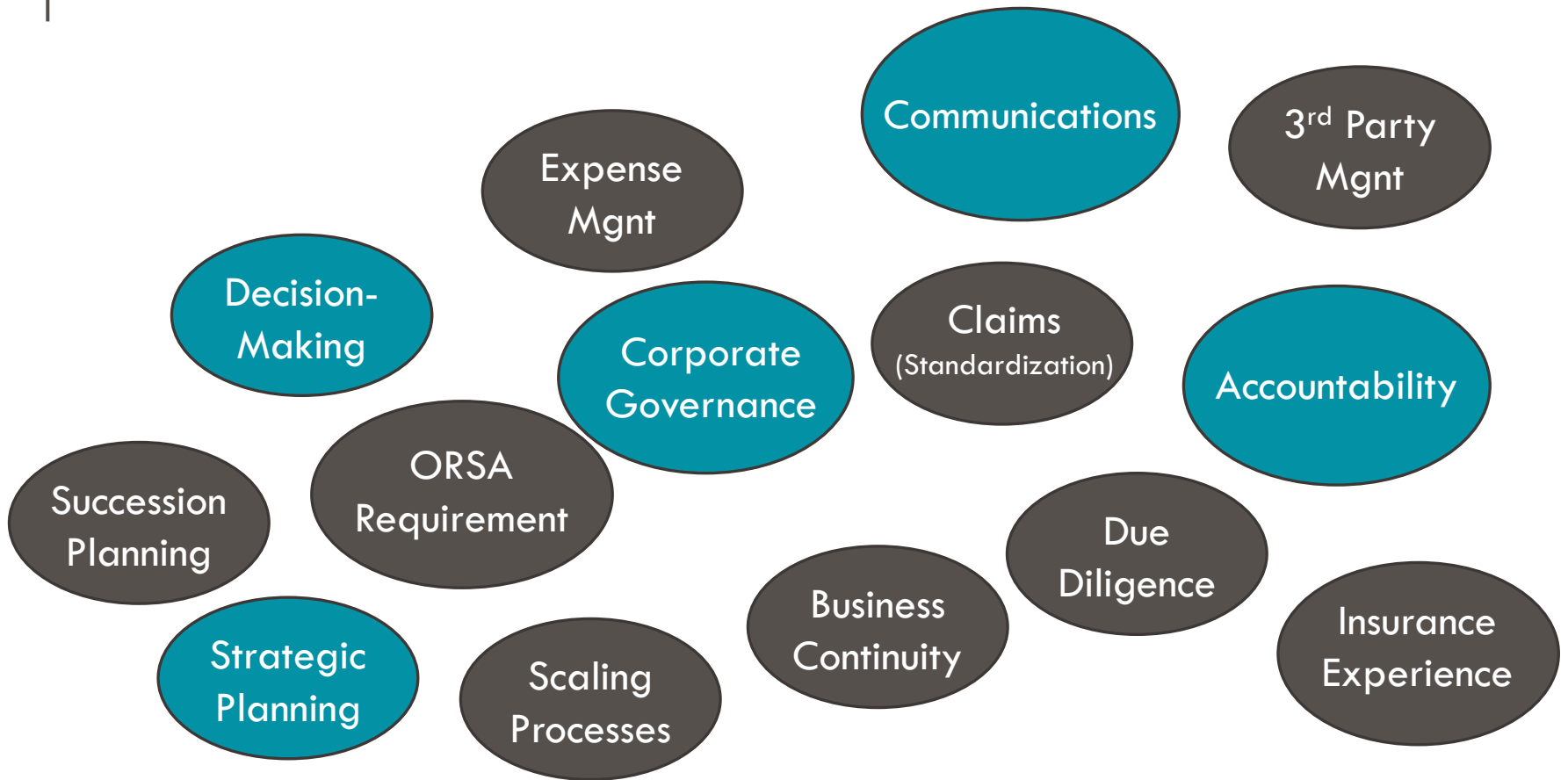


Strategic
Decision
Solutions

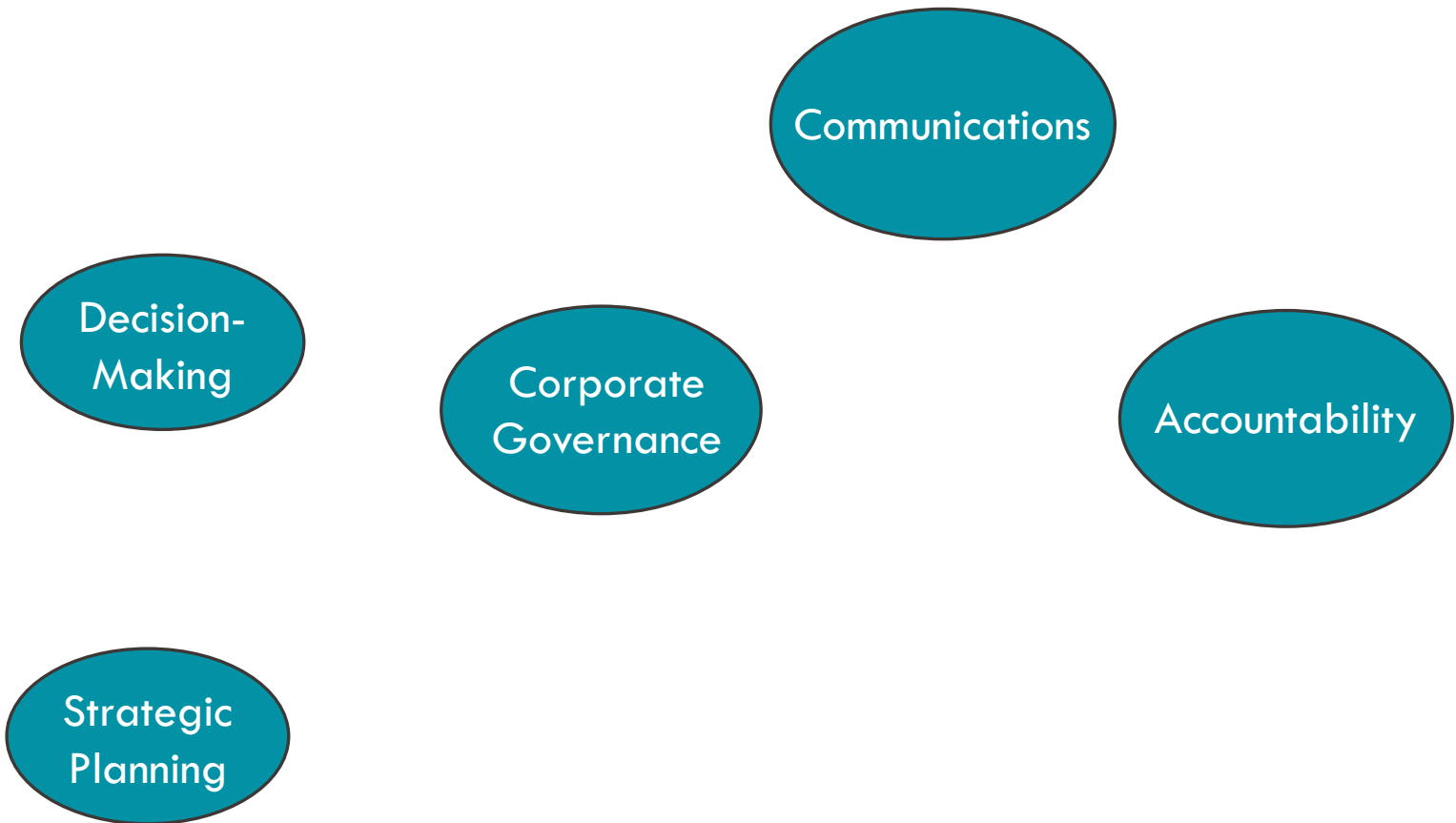
TOP RISK ROADMAP

ABC Company
Date

ENTERPRISE RISKS



ENTERPRISE RISKS – TOP 5



ROADMAP CONTENT

- 2-5 recommended actions to properly address each risk
 - Can provide quick wins
 - Helps to meet company goals
- Prioritized time frame
- Proposed ownership identified for accountability

DECISION-MAKING — OVERVIEW

Summary The decision-making process is not collaborative. The CEO or other C-Suite members may change priorities quickly without discussion with VPs. There is also a lack of metrics or use of (internal or external) data to guide decision-making.

Risk Executives may miss key information or fail to consider the company's ability to implement changes when not involving VPs in the decision-making process. Also, the company cannot make informed decisions without consulting appropriate metrics and data. The constant change may negatively affect employee engagement.

DECISION-MAKING - RECOMMENDATIONS

1. Develop a team mentality among C-suite (rebrand as the Executive Team)
2. Develop a team mentality among C-suite *and* VPs (rebrand as Senior Leadership Team)
3. Solicit input and insights from VPs during decision-making process
4. Empower VPs to set and follow departmental action plans to meet Corporate Goals
5. Consider internal or external data in decision-making processes

Considerations

1. VPs creating departmental action plans will increase corporate accountability.
2. Strength: Willingness to be innovative creates ideas for deliberate exploration and discussion.

DECISION-MAKING - RECOMMENDATIONS

Recommendation	Timing	Dependencies	Resources (Ownership)
Rebrand C-Suite to Executive Team	Mid-January	None	CEO (XXX)
Develop Senior Leadership Team	Mid-January	None	CEO (XXX)
Include VPs in decision-making processes	January	Vision statement, Strategic Plan, Goals	C-Suite, CEO (XXX)
Empower VPs to develop department plans	January	Vision statement, Strategic Plan, Goals	C-Suite, VPs (XXX)
Incorporate data into decision-making process	Begin May	Identification of metrics and data sources	VPs (XXX)

 Overall risk dependency: Strategic Planning, Communications, Accountability

STRATEGIC PLANNING — OVERVIEW

Summary The CEO has a vision for the future and high-level corporate goals, but these have not been communicated well to the VPs and employees. Additionally, there are no performance metrics or action plans to ensure successful implementation of projects.

Risk Without a clear corporate vision and goals, employees are not focused on achieving set corporate goals, making it difficult for projects to be completed successfully, and likely causing human and monetary resources to be used ineffectively.

STRATEGIC PLANNING - RECOMMENDATIONS

1. Create a written Vision Statement with a corporate mission, vision, and values
2. Develop an official, written Strategic Plan with measurable and realistic Corporate Goals and Objectives
3. Communicate the Vision statement and Strategic Plan to all employees

Considerations

1. See Communications risk for more regarding a communication strategy.
2. Strength: Employees are hard-working, flexible, and work as a team. They should readily adopt the strategic planning documents once they are communicated.

STRATEGIC PLAN - RECOMMENDATIONS

Recommendation	Timing	Dependencies	Resources (Ownership)
Create Vision Statement	Late-January	None	CEO (XXX)
Develop Strategic Plan with Goals	February	Vision Statement	C-Suite, VPs (XXX)
Communicate Vision and Strategic Plan	May	Vision Statement, Strategic Plan	C-Suite, VPs, HR, Marketing, communication point person (XXX)



Additional recommendations: Create Annual Plan to focus on shorter term projects and follow them through to completion.



Overall risk dependency: Decision-Making, Communications, Expense Management, Accountability

COMMUNICATIONS — OVERVIEW

Summary A lack of communication strategy has resulted in a constant shift of focus. Employees, including VPs and Directors, need clarity on what decisions have been made, how those decisions tie into corporate goals and priorities, and how their roles are affected.

Risk If employees are not informed about the company's vision, strategic plan, goals, objectives, and other decisions, they may be unable to determine how their individual roles fit within the organization. This can lead to poor job performance and a lack of engagement. Employee retention may also be negatively affected.

COMMUNICATIONS - RECOMMENDATIONS

1. Establish a position for an internal communications point person
2. Develop an ongoing communication strategy
3. Work with new communications person to release a clear, united message to employees regarding new corporate policies and strategic decisions

Considerations

1. Strength: Point person may come from in-house, e.g. from the Marketing team. However, he/she should act as a liaison with all departments, especially HR.

COMMUNICATIONS - RECOMMENDATIONS

Recommendation	Timing	Dependencies between Recommendations	Resources/Ownership
Designate internal communications point person	February	None	Marketing (XXX)
Develop communication strategy	March	None	HR, Marketing, communications point person (XXX)
Message re. policies and strategic decisions	May	Corporate policies, Code of Conduct, Strategic planning documents	HR, Marketing, communications point person (XXX)



Overall risk dependency: Corporate Governance, Strategic Planning, Decision-Making

CORPORATE GOVERNANCE — OVERVIEW

Summary A large company must be managed differently than a small one. Now that Security First Florida has grown, it needs more structure to handle the volume of employees, monetary resources, transactions, vendors, policyholders, etc.

Risk Without proper structure, corporate resources will quickly become mismanaged, even unintentionally. Employees may also feel disillusioned or lost without proper guidance, which can negatively affect retention.

CORPORATE GOVERNANCE - RECOMMENDATIONS

1. Develop Vendor Management Policy
2. Develop Expense Reimbursement Policy (including spending limits for certain items)
3. Develop Privacy Policy
4. Create an Employee Code of Conduct

Considerations

1. Some policy language may be pulled from existing HR documents. By separating out the policies, they can be codified and updated as needed.
2. Review existing processes (if any) to determine what improvements and changes should be made.
3. Strength: Employees appear ready and eager to accept more structure.

CORPORATE GOVERNANCE - RECOMMENDATIONS

Recommendation	Timing	Dependencies	Resources (Ownership)
Develop Vendor Management Policy	February	None	Compliance (XXX)
Develop Expense Reimbursement Policy	February 2020	None	Accounting (XXX)
Develop Privacy Policy	March	None	Compliance (XXX)
Create Employee Code of Conduct	May	None	HR (XXX)



Additional recommendations: Craft IT Security Policy, Corporate Asset Use Policy, whistleblower hotline (anonymous reporting)



Overall risk dependency: Decision-Making

ACCOUNTABILITY — OVERVIEW

Summary There is deficient level of accountability throughout the company and with third parties. A lack of key performance indicators (KPIs) and departmental plans make it difficult to hold management accountable for the successful completion of assigned projects. Negative employee performance is rarely addressed, even when bad behavior is evident.

Risk If there is insufficient accountability for employees, work performance will deteriorate, projects will fail, and the company will be unable to meet its objectives. A lack of accountability with third-parties can also lead to unnecessary financial losses due to runaway expenses and unknown contract obligations.

ACCOUNTABILITY - RECOMMENDATIONS

1. Develop a corporate budget that includes payroll, travel and event expenses, and vendor expenditures
2. Develop KPIs and performance metrics for compilation and monitoring to support accountability in all areas from employee to vendor performance
3. Create departmental plans to achieve Strategic Goals and Objectives
4. Hold management accountable to KPIs, budget, and departmental plans
5. Link performance evaluations to Strategic Goals and Objectives; also link VP performance evaluations to budget

Considerations

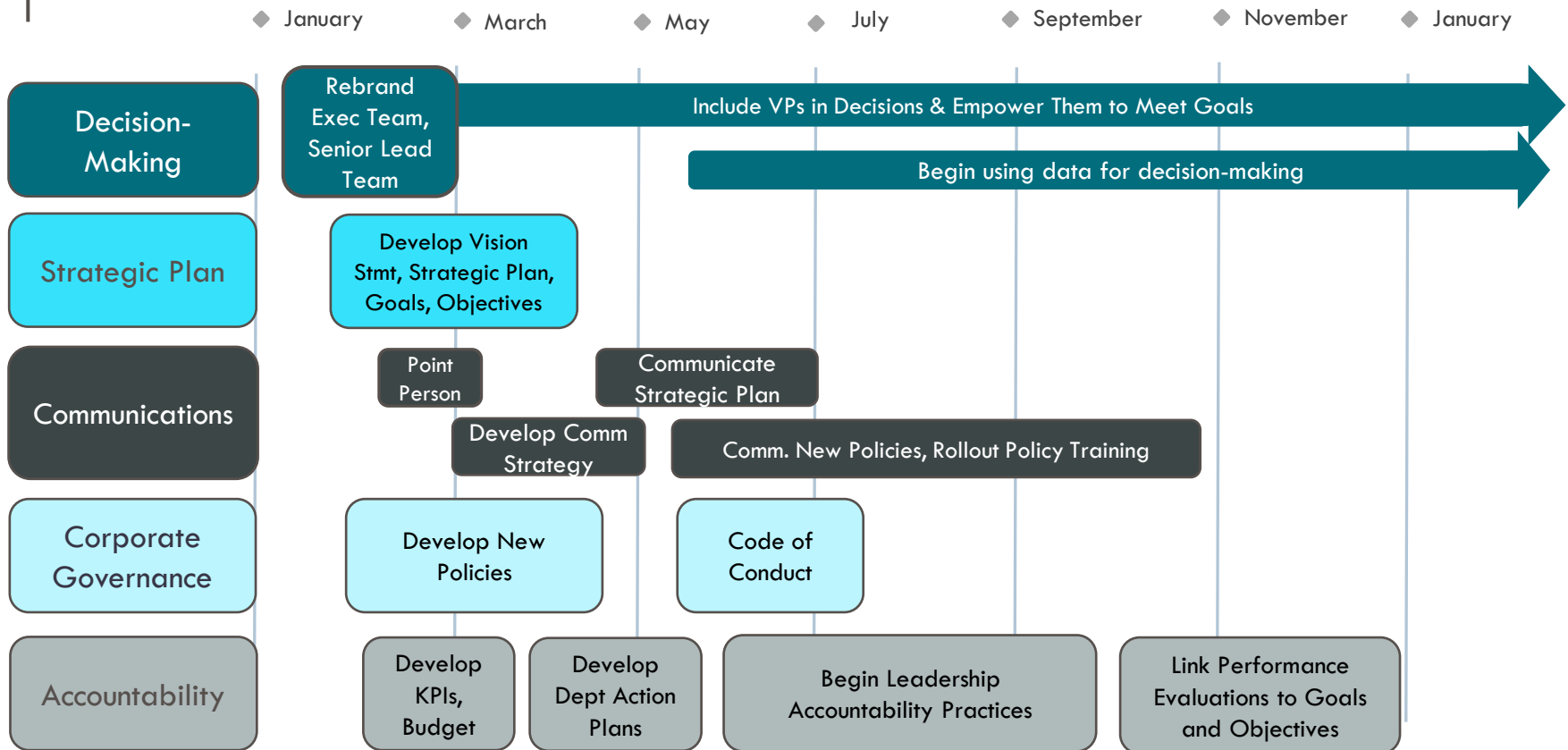
1. Corporate policies should indicate how employees are held accountable to them.
2. The identification of new supporting metrics is an ongoing activity.
3. **Strength:** By establishing accountability, you will give these employees goals, direction, and a greater sense of fairness.

ACCOUNTABILITY - RECOMMENDATIONS

Recommendation	Timing	Dependencies	Resources/ Ownership
Develop Budget	February - March	Vision, Strategic Plan, Goals, Objectives	C-Suite (XXX)
Develop KPIs	February - March	Objectives	C-Suite, VPs (XXX)
Create departmental plans	April - May	Vision, Strategic Plan, Goals, Objectives	VPs (XXX)
Begin Leadership Accountability Practices	May	KPIs, Budget, Departmental Plans, Communications	C-Suite (XXX)
Tie performance evals to Goals and Objectives	October	Strategic Goals and Objectives	VPs, HR (XXX)

 Overall risk dependency: Strategic Planning, Communications

ROADMAP TIME FRAME



TIME TO TAKE ACTION

- Are you ready?
- Do you have the internal resources?
 - Time?
 - Knowledge?
- Do you need to be held accountable?