

# Enterprise Risk Management Seminar



**Capturing the Upside**

19 November 2014 • Hilton Sydney



**Actuaries  
Institute**

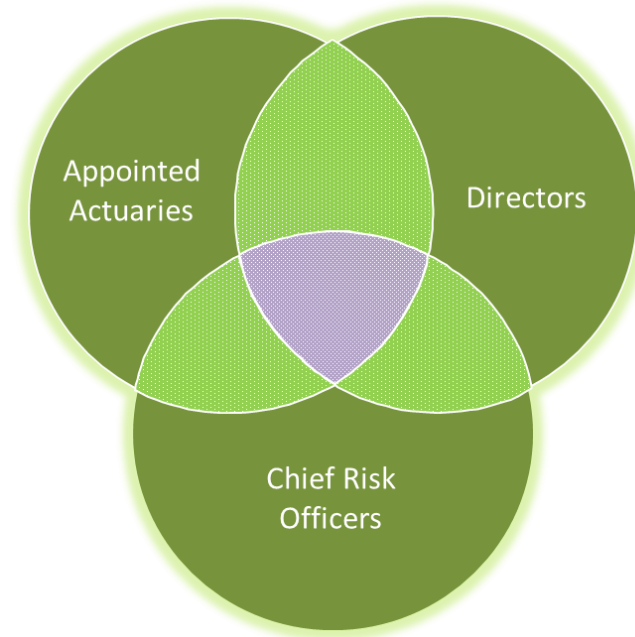
# Capturing the Upside of Risk in Practice

Scott Mackenzie

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# “Chief Challenge Officers”



*Common Ground*

# Capturing the Upside of Risk



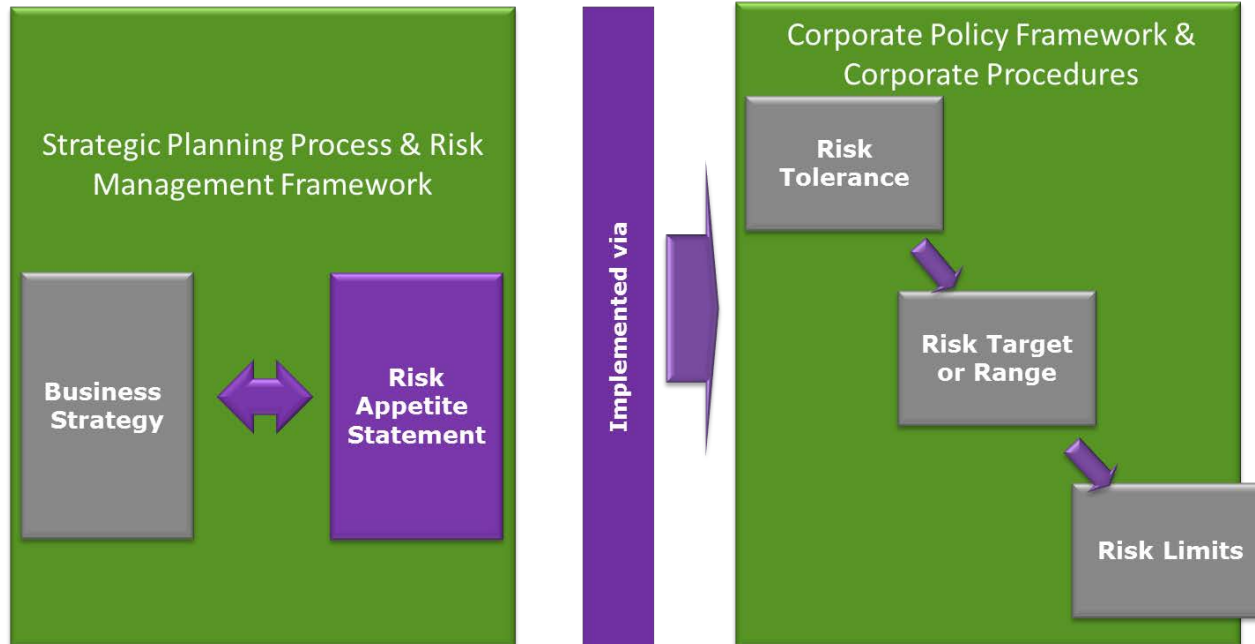
“What to Challenge” –  
Maximising the organisational risk boundaries

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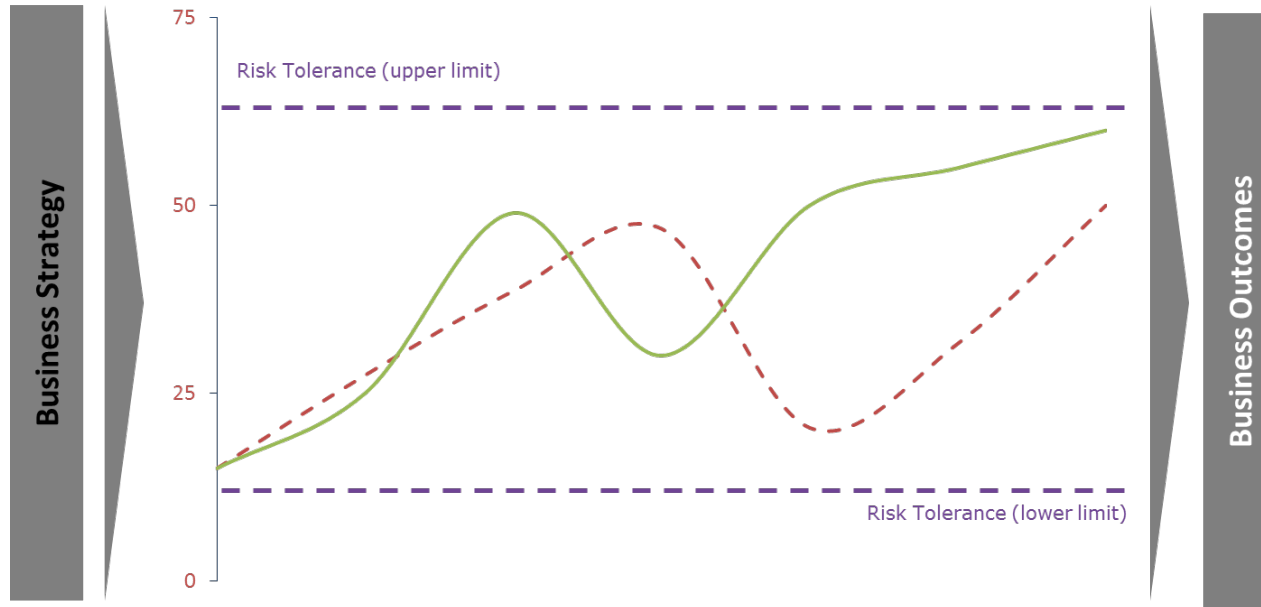


“When to Challenge” –  
Different Perspectives uncover opportunities

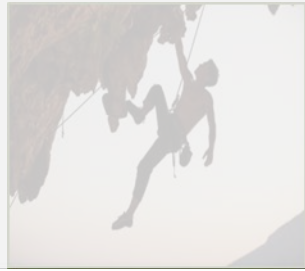
# Challenging at the risk settings stage to allow for upside



# Challenging the flow of ongoing decisions within the overall risk settings



# Capturing the Upside of Risk

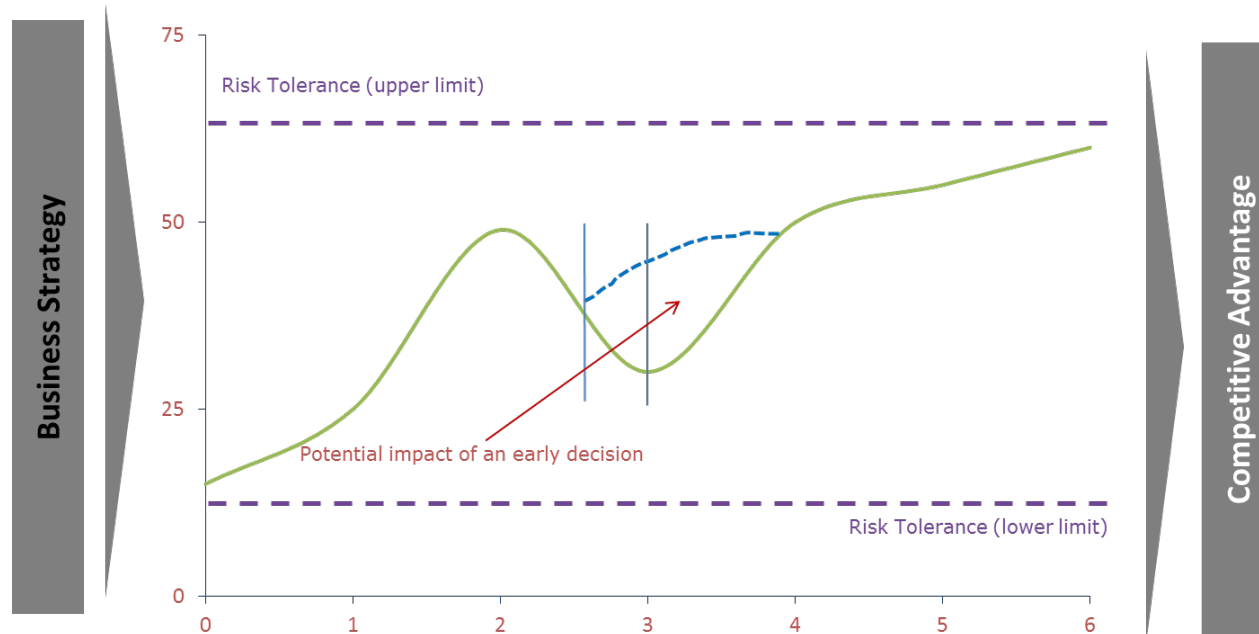


“What to Challenge” –  
Maximising the organisational risk boundaries



“When to Challenge” –  
Different Perspectives uncover opportunities

# Timing of the “Challenge” for the greatest effect



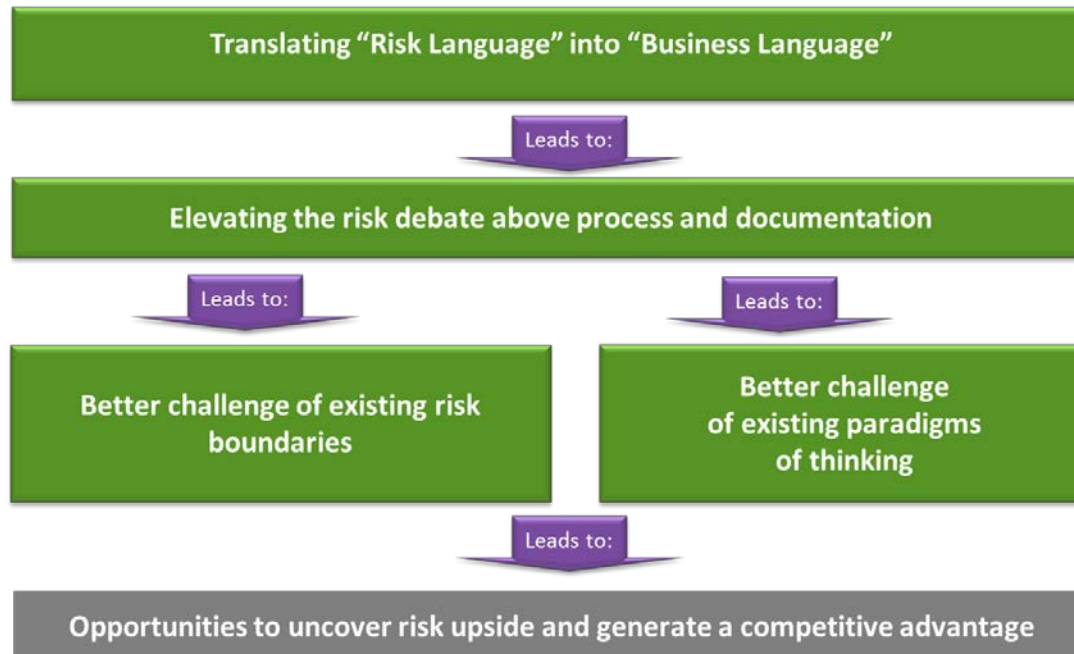


# Rising above the competition

## To Summarise

- Risk is more than just a process or a document
- Risk can help perceive the landscape ahead and uncover opportunities
- The ability to choose when to make a business decision is a competitive advantage

# “Chief Challenge Officers” – how to capture the upside of risk



ANY  
QUESTIONS  
?

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