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DUBAI INTERNATIONAL PROJECT MANAGEMENT FORUM



#### **Avoiding surprises**

Through effective risk and crisis management

**Towards the Future** 

Raajeev B Batra
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KPMG Lower Gulf Limited

#### Agenda



Why Risk Management is Struggling



**Principles of Effective Risk Management** 



**Towards the Future of Risk Management** 



Crisis Management vs. Risk Management



**Key Take Aways** 

## 

Why Risk Management is Struggling



### Why Risk Management is Struggling



















Principles of Effective Risk Management



#### Principles of effective risk management





Identify risks early



Factor in organizational goals and objectives



Manage risk within context



Involve stakeholders



Ensure responsibilities and roles are clear



Create a cycle of risk review



Strive for continuous improvement



# 103

Towards the Future of Risk Management



#### A two-dimensional prism is no longer viable



In this age of disruption, where we are witnesses to economic volatility, geopolitical uncertainty, a digital revolution and climate change, we can no longer approach risk with a conventional likelihood and impact methodology.

Focus on single events

Static view of risks

Misallocation of resources

Points of vulnerability not monitored

No linkage to business decision making Response driven by ex post facto reviews

Governance inhibiting rapid and flexible risk decisions

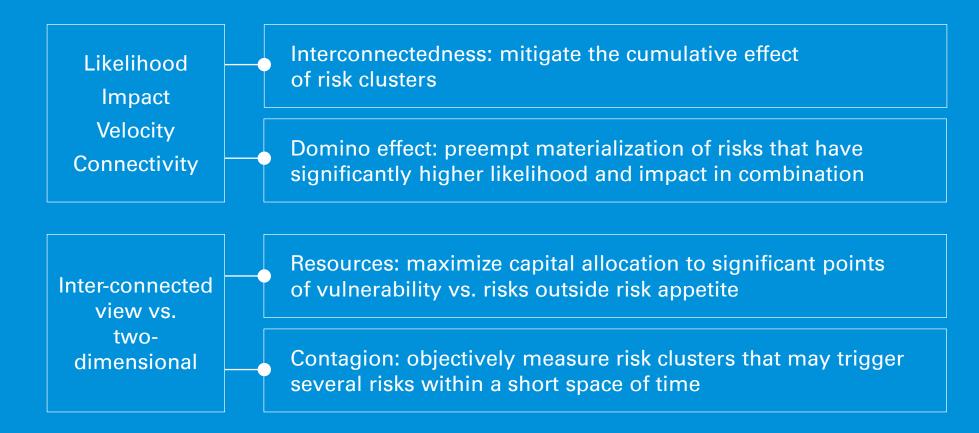
Emerging risks not addressed



#### Dynamic risk assessment: the power of four



Dynamic risk assessment identifies, connects and visualizes risk in four dimensions to objectively measure genuinely significant threats and have a holistic understanding of the risk network







Crisis Management vs. Risk Management

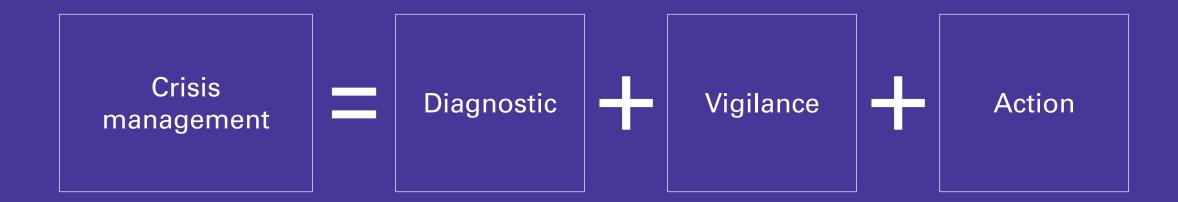


### Crisis management vs. and Risk management



Crisis management is a **response**...

...Whereas Risk Management is **Strategic** 





#### Crisis management plan - essentials



- Assemble crisis squad
- Identify organizational vulnerabilities
- Define actions
- Set out clear chain of command
- Communicate
- Provide necessary training





Key Take Aways



#### In summary



- Strengthen integration between strategy and risk management
- Adopt 3 Lines Model for effective risk assurance
- Develop play books for your top risk
- Reposition management level risk committees to be more strategic
- Crisis management plan is ultimately a process
- Best crisis management strategies are adaptable





## Thank you



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