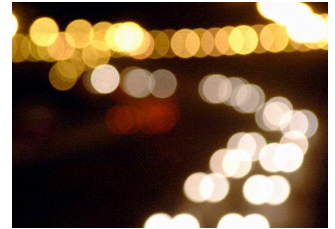


Sentinel Risks

Are you reading the map...
...or the **territory**?



Picture this...

An organisation tracks its performance, monitoring operations and organising resources to meet demand. It grows, and success reinforces its outlook. Then, in what seems like slow motion, a combination of unforeseen risks mature into a critical threat. But aren't all unforeseen risks just that? Outside our ability to forecast?

A proactive view

Many unforeseen risks can be identified by a skilled, impartial, independent observer. We call them sentinel risks, and they have specific characteristics. In our experience, sentinel risks are camouflaged by many management systems, but can be spot lit using a specialist review. We have proved this in over a hundred organisations, including Amcor, AMP, BRL Hardy, Coca Cola, Ford, Fosters, GIO, P&O, Southcorp, Toll, UPS, and Xerox.

What are Sentinel Risks?

This is not a trick question. Nor is it particularly tricky. But it does require some insight into how issues combine to magnify risk. Some risks present little problem in isolation, but together can exceed the sum of their parts. Consider the reinforcement of these risks acting 'in concert':

- A significant shift towards out-sourced maintenance and loss of key asset knowledge, coupled with changes in equipment duty, and a change in ownership conspired to derail a major transport group.
- Changes to recruitment policies, increased patient demand, and interim management appointments combined to allow a series of critical mistakes in a hospital's service delivery.
- A small software company delayed development of a design tool to incorporate extra functionality, only to be beaten by Microsoft issuing a simple, cheap equivalent.

Scenario's approach

Our approach discovers your sentinel risks and treatments by conducting the following activities:

First – we borrow the organisation's compass

You can keep your watch. We're more interested in what you're tracking, how you track it, and what evidence you use to gauge performance. Your view of future performance is particularly interesting to us, and we'll probe your 'outlook capability'.

Second – we take the collective pulse

This is best achieved by speaking with the executives, managers and operators who mobilise your thoughts and decisions. We ask for access to your team, so we can conduct structured interviews and gather specific evidence.

Third - we apply our experience

The difference between a map and the territory is a critical factor. Sometimes the difference is slight, but its impact is massive. We can spot small gaps, and have a well-rounded view in connecting the dots that can lead to sentinel risks and their treatments. (We contributed to the Australian Standard for Risk Management in 1996.)

Fourth - you share our consolidated insight

With your executive team, that is. Of course, it was your insight all the time, but we reframed it using our experience. We're confident that you and your management team will understand the immediate and longer-term changes required to avoid the downside of sentinel risks revealed. Plus, capitalise on the upside of the same risks left untreated by your competitors.

We deliver significant insight within four weeks. There is a guarantee of satisfaction with each sentinel risk appraisal, so capitalise on our expertise and **make your risks worth taking**.

