Web page text blocks July 2020

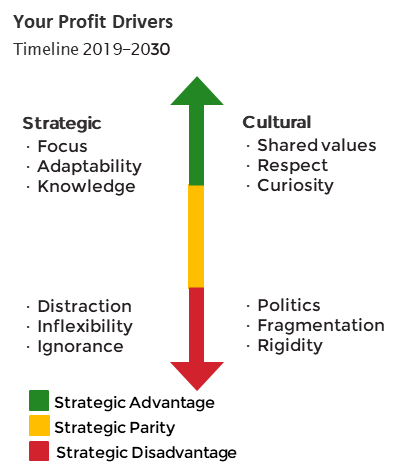
**Services:**

“Our services”

Our practice brings together a century of collective knowledge to bring unique and valuable insights to bear for our clients. We help clients prepare to survive, thrive, and profitably grow in an increasingly volatile, uncertain, complex, & ambiguous (VUCA) marketplace.

Each of our services exist to help your organization carve out a lasting competitive advantage in your markets. Competitive advantage in a VUCA world requires that leaders attend to two key process: the “strategy complex” and the culture. Strategy teams that respond well focus on core issues, adapt to changing circumstances, and work to deepen their knowledge of their business and industries. When supported by a culture with strong shared values, respect for all, and a natural curiosity, companies win. They maintain strategic advantage over time.

The first is a picture, the second, the MS object.



**Your Profit Drivers**

Timeline 2019–2030

Strategic Advantage

Strategic Parity

Strategic Disadvantage

**Strategic**

* Focus
* Adaptability
* Knowledge
* Distraction
* Inflexibility
* Ignorance

**Cultural**

* Shared values
* Respect
* Curiosity
* Politics
* Fragmentation
* Rigidity

We categorize our services as the 3 D’s; we DEPLOY our own expertise to provide custom analysis on strategic risks and solutions, we help executive teams DESIGN and implement their own sustainable programs, and we help organizations DEVELOP and perfect their strategic risk capabilities through training and evaluation services.

**Recalibrating Strategy Product:**

Good decisions are the result of experience. Experience is the result of bad decisions.

2020 has been a year like no other! Organizational leaders continue to face an unprecedented decision environment as the first half of the year ends. Teams have had no playbook to consult for guidance in handling the Coronavirus economic hard-stop, and the now lurching restart. The current focus on racial injustice also raises difficult questions for leaders and it generates pressure for lasting change. Looking back 6 months, some decisions have been good, and others have yielded "experience;" however, most teams lack the time and energy to catch their breath. Teams need to cull out the important lessons from this frenzied time and decide what to start, what to stop, and what to keep doing for a profitable 2021.

We can help. Learning that leverages 2020's lessons happens when leaders carve out dedicated time and space for their team to explore, catalog, and reflect on past actions and determine what worked and what didn’t. We provide skilled and objective facilitators and a structured workshop format that helps senior teams brings their most important decisions and issues to the surface. Our process ensures that the work leads to actionable outcomes. We know that deep reflection, and the learning that leads to wisdom, is some of the hardest work executive teams will ever do; however, the enlightenment they gain helps turn their past experiences into better future decisions.

Our facilitators help create the open, honest, and trust-filled environment needed for your team to critically assess recent and current decisions and actions. This enables the deep learning that improves future business performance. Our work begins with a rigorous assessment of your strategic position, and the key assets and processes that drive your competitive advantage. We facilitate a workshop that reviews important recent decisions and actions for their impact on strategy. We then help your team turn this knowledge into the wisdom that will enhance future effectiveness. As the process ends, your team will have an actionable plan for success that includes the dates and dollars the hold people accountable.

Companies should recalibrate strategy now in order to:

* Prepare for a world that will continue to require flexible and adaptive actions.
* Anticipate and respond to the competitive challenges of societal mega-trends.
* Engage the entire organization in strategy and its execution.
* Develop a resilient culture capable of continuous learning.
* Leverage past successes or failures into future performance gains.

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| --- | --- | --- |
| Step 1 | Assess strategic position | Where are we today? What must change? |
| Step 2 | Review tactical and strategic decision and actions | What did we do well? Where can we improve? |
| Step 3 | Transform current knowledge into future wisdom | What actions will position us to leverage future opportunities? |
| Step 4 | Outline implementation roadmap and priorities | What do we do next? How will we “make it real?” |

**Book:**

Summary of the Book:

*Strategic Risk Management* provides a comprehensive set of tools to help executives to plan systematically and practically not only to survive but to truly thrive in a competitive world that is increasing VUCA (Volatile, Uncertain, Complex, Ambiguous) world.

Strategic Risk Management (SRM) is a forward-looking approach that helps teams see both threats and opportunities to their strategic position.  SRM gives organizations a competitive advantage over those stuck in outdated risk management practices. All organizations manage risks through traditional tools such as insurance and risk mitigation; some employ Enterprise Risk Management, which looks at risk holistically throughout the organization. These tools tend to focus organizational attention on past actions and compliance or looking in the rear-view mirror.  SRM provides a set of tools to help organizations look squarely out the front windshield.

The authors define strategic risks, and show how they differ from operational risks, and why new tools are needed. The book provides a roadmap that describes architectural elements of SRM (knowledge, principles, structures, and tools) to show how leaders can integrate them to effectively design and implement a future facing SRM program. This book aims to provide executives with a clear understanding of how to think about strategy in ways that account for events or exposures that fundamentally threaten or enhance a firm’s competitive advantage.

Endorsements:

“The C-suite needs this outstanding book. Well written, with numerous apt examples, it provides a reliable guide to closing the gap between strategy and execution that bedevils so many company leaders.”

**Thomas H. Stanton**

Author, Why Some Firms Thrive While Others Fail: Governance and Management Lessons from the Crisis (Oxford, 2012)

“A fine book…the critical component of SRM success is 100% about the collaboration between the risk team and the rest of the organization.”

**Hans Læssøe**

Former Risk Officer, LEGO Corporation

“This book is a ‘must read’ for anyone working in the area of strategic risk management (SRM).  The authors present innovative new ideas and tools for SRM, together with many insightful examples of companies that have successfully and unsuccessfully faced strategic risks.  These real-world examples bring the book to life and it was a pleasure to read!”

**Betty J. Simkins**

Regents Professor, Williams Chair, and Department Head of Finance, Spears School of Business, Oklahoma State University

**About us:**

We are a business and advisory firm that markets professional services to organizations. SRI brings together consultants with over 100 years of teaching, researching, management coaching, and advisory experience across a variety of industries and settings. Our goal is to help clients succeed, not to generate more projects and revenue.

We’ve worked with everyone from new, private startups to very large, complex, and publicly held corporations facing complex and dynamic challenges to their competitive position, value proposition, internal processes, and financial performance. We’ve also worked with a number of public entities and not-for profits. We work well within a variety of business models, revenue structures, and legal forms.

We don’t just write reports that look good and employ lots of buzzwords. We know that a solid analysis that drives a well-implemented plan beats highly abstract and academic plans that fail to account for a variety of assets, capabilities, and cultures.

**Client endorsements:**

**What our clients think**

“Dr. Godfrey is a creative and strategic thinker and he brings this to all his work.  He has partnered with us on a number of projects over the years in support of companies who have committed to contribute 100% of their profits to charity a model innovated by Paul Newman when he first launched Newman’s Own in the 80’s .   Authoring several studies on the potential for growth in these companies, Dr. Godfrey has laid out a convincing case for the model and is a thought leader in the space.  It is a pleasure to work with Dr. Godfrey as he is always a collaborative and insightful partner.”

**Jeff Brown:** Chief Administrative Officer, Newman’s Own Foundation

“Dr. Paul Godfrey helped our company, XIB Capital, provide a deep set of insights for our client, a large Japanese industrial company. He helped our client profile competition in a consolidating industry, where the two largest competitors had each made an acquisition.  With this information, our client better understood the risks and opportunities in this new competitive environment.”

**Ryo Sambongi**Partner, XIB Capital

“Kristina Narvaez is a wonderful resource for ERM. She has a great sense of its strategic applications, gained at least partially from her experience as an insurance agent, which many consultants lack. She is a very tireless and dedicated worker and willingly puts forth her best. Her academic credentials also gives her a great theoretical perspective that she balances well against her other practical experiences. While at Hanover Stone Solutions, she was a key founder and contributor using the above to help create a great foundation. She is just a great consultant.”

**Tim Morris** CEO, Bridgenet Insurance