
A Keynote Feature Issue

This is brought to you early, to allow time for replies and input to the feature on Enabling

1 of 2 - Current News

AGM date Thursday 4th June at Baker Street, London – our guest will be Prof. Agi Oldfield with a short talk . . .

Appendix 1 attached

2 of 2 - Enabling Keynote feature

We start to look at enabling and our mission ahead will cascade down from the basic premise on which the SIG

Appendix 2 attached

And now for something different

Something a little lighter is called for to conclude this issue. A retired couple known to your editor live on

Final Appendix attached

There may now be a small delay till the issue of *NEWSLETTER No 42*, but it hoped it will be with you before the AGM.

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Secretary

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Appendices

1 of 2 - Current News

AGM date Thursday 4th June at Baker Street, London – our guest will be Prof. Agi Oldfield with a short talk plus discussion on the topical of:

Risk and corporate reward systems: “The I’m all right Jack!” syndrome.

Formal notice of the AGM and Agenda will be issued shortly under separate cover – but please book places with the Secretary as soon as you wish.

+ the other news is that we now have a definite structure for the ongoing Guide research: There will be *Three* driving forces:-

1) *Communication* – a keynote feature follows this thread and there will be emphasis on the enabling capability and this force will also help drive 2) and 3) below. You will recall that we introduced the concept of *enabling* in the last issue.

2) *Audit/Internal Audit interface* - a keynote feature will appear in the next issue, this will be mainly the co-ordinating of existing knowledge and communicating this in a more holistic way to all who need to know. The position with RM and IA is already well established, but we aim to develop the relationship for ultimate outcomes.

3) *Human Resource interface* - much of the research on this topic will break new ground and will be ongoing even as the rest the Guide is being considered by the **irm** office and the Faculty from mid May. One day we may even talk about a “risk triangle” of RM, IA and HR.

2 of 2 - Enabling Keynote feature

We start to look at enabling and our mission ahead will cascade down from the basic premises on which the SIG was conceived back in 2005 - Communication

Your editor wrote an article a little time ago for **StrategicRISK** magazine which included some bullet points listing the essential features of organisational communication. For the Guide, this model has evolved to allow a split into two categories to encourage enabling:

Enabling System

- + Must extend down far enough as only High Management has the big picture.
- + Organisations must have a formal communication strategy
- + The communication strategy must extend beyond the organisation - eg partners
- + Organisational charts are important
- + Risk Manager should be clearly shown as communicating with all
- + Freedom from retribution for bottom up reporting

Enablers and their duties

- + Risk Managers must be good communicators
- + Risk v Uncertainty - Uncertainty is better, but risk is an easier term to communicate
- + All Risk managers must appreciate that communication is “absolutely crucial”
- + Risk Champions should be Risk and Communication Champions
- + Lateral communication in an organisation is often overlooked

Much of this is self explanatory or set out elsewhere within the Guide. But “lateral communication” will be new to some, at least in the context that is involved here. The key to this is that the subject is shown a “duty of a person” rather than as a system: It would not be desirable, in fact probably impossible, to have horizontal solid lines on an organisational chart. But lateral communication is important and poor skills have lead to so many disasters and insurance claims over decades.

Risk and Communication Champions (at various levels) posted at critical points in the organisational structure should have responsibility for communication through “downwards at an angle solid chart lines” to other departments or sideways and even upwards through “dotted lines” in areas that are important and within their special skill range.

The other key aspect is that these champions will be the ones whose experience will be able to see and encourage others to see opportunities as well as threats in day to day actions. Similarly, formal ERM systems (H&S tick-box type) which of necessity mainly relate to threats can be enabled by the Champions and opportunities taken where and when they present themselves. The champions must be paid for these extra duties, and here we start to see the concept of *JUST REWARD*. There will be a feature on this subject along with a report of Professor Oldfield’s address at the AGM in *Issue no 43* during June.

And now for something different

Something a little lighter is called for to conclude this issue. A retired couple known to your editor live on a mobile home park somewhere in Central England – the park is set next to wooded open country and is serviced by a narrow one way road subject to a 5 mph speed limit.

Most of the residents are senior citizens, there being a wonderful camaraderie between them. However, one or two units are let out to undesirable elements and one such tenant had a visitor on the same evening each week who used to race his hot-hatchback car round the place with stereo on full blast – BOOM.....BOOM.....BOOM.... he went.

One week there was a collision with a gentleman who was a walking stick user, fortunately without any injuries (it was almost a near miss). Being on private land, the Police were not involved, but the site manager banned the lad from visiting in the future (apparently mobile home park site managers have the authority to do that).

Move forward to the next week, residents waited with baited breath to see if the miscreant would return. At the allotted hour, a motorcyclist arrived in all black including a tinted visor helmet - looked like a cross between Ron Haslam and a stealth version of “the Stig” (and if you don’t know who they are don’t worry). He rode gingerly round the site and parked in the usual place and entered the mobile home, still with his (assumed gender) helmet on. After a couple of hours, the figure emerged from the mobile home fully helmeted and gently rode off keeping within the 5mph speed limit – well almost.

Now I am sure that those of you who are legally inclined will say that there was not enough evidence to say it was the same young man – but let’s assume for the sake of the story that it was. The ban had been ineffective, at least in part as the person had gained access. But the ban was successful, at least in part, as the speeding danger had been avoided – what we in the business call “a trade off”.

[Sometimes you have to do something different to bring about the required result. Ed](#)

***** End of Transmission *****