



Risk 2 SOLUTION
PROTECTING WHAT COUNTS

Leadership and High Performance in the New Normal

STATEWIDE MUTUAL
RISK MANAGEMENT CONFERENCE
25-26 AUGUST 2022





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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

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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



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

PSYCHOLOGY OF RISK

Self-actualization

Esteem

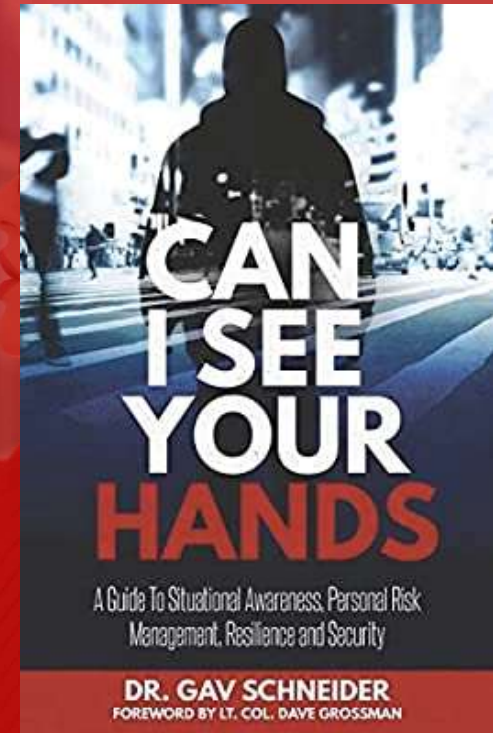
Love / Belonging

Safety

Physiological

Applying the WHOLE of
PERSON MODEL (WoPM)

- ▶ Personal life
- ▶ Work life
- ▶ Virtual life



PRESILIENCE®

THE JOURNEY

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



1

Compliance



2

Resilience



3

Presilience®

Multi-level application

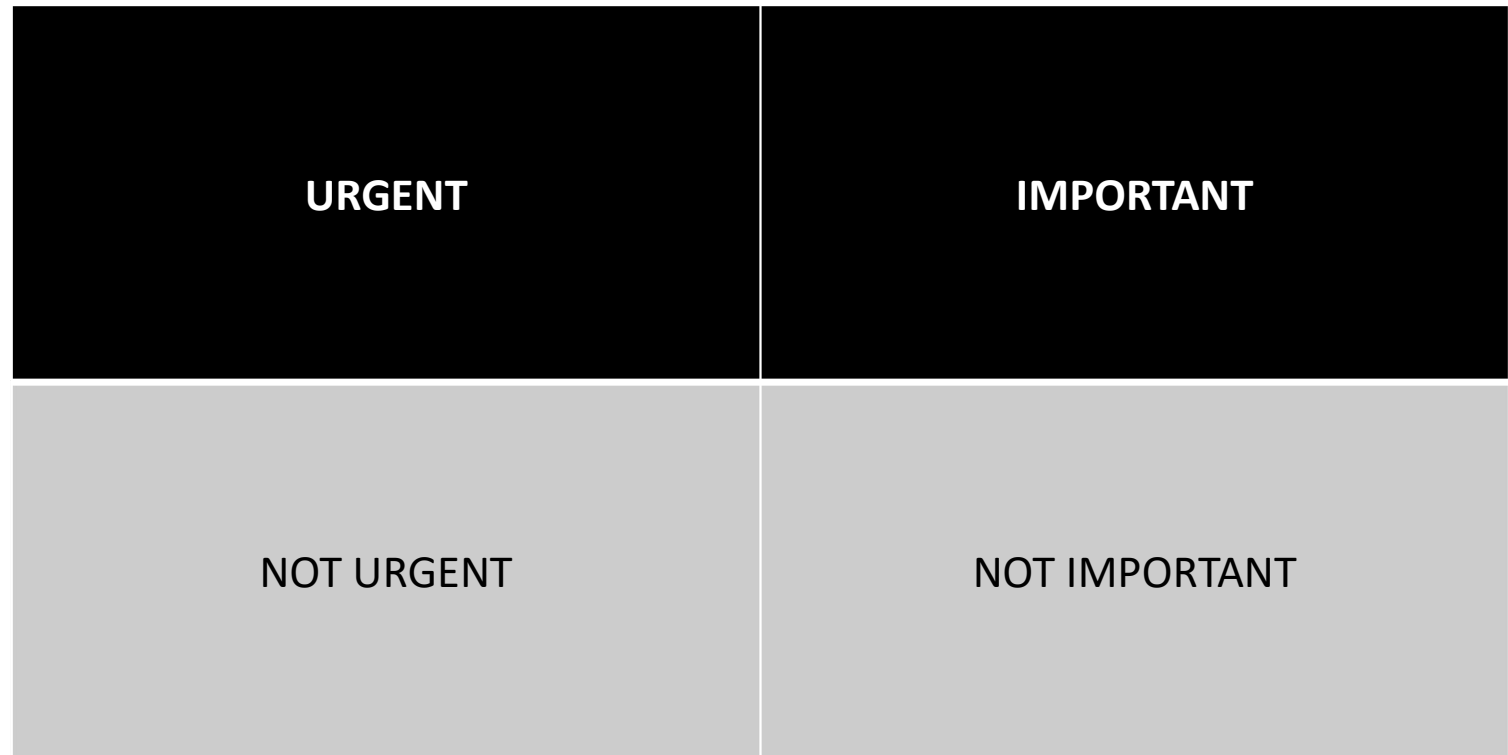
Ethical check Level

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





UNDERSTANDING URGENCY AND IMPORTANCE The Eisenhower Matrix



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.

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

Tribal Leadership



Undermining

*Apathetic
Victim*

Lone Warrior

Tribal Pride

*Innocent
Wonderment*

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



**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.

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



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...

- ▶ 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

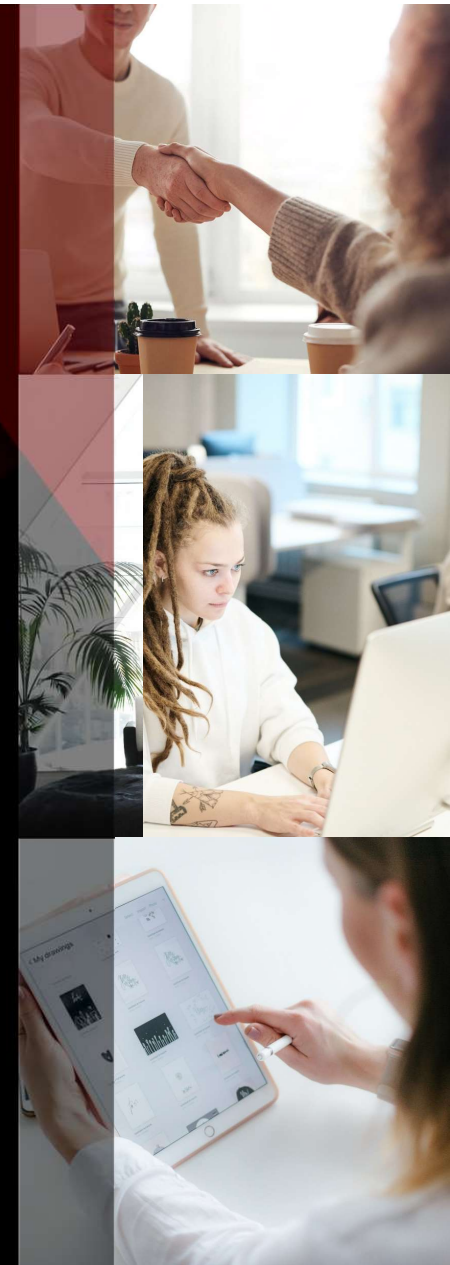
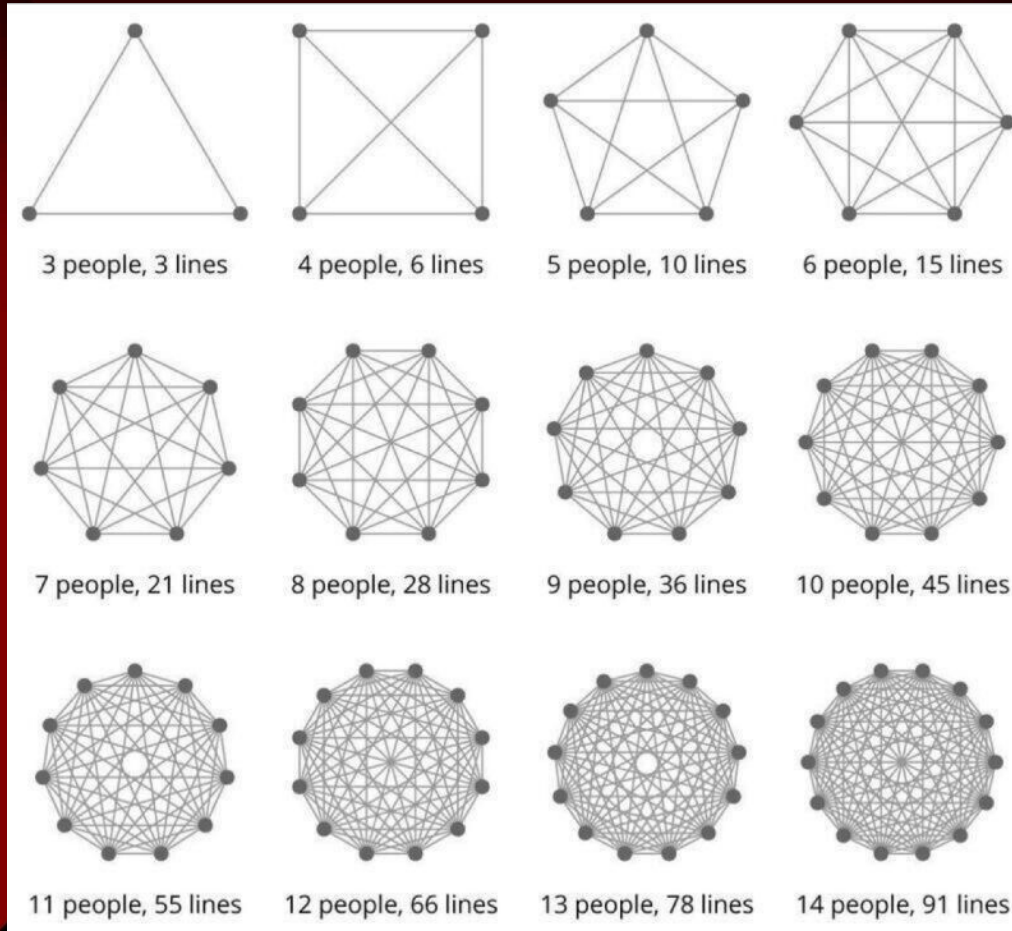
STRATEGIC



Risk Communication

Entails the **systematic dissemination of information** to diverse audiences in order to facilitate their informed, independent **decision making** about the existence, nature, and/or severity of exposures and risks that have the **potential** to affect them.

ITS NOT SIMPLE



WRANGLING COMPLEXITY

Bad news

- Businesses, teams and individuals today are struggling to survive and thrive in an ever more complex and rapidly changing world

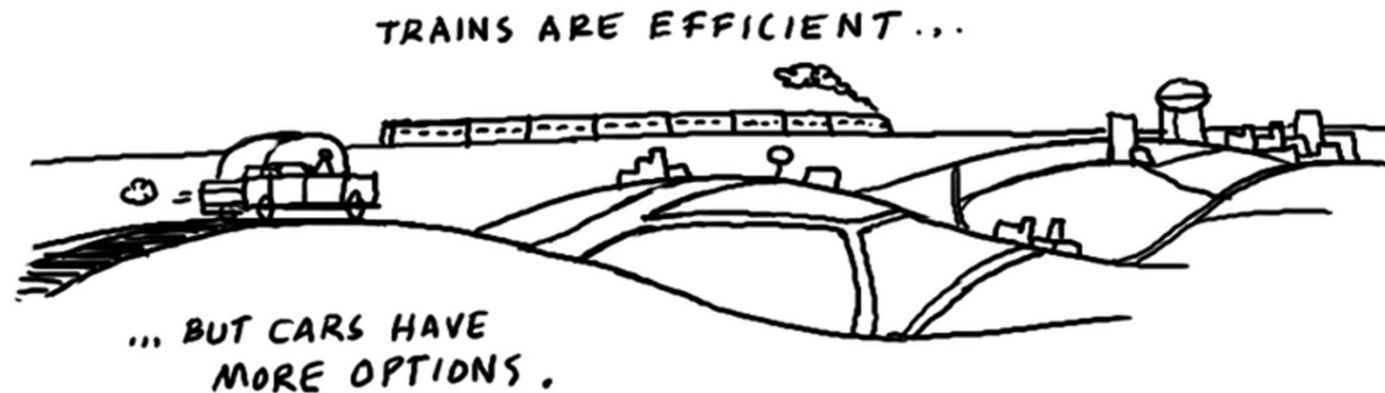
Good news

- A lot of the problems of addressing complexity and change have already been solved but it's not easy
- Resilience Methodology is a way of doing work to better address complexity and ongoing change
- Resilience Methodology emphasizes continuous learning, adaptation, and distributed control, rather than planning, prediction and central control
- Specifically designed for managing work in fast-changing, complex, uncertain environments

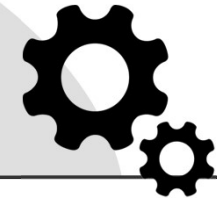


WRANGLING COMPLEXITY

MOST ORGANISATIONS OLDER THAN 20 YEARS ARE NOT BUILT FOR AGILITY & COMPLEXITY



Most Organizations today are not designed with agility and adaption in mind. Their systems are tightly coupled, because their growth has been driven by a desire for compliance-based efficiency rather than adaptive elasticity.



ORGANISATION

Purpose & Vision / Mission & Values / Leadership & Followership

Getting the right balance between PEOPLE and PROCESS allows organisations to achieve DYNAMIC RISK EQUILIBRIUM

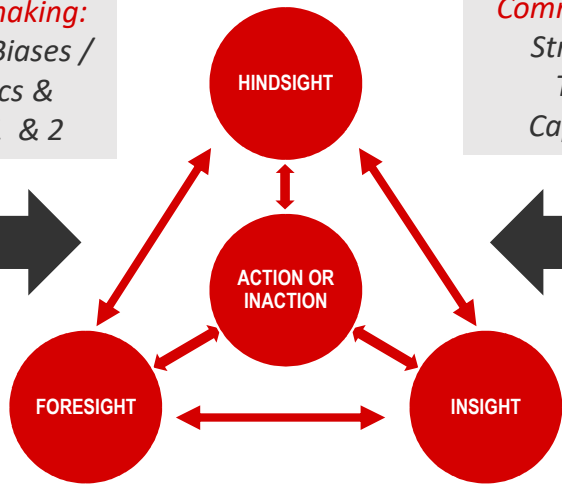
PEOPLE (Purpose)

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

**UNDERPINNED BY
RISK INTELLIGENCE**

*Decision making:
Cognitive Biases /
Heuristics &
System 1 & 2*

*Communication:
Strategic &
Tactical
Capabilities*



*Critical Thinking:
Sense & Meaning Making*

***Situational Awareness, Vigilance
& Mindfulness***

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



Risk 2 SOLUTION
PROTECTING WHAT COUNTS



"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
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