

Preface

If you've picked up this book, it's likely that you're someone who is a lot like the way I was: a senior executive at an organization charged with finding a way to help your group not merely survive but thrive in times of uncertainty. The challenge before us all is daunting. But the great news is that it can be done. And, in essence, nature has already shown us the way for it to happen.

For over 20 years I've been at the forefront of solving the critical challenges facing large, complex organizations. I've led organizations through troubled waters and changing market dynamics and I can help you lead yours through, too. Having held key executive assignments at industry leaders such as Wells Fargo Inc., and providing consulting services to top global brands, I possess an extensive background in understanding the keys to driving peak performance. Through these experiences I realize that more than ever before companies need new tools to manage the requirements and complexities of our new era. As we move steadily toward the future, I've also observed that, as individuals, we struggle to manage the intensity and pace of change we face.

But one of the most important things to realize is this: new challenges bring new opportunities, and markets yet to be culled and discovered. And the transformation of people, resources, and our world now lie within our reach in a way that we may have only dreamed about before.

Mastering Strategic Risk was written with these circumstances in mind. It provides a simple, yet effective solution to these formidable challenges. *Mastering Strategic Risk* offers a perspective that redesigns organizational systems to manage the risk and complexities of a radically different world. I believe CEOs, executives, leaders, managers, and employees of all types should read this book. So should any other professional or function tied to ensuring optimal corporate performance, including external auditors, consultants, board members, and suppliers of services to companies.

Mastering Strategic Risk is also a book for anyone who desires to understand how our world works and would like to explore new ways of thinking through the opportunities and common pitfalls we face today. My goal is to introduce a fresh perspective, one that provides readers with a new approach. More than just case studies, we will look at how successful

companies have navigated challenges and take the wisdom they have learned from these experiences to help you apply it to the challenges you face day-in and day-out. You will be equipped with tangible tools that are relevant and can be applied for immediate results.

I hope you leverage the observations in the book and that these concepts will stimulate new thinking, that these new learnings will enable you to unleash the tremendous resources and promise that lie dormant in your organization. It is also my hope that this fresh new perspective will help you to see the world in a way you've never seen it before. That it will further your understanding of how truly integrated and connected as a world we are and why it is critical to manage holistically in these uncertain times.

I also aim to move beyond the typical methods to deliver a compelling new vision. It is a perspective that will enable you to harness our unique opportunity and time, realizing that we live in a truly special era in our modern world. I hope that, armed with this new information, leaders and managers, with a renewed intent, will move forward to consciously shape and mold their companies. We live in a world of amazing capabilities; let this new framework help you as you lead your organization in mastering the strategic risks of our new era.