

# The journey to strategic risk management

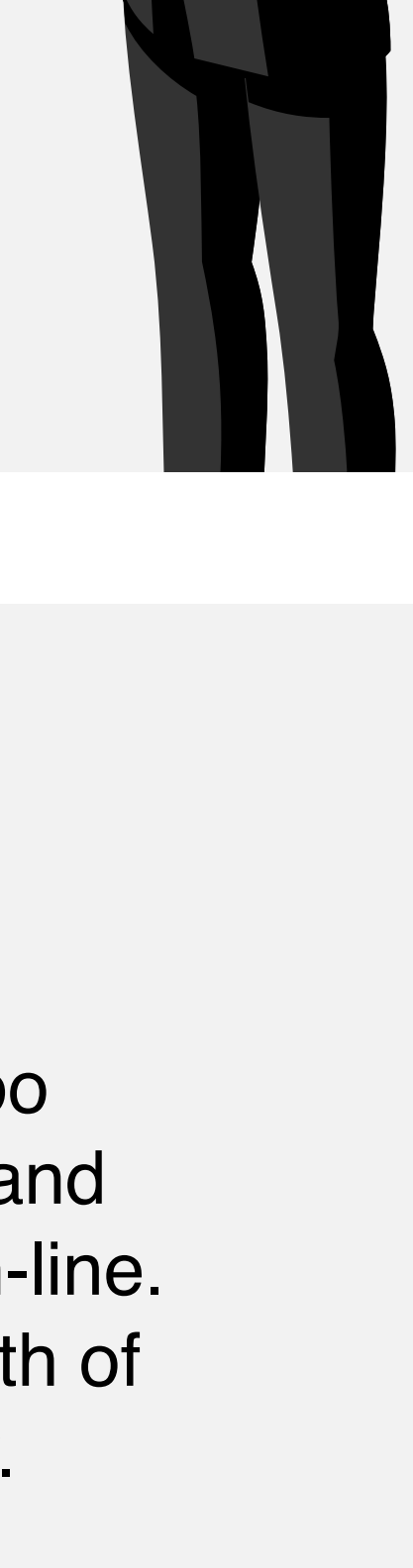
## Choose your adventurer

Some risk leaders have longer journeys than others, but the goal for each is the same.



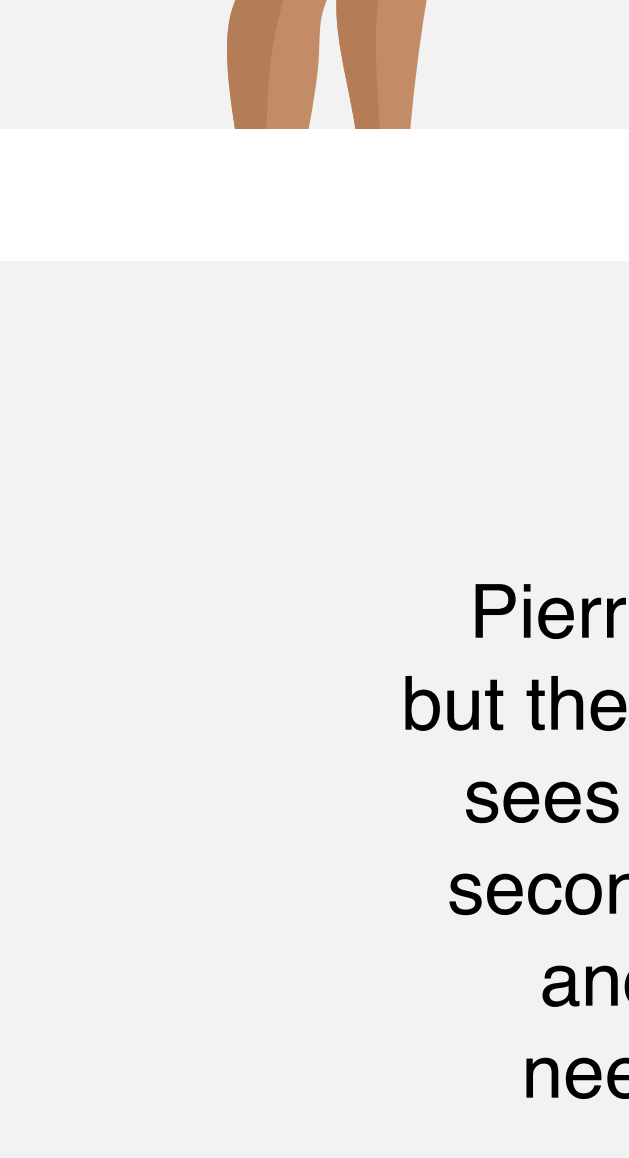
### Edward

Edward has a huge risk management to-do list and never enough time. He struggles to find talent to fill key roles. All his time is spent on solving urgent problems. Edward needs to find his footing so he can begin thinking strategically.



### Jeanine

Jeanine inherited a risk management program that's over-engineered and too complicated. The overgrowth of roles and processes obscure a strategic through-line. More than anything, she needs a breath of fresh air and an opportunity to simplify.

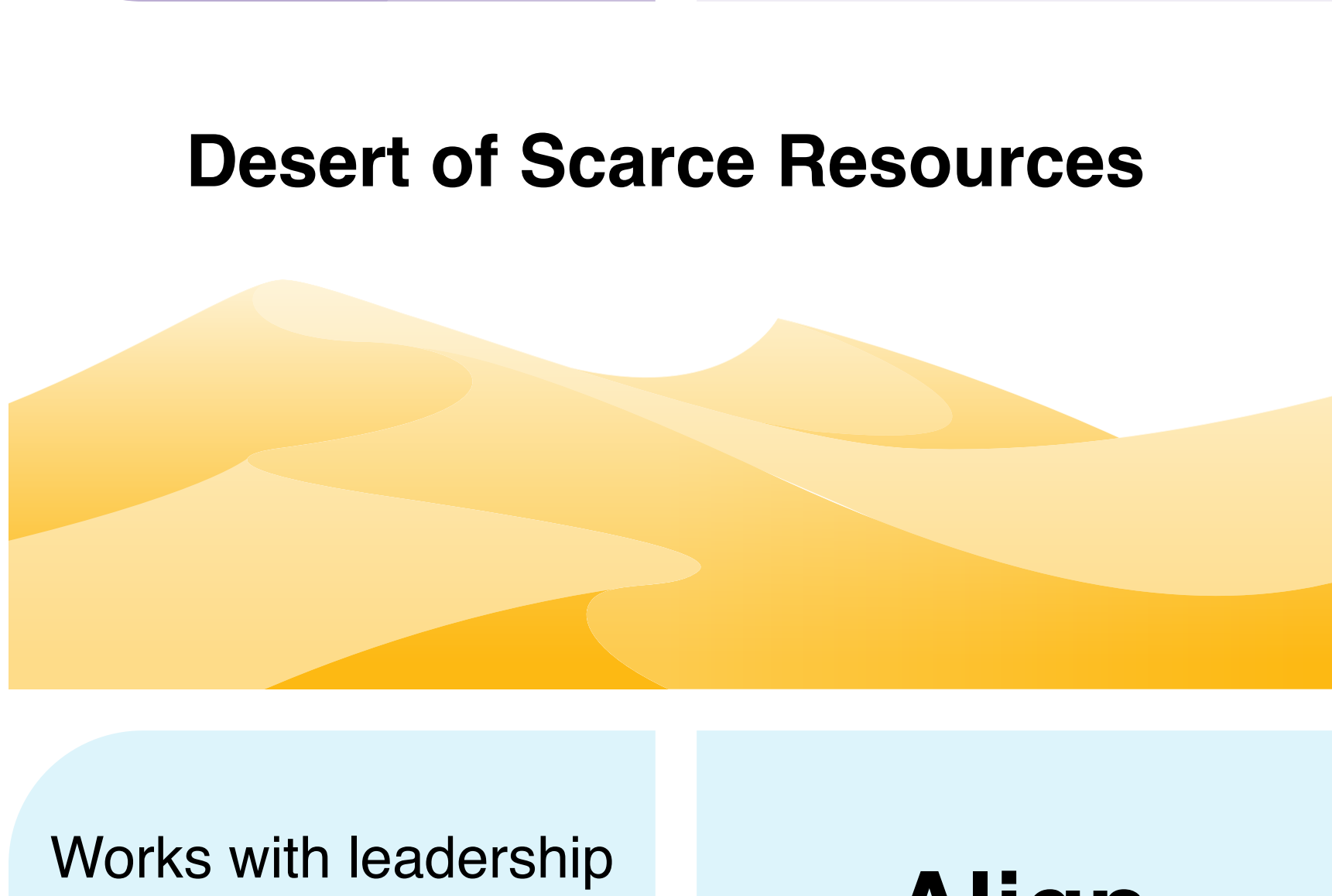


### Pierre

Pierre's risk teams are highly competent, but they handle too much. His organization sees little coordination between first- and second-line teams, which means strategy and communication suffer. Now, Pierre needs to bring business and risk teams together in collaboration.



## Desert of Scarce Resources



Works with leadership to implement a proactive, right-sized risk management approach that's aligned to risk appetite

### Assess

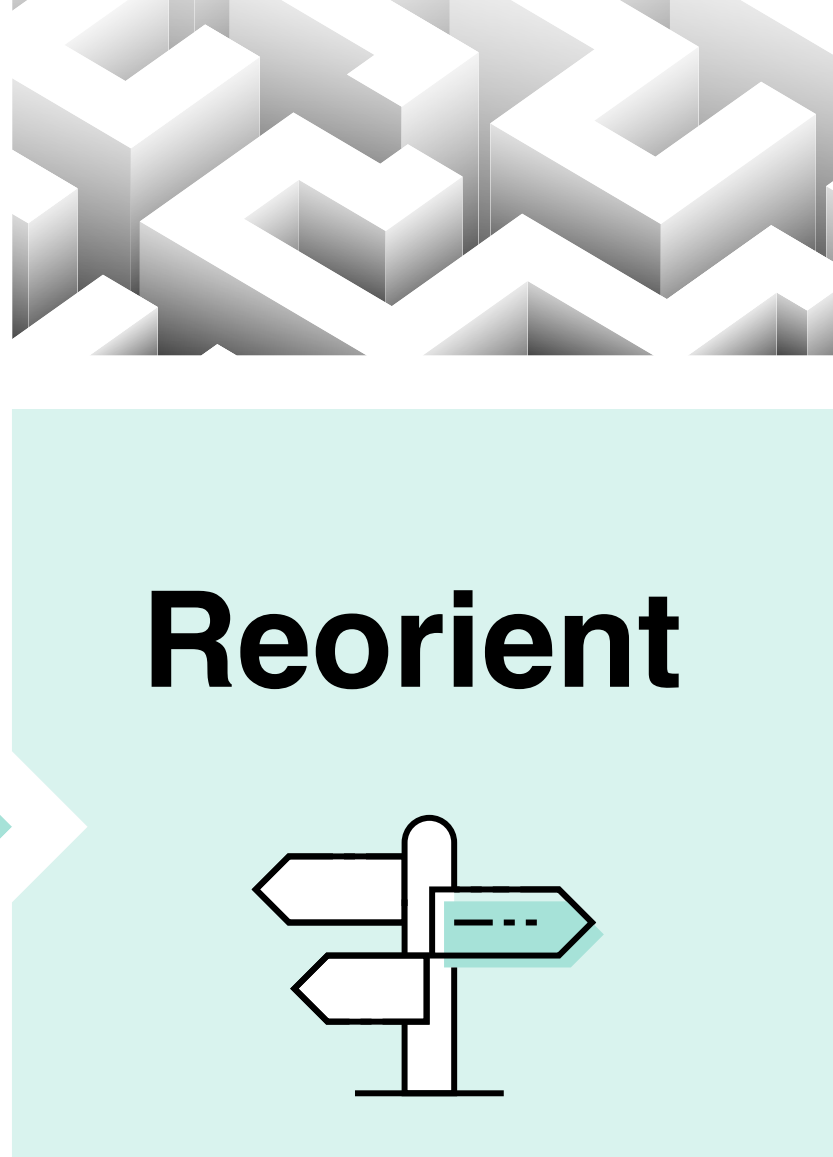
Collaborates with the first line to identify important risks related to products and services and develop shared language

Integrates risk management into products, services, and processes instead of operating within a rigid line-of-business structure

## Align



Communicates with stakeholders to identify and remove unnecessary tasks that don't affect risk exposure



## Maze of Complexity

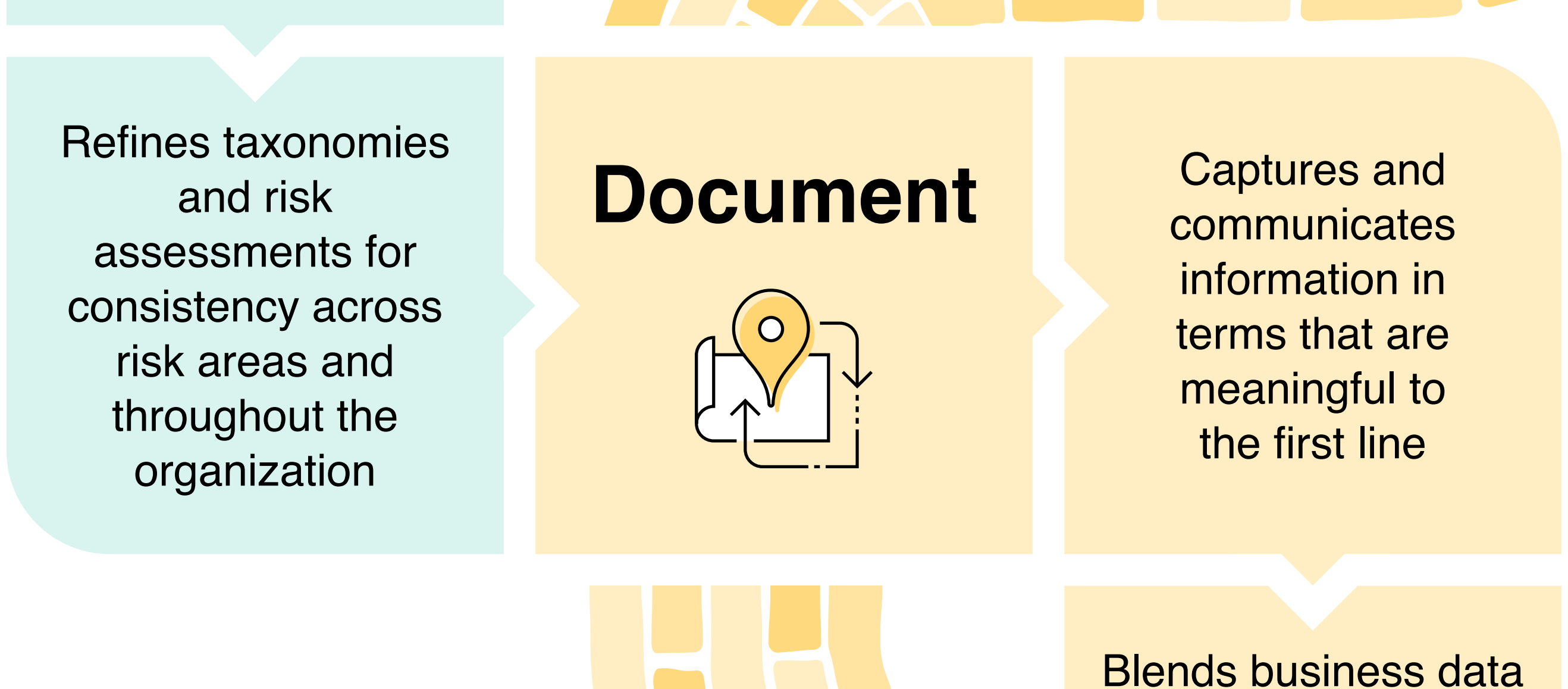
Moves many risk management activities into the first line so that the second line can focus on governance and risk oversight

### Reorient

Adjusts tone from "the second line does it all" to emphasize first-line responsibility; smooths transition via change management

Identifies which risk management activities might be handled by business teams so risk teams can shift to advisory and governance

## Road to Strategy



Aligns business and risk management teams through standard hierarchies and taxonomies for risk and controls

### Document

Captures and communicates information in terms that are meaningful to the first line

Refines taxonomies and risk assessments for consistency across risk areas and throughout the organization

### Assess

Blends business data with governance data so the organization can evaluate risk management costs versus opportunity costs

Moves toward assessing risk based on change instead of fixed intervals

Identifies concentrations of risk to allocate governance resources and address hot spots

### Report

Implements technology that allows business and risk teams to monitor and react to data in real time

Integrates tools and technologies to push and pull data efficiently and without manual manipulation

### Respond

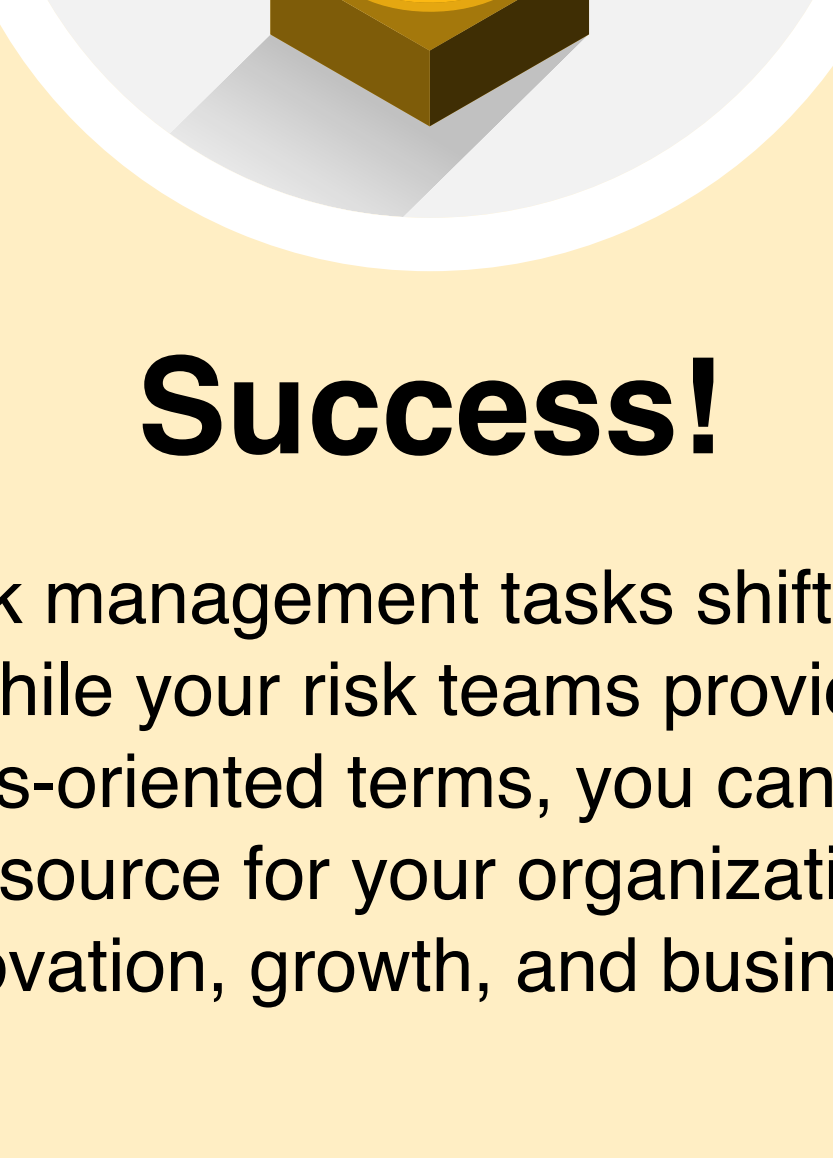
Applies deep understanding of the business and risk landscape to advise business teams on growth strategies

Manages issues in accordance with a robust issues management program

Responds quickly and with sharp focus when risk appetite or threshold is breached

## Success!

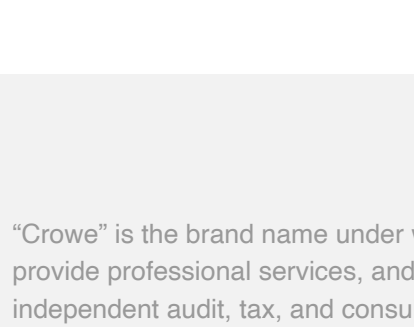
With risk management tasks shifted to the business while your risk teams provide guidance in business-oriented terms, you can serve as a strategic resource for your organization and help drive innovation, growth, and business value.



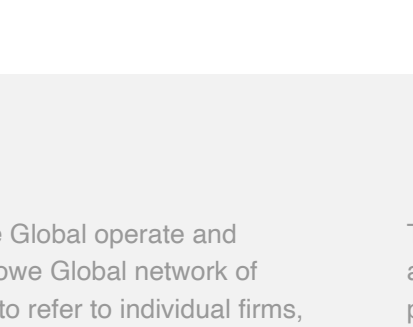
## Crowe specialists can help risk management teams claim a seat at the table.

We've guided a range of banks and financial services companies on the journey to realize a highly efficient strategic risk management framework based on shared language and responsibility between the first and second lines.

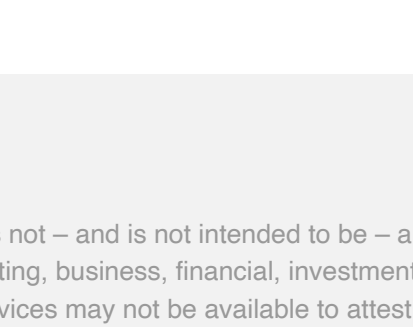
Explore risk management services



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