

BROADLEAF CAPITAL INTERNATIONAL PTY LTD

ABN 24 054 021 117

23 Bettowynnd Road
Pymble
NSW 2073
Australia

www.Broadleaf.com.au

Tel: +61 2 9488 8477
Mobile: +61 419 433 184
Fax: + 61 2 9488 9685
Cooper@Broadleaf.com.au

Specialists in Strategic, Enterprise and Project Risk Management

RISK MANAGEMENT MENTORING AND COACHING

1 Why Mentor?

Risk is a pervasive feature of any substantial organisation. Many organisations are formalising the application of risk management practices, from operational and project activities through to strategic management and corporate governance. The benefits of effective risk management systems can be great and they are increasingly seen as essential components of a competent management system in both the public and private sectors.

Few organisations have a significant body of risk management expertise to draw upon, and an effective capability can rarely be based on one or two specialists acting alone. Additional experience and advice is often critical for adapting 'standard' risk management processes to specific features of the organisation and its culture, and for developing robust and practical implementation and change management plans. However, such plans must be seen to be developed and led by the organisation itself, so external consultants are not the complete solution. Mentoring and coaching support from experienced specialists for the organisation's internal 'champions' provides a practical and cost-effective middle ground.

Broadleaf has developed and facilitated the implementation of organisational risk management systems in public and private sector organisations across a variety of sectors and cultures. These range from small high profile entities to large businesses and utilities responsible for substantial annual expenditure and the management of complex operations.

Since a viable organisational capability requires both expert leadership and a distributed capability, we find it most effective to assist our clients' senior executives and internal risk specialists to develop their own expertise and build a robust risk management base. We have world class expertise in risk management and experience of both applying it and acting as mentors to our clients' risk management leaders.

2 Our Mentoring Experience

Broadleaf is currently mentoring a number of major organisations with the development and implementation of frameworks for risk management.

Client	Role
Listed manufacturing company	An audit company developed a very high level risk assessment process for the Group. Broadleaf has since been working with the Risk Manager, widening the application of that framework so that it can be used effectively at levels in the organisation. In particular, it has been important to ensure the operational risk management processes and the strategic risk management approach were consistent and work together to produce one consolidated risk profile that will support several forms of assurance activity.
Listed engineering group	The Group wanted to gather together the various approaches being used for risk management, to produce one consistent framework and governance reporting process. Through a series of workshops, working closely with the risk management specialists from each business, Broadleaf was able to develop a consensus framework description and a mandatory set of performance based standards. Broadleaf also drafted the charter for the Board Audit and Risk Committee and for the 'shadowing' Executive Risk Management Group.
Australian arm of a major multi-national	Broadleaf worked with the risk manager to help her develop processes and tools for project risk management.
Resource project (over USD 2 billion)	Broadleaf is working with the project risk coordinator to enhance the application of project risk management including the development of performance monitoring and integrated reporting.
Listed manufacturing company	We are working with the recently appointed Director of Risk Management. Broadleaf has helped him develop his strategic plan for risk management, write risk management procedures and develop risk management tools. We have also developed a bespoke training course for risk management champions and delivered the first of those courses.
Listed engineering services group	This contracting group has just appointed a risk manager. Broadleaf has been commissioned to mentor and support him as he develops in his role and implements risk management across the group.
Cultural organisation	The organisation needed a practical approach to risk management that dealt with diverse needs such as 'programme risks', 'show risks' and sponsorship and income threats. Broadleaf has worked with a project manager to develop tools that can be used on a day to day basis, but which also allow risk management information to be consolidated and reported to the Board for governance purposes.
Listed infrastructure company with an international asset portfolio	Broadleaf assisted the Risk Manager to produce a comprehensive framework for risk management and a strategic plan to implement it across the company. develop a set of performance based standards and write many procedures detailing practical tools for risk management processes. This has been achieved by working with a representative group for each business area. Broadleaf conducted an independent review of risk management information systems and helped the company decide on the most suitable system for its purposes. We are now working with them to install and customise the system. Broadleaf helped develop an Investment Governance system involving toll gating, investment submissions and quantitative risk analysis processes. Broadleaf is developing bespoke training for risk management champions as part of the roll-out of the risk management framework.
Listed resources multi-national	Working with the Head of Internal Audit, we have developed a risk management maturity protocol so that he can gather information across the Group as part of the development of a consistent and customised group-wide risk management framework.

3 Our Resources

Broadleaf's risk management services are sought by major companies, premier engineering and resources organisations and forward thinking government organisations in Australia, New Zealand and overseas.

Our clients recognise and will attest to the quality of our services.

- We have a strong commitment to technical and service excellence in all we do.
- We are comfortable dealing with senior executives in organisations, as well as with risk practitioners in operating areas.
- We prefer to work in a collaborative arrangement with our clients to ensure there is an effective and efficient transfer of skills and knowledge and the creation of competence.
- We always deploy consultants with long careers in the practical application of risk management and present relevant, credible and experienced resources.
- We have an effective, tight, highly-experienced and multi-skilled team, whose members are respected nationally and internationally for their contributions to the development and practice of risk management over many years.
- We adopt a highly responsive and flexible approach in the development of tailored solutions that are appropriate to the needs and culture of the organisations with whom we work.

4 Contacts

Grant Purdy
Purdy@Broadleaf.com.au

Dr Dale F Cooper
Cooper@Broadleaf.com.au

Dr Stephen Grey
Grey@Broadleaf.com.au

Geoff Raymond
Raymond@Broadleaf.com.au

Mike Wood
Wood@Broadleaf.co.nz

Phil Walker
Walker@Broadleaf.com.au