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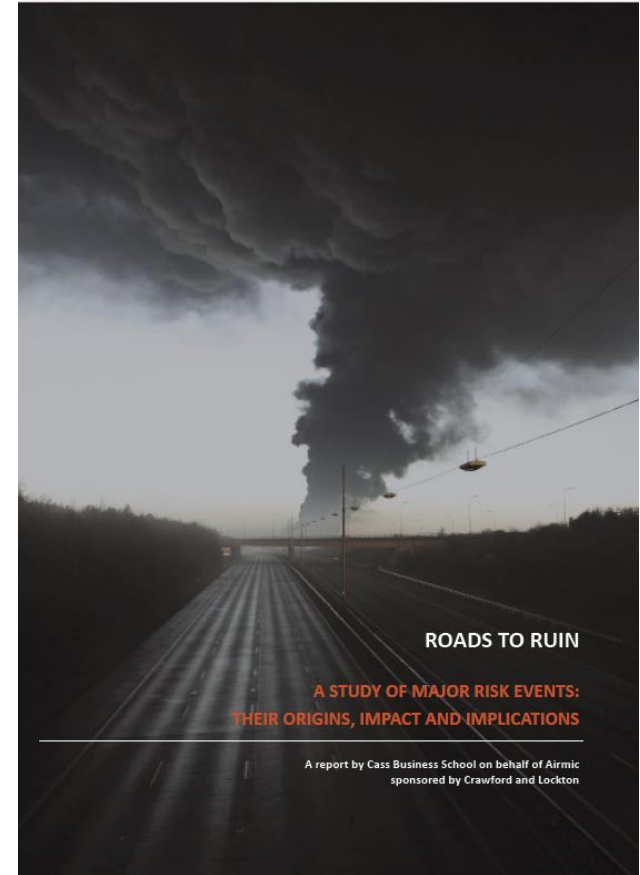
Roads to Repurposing

The Route to Responsibility
and Reputation

Roads to Repurposing

Journey to Resilience

- **Roads to Ruin** – lessons from past disasters drive awareness and change in culture
- Key risk areas that can pose an existential threat to any firm:
 1. **Board skill and NED control risks**
 2. **Board risk blindness**
 3. **Poor leadership on ethos and culture**
 4. **Defective communication**
 5. **Risks arising from excessive complexity.**
 6. **Risks arising from inappropriate incentives**
 7. **Risk ‘Glass Ceilings’**



Journey to Resilience

- **Resilience** – building strategic characteristics that enable business to survive and thrive in the global economy
- **Revolution** – the fourth industrial revolution reveals additional factors to ensure resilience and success in digital transformation
- **Repurposing** – building stakeholder alignment and trust during crisis and transformation requires a relevant and common purpose
 - Purpose – the *what, who* and *outcome* statement
 - Responsibility (values and behaviours)
 - Reputation (stakeholder trust and drivers)
 - Resilience and success (characteristics and capabilities), outcomes

Change is a constant in our lives...

Embrace change...

Never waste a crisis.

- Invest for efficiency, efficacy, advantage, differentiation and growth
- Innovate with stakeholders and use technology wisely
- Get more strategic ► invest in what matters most ► put people first