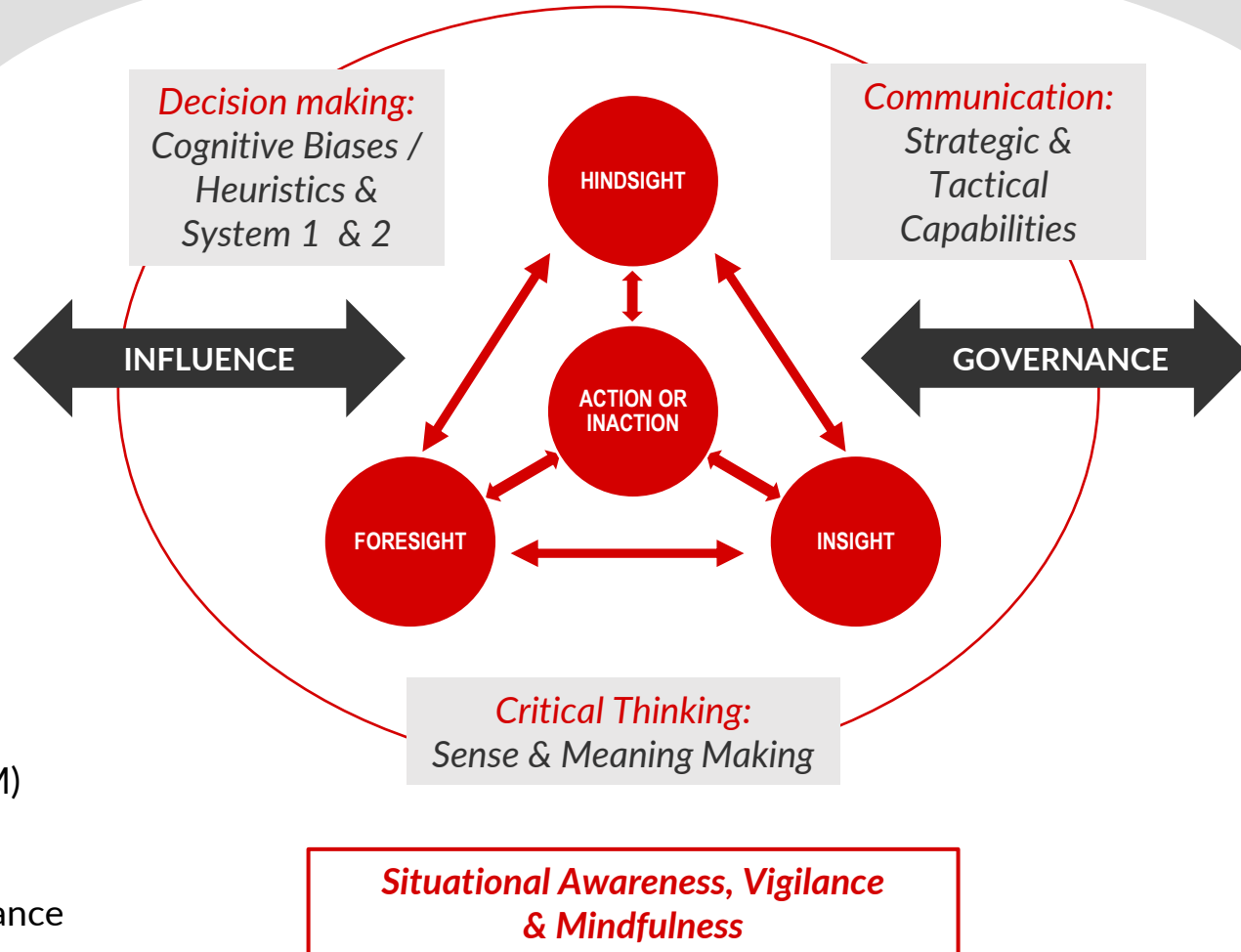
**UNDERPINNED BY
RISK INTELLIGENCE**



PROCESSES (Purpose)

- ▶ Policies, Standards & Guidelines
- ▶ Systems & Compliance

**UNDERPINNED BY
RISK INTELLIGENCE**



KEY PRINCIPLES

- ▶ Why. What & then How
- ▶ Whole of Person Model (WoPM)
- ▶ What's in it for me (Wiifm)
- ▶ Tribal Leadership
- ▶ High Reliability / High Performance

Summarising a few key approaches:

- ▶ Your inner voice
- ▶ Multilevel situational awareness
- ▶ Individual / collective sensemaking
- ▶ Individual to collective meaning making
- ▶ Mindful Organising
- ▶ Adaptive Management
- ▶ Situational leadership
- ▶ Adaptive elasticity
- ▶ Leverage Compliance, Resilience and Presilience for Sustained High Performance





“Only when we embrace risk in a calculated way that integrates logic and process with empathy and understanding will we innovate in a sustainable manner and turn risk to opportunity.”

Dr Gav Schneider

Thank you for your valuable time
info@risk2solution.com



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