



R360



REDINGER 360 RISK MANAGEMENT CHECK-UP™

ASSURANCE FOR BUSINESS CONTINUITY

Your organization's business continuity strength is directly related to your non-financial risk management health.



The Redinger 360 Risk Management Check-Up™ is a proactive, high-level risk management diagnostic, used to assess non-financial risk management, EHS/S, and internal audit health. The R360 Check-Up™ identifies weaknesses, provides data, and recommends actions and strategies—enabling organizations to strengthen business continuity assurance.

Potential benefits from an R360 Check-Up are:

- Reduced non-financial risk
- Reduced insurance and operating costs
- Increased stakeholder confidence
- Increased peace of mind

REDINGER 360 RISK MANAGEMENT CHECK-UP

The R360 Check-Up™ examines **five primary risk management systems, 50 practice areas, and 16 Stakeholder Domains**. The R360 Check-Up, its findings, and its recommendations, are tailored to your specific organizational needs, from changes due to a merger, to improvement following a significant event, to addressing the communication channels among Stakeholder Domains.

5 PRIMARY SYSTEMS

The R360 Check-Up evaluates the five primary systems that drive an organization's non-financial risk management function. Each exam begins with seven questions and their resulting dialogue. The five systems and their related questions are listed below:

RISK ASSESSMENT

- How are risks identified, prioritized, and controlled?

AUDITING & METRICS

- How is performance measured?
- What is the audit and performance measurement context?

SYSTEMS & STRUCTURES

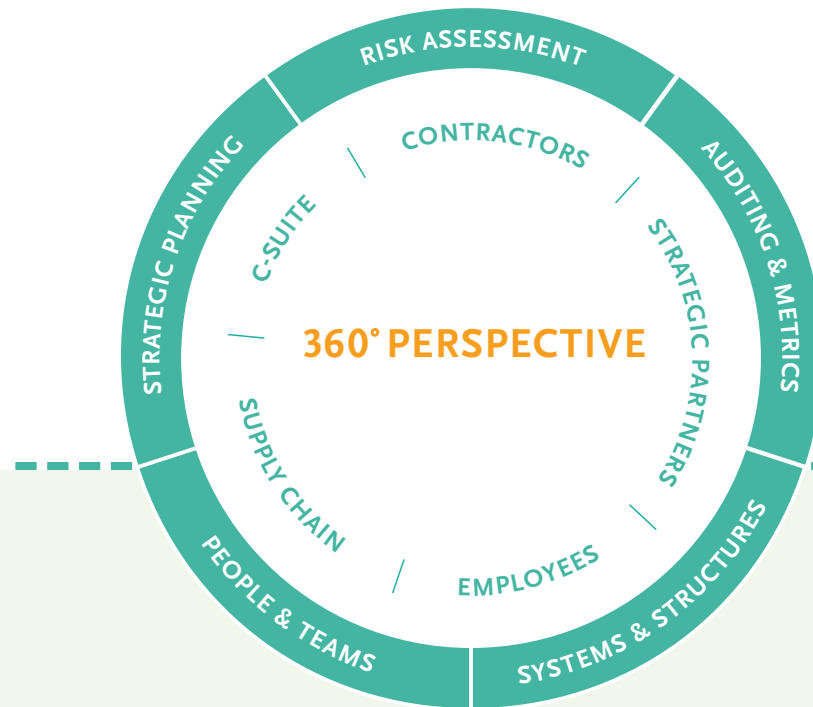
- Is an integrated management system established and maintained?
- Are worker and management accountability and engagement structures in place?

PEOPLE & TEAMS

- Is there an organizational learning ethos with strong communication, dialogue, and collaboration skills?

STRATEGIC PLANNING

- Does strategic planning include developing a compelling collective vision and getting 360 input?



16 STAKEHOLDER DOMAINS

Risk management activities affect many people and departments within your organization and link with multiple entities, both inside and outside of your company. The R360 Check-Up examines these links, communication channels, and practices among your Stakeholder Domains and recommends actions, strategies, and improvements.

Stakeholder Domains examined include:

1. Strategic Partners: Internal (HR, Engineering, Legal, etc.)
2. Operations/Business Function (Employees, Supervisors, etc.)
3. C-Suite: Corporate and Business Units
4. Contractors
5. Strategic Partners: External
6. Supply/Value Chain Partners and Vendors
7. Neighbors/Community
8. Customers
9. Board of Directors
10. Governmental Agencies
11. NGOs/Standards Developers/Conformity Assessment Bodies
12. Broader Society/Media
13. Shareholders
14. Competitors
15. Academia, Research Bodies
16. Legal Community and Judiciary

NON-FINANCIAL RISK MANAGEMENT AND THE R360 CHECK-UP

The R360 Check-Up provides a strong non-financial risk management KPI, assisting with department turnarounds, M&A integrations, and post-accident improvement actions. R360 Check-Up findings help CFOs, Corporate Risk Officers/Managers, EHS and Sustainability Executives, Corporate Counsel, and Internal Auditors manage non-financial risk, avoid catastrophic events, and provide business continuity assurance.

As organizations are challenged to implement a global risk management framework, the R360 Check-Up can help. It is based on an integrated management model that incorporates:

- Regulatory compliance needs
- Traditional risk management, EHS/S, and internal audit practices
- ISO-based management systems
- ISO's risk management standard (ISO 31000)
- Organizational learning, systems thinking, and living systems concepts



R360 Check-Up Results: Companies report improvements in multiple areas including lower insurance rates, lower worker's compensation claims, and overall lower risk—all adding to their financial stability.

50 SUBSYSTEMS

The 50 practice areas within the five primary systems examined during the R360 Check-Up are:

RISK ASSESSMENT

1. Scope breadth and depth
2. Credible methods
3. Attention to validation
4. Appropriate prioritization
5. Link to operational controls
6. Stakeholder engagement
7. A systems perspective
8. Legal and other requirements

AUDITING & METRICS

9. Scope, breadth, and depth
10. Credible methods
11. Audit management
12. Attention to validation
13. Context and data use

14. Supply chain and stakeholder coverage
15. Self-inspections
16. Incident investigations; root cause analysis
17. Management review

SYSTEMS & STRUCTURES

18. Management system, 22301/31000-based
19. Risk management function integration and maturity—360 coverage
20. Contractor and business-partner links and management
21. Accountability, responsibility, authority

22. C-Suite engagement
23. Resources: budget and allocation
24. Contractor management
25. Management of change and design review
26. Networking and links, internal and external
27. Employee engagement—all voices heard
28. Communication system and information flow
29. Procurement and supply chain, understanding and control
30. Preventive and corrective actions
31. Continual improvement

PEOPLE & TEAMS

32. Baseline technical competence and training
33. Anticipation skills
34. Communication and dialogue—collective vision
35. Collaboration; silo busting
36. Innovation strength
37. Technical, organizational learning, and systems thinking skills
38. Organizational learning structures and practice
39. Effective meetings
40. Health of personal and team mental models
41. Systems/structures to anticipate, respond to, and evaluate MOC events
42. Operational control effectiveness

STRATEGIC PLANNING

43. Scope breadth and depth
44. Alignment with organizational strategy
45. Wide 360 input
46. Collective vision
47. System of prioritization
48. Strategy assessment and ability to sunset initiatives
49. Feedback mechanisms and ability to learn from events; continual improvement
50. Strategy implementation effectiveness

THREE R360 CHECK-UP LEVELS TO MEET YOUR NEEDS

Three versions of the Redinger 360 Risk Management Check-Up are available to meet your organization's current needs. Similar to a physician compiling a medical history, each R360 Check-Up starts with information gathering. This includes the dialogue begun around the initial exam questions and learning your risk management function's history and profile.

Initial 360 Exam

Phone- and web-based.

This exam includes phone interviews with risk management personnel and Stakeholder Domain members, document review, and review of the initial information gathered. After the initial analysis, phone conversations are held, as needed, for clarification and additional understanding. Findings and recommendations are provided in a written report and web-based presentation.

Core 360 Exam

On-site, 2–5 days.

Conducted at the corporate risk management function location, the Core 360 Exam takes a deeper look at the items covered in an Initial Exam. Interviews are conducted with a wider range of stakeholders and there is the ability to examine documents in greater depth. The Core Exam is designed based on specific client goals and informed by Initial Exam findings. A 500+ question database is used. Findings and recommendations are provided in a written report and either an in-person or a web-based meeting.

Comprehensive 360 Exam

On-site, phone- and web-based.

This exam is for those organizations that want to dig deeper into their business units, supply chains, or specific Stakeholder Domains. It provides in-depth, detailed information in specific areas, along with assurance verification, when needed. Business unit and stakeholder locations are visited as needed.

	EMERGENCY ROOM	GET TO GYM	HEALTHY	NATIONAL CHAMP	OLYMPIAN
RISK ASSESSMENT				17	
AUDITING & METRICS			12		
SYSTEMS & STRUCTURES					20
PEOPLE & TEAMS		9			
STRATEGIC PLANNING	3				

REPORTING & SCORING

R360 Check-Up findings are provided both in a written report and a 5x5 matrix, along with a 100-point scoring scheme. For each of the five primary risk management systems, there are five performance levels:

EMERGENCY ROOM

Non-existent or extremely weak. Staff ability and skills not sufficient. Basic regulatory compliance and internal conformance is a struggle.

GET TO GYM

In development or functioning below the organization's hazards/risks and complexity needs. Staff's ability and skill adequate. Basic regulatory compliance is met.

HEALTHY

Functioning at level of industry norms. Beyond-compliance practices and strategies are started.

NATIONAL CHAMP

Innovation is present and staff demonstrate organizational learning skills. Beyond compliance practices and strategies are in place and maintained.

OLYMPIAN

Deep integration beyond the risk management function. Strong 360 Perspective thinking and acting. Mentoring other internal functions as well as external entities.



REDINGER 360 SIGNATURE INITIATIVES

Redinger 360 Risk Management System™ (R360-RMS™)

A risk-based management platform, the Redinger 360 Risk Management System (R360-RMS), optimizes an organization's sustainability, CSR, social business, and overall health. This platform is compatible with existing ISO-based management systems and provides a way to unify them into one robust RMS. A key feature of the R360-RMS solution is the way it embeds organizational learning, systems thinking, and living systems concepts. Including these areas in the system transforms non-financial risk management activities, helps to build a risk-resilient culture, and increases C-Suite and board confidence in business continuity.

The 360 Perspective Infusion

The 360 Perspective Infusion is a three-day on-site workshop that strengthens organizational-learning and systems-thinking skills for risk management, internal audit, business continuity, and EHS/S professionals.

The workshop presents learning concepts within a risk management context. Participants are assigned individual and team projects designed to reinforce

and practice workshop materials. Day 1 starts in the afternoon to allow for morning inbound travel; Day 2 is a full-day working session; and Day 3 ends in the early afternoon to accommodate return travel. Two 90-minute follow-up web-based sessions are included for reinforcement and project discussion.

This is a recommended starting point for organizations and teams that want or need to improve risk management performance and overall organizational health. It's ideal as preparation for an annual strategic planning meeting, or when team dynamics/energy may be low after a significant event, merger, or downsizing.

360 Strategic Planning

Facilitation of the risk management function's annual strategic planning meeting, structured around existing strategic planning practices. In the absence of existing practices, a two- to three-day approach is recommended. Pre-meeting calls are conducted with the strategic planning team members and data are collected from Stakeholder Domains. Strategic plan execution support is provided as needed.

360 Audit Program Tune-Up

Alignment of the performance measurement and audit practices with the risk management function's systems and aspirations. Tune-up specifics are dependent upon the current performance level. Rudimentary performance measurement practices may be needed. When the audit practices are mature and evolved, Redinger 360 helps fine-tune them to use as an integral component of a 360 risk management department.

360 Annual Meetings

This service introduces a 360 Perspective approach to the entire risk management function at its annual internal meeting. Assistance with meeting design, including plenary and breakout sessions, is provided. A keynote presentation is offered to kick off the event. As needed, assistance with material content is provided.

ABOUT REDINGER 360

Redinger 360 consults with senior executives to improve their companies' competitive advantage, providing them with clear strategies and procedures for business continuity and business sustainability, integrated throughout the organization. We offer assessment, analysis, and strategic planning tools for non-financial risk management, sustainability, EHS, and internal audit functions.

At Redinger 360, we know that many organizations have the tools to foresee and avoid disastrous events. Yet, 360 risk management and business continuity planning often overlooks existing resources that are siloed in compliance-oriented areas. We help corporations apply the metrics and systems that they've developed within their individual departments to enterprise-wide risk management.

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REDINGER 360

RISK MANAGEMENT SOLUTIONS