GRC Integration
achieving goals, resilience and growth

Carole Switzer
Co-Founder and President, OCEG

About OCEG

A little about OCEG

- Founded in 2002 as a nonprofit think tank to drive Principled Performance

- Created the concept of integrated GRC

- 80,000+ members worldwide today

- Developed open source GRC standards in the GRC Capability Model (OCEG Red Book)

- Provides resources and education

- Issues the GRC Professional and GRC Audit certifications

- Curated resources for attendees at this event: www.oceg.org/GRCsummit2019

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About
Principled Performance

What are we seeking to achieve?

Start with the goal of Principled Performance

To reliably achieve objectives while addressing uncertainty and acting with integrity

How do we get there?

Establish a mature approach to GRC

Everyone does governance, risk management and compliance –

- The concept of GRC is nothing new, yet totally revolutionary
- A mature GRC capability enables Principled Performance

Governance requires setting objectives and ensuring performance

- Objectives must be thoughtfully established

- Performance must be measurable, measured, and transparent to stakeholders

- Those who govern must have the right information at the right time and provide the necessary resources for success
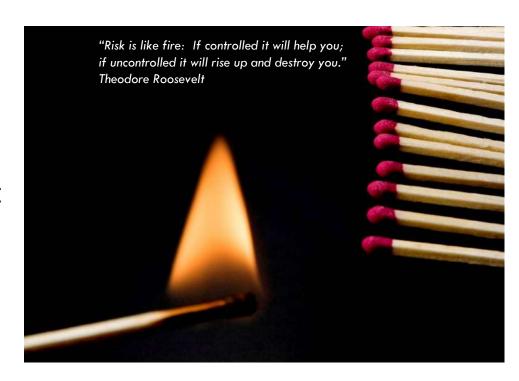
Managing uncertainty is central

- Proactively manage the pursuit of reward mindful of the risk, and taking advantage of it when possible

- You can't just always play it safe

- This is the greatest challenge and the greatest reason for maturing GRC capability

"Risk is like fire: If controlled it will help you; if uncontrolled it will rise up and destroy you."
Theodore Roosevelt

Demanding integrity is essential

- Honor mandatory obligations compelled by stakeholders

- Honor voluntary promises made to stakeholders

- Clean up the mess if an obligation is not met or a promise is broken

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Reliability is the cornerstone of confidence

- Achievement of objectives is consistent with few surprises

- Information is reasonably free from error and bias and can be trusted

The seven building blocks for success

- Awareness
- Alignment
- Responsiveness
- Agility
- Resiliency
- Lean Build
- Modernity

The importance of awareness

- Have a finger on the pulse of the business
- Watch for change in the internal and external environment
- Turn data into information that can be, and is, analyzed
- Share information in every relevant direction

The benefit of alignment

- Support and inform business objectives

- Continuously align objectives and operations of the GRC capability and of the business

- Give strategic consideration to information from the GRC capability, enabling change

The outcome of responsiveness

- React quickly and correctly

- Gain greater awareness and understanding of information that drives decisions

- Improve transparency and cut through the morass of data to what you need to know to make the right decisions

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The value of agility

- Be more than fast, be nimble

- Head in the right direction

- Enable decisions and actions that are quick, coordinated and well thought out

- Grasp strategic opportunities and be confident in the ability to stay on course

The advantage of resiliency

- Be able to bounce back quickly from changes in context and threats with limited impact

- Have sufficient tolerances to allow for some missteps

- Have confidence necessary to rapidly adapt and respond to opportunities

The bonus of being lean

- Build the muscle, trim the fat

- Get rid of expense from unnecessary duplication, redundancy and misallocation of resources within the GRC capability

- Lean the organization overall with enhanced capability and related decisions about application of resources

The necessity of modernity

- You can't win with antiquated resources:
- Training
- Techniques
- Technology

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Technology enables these outcomes

- **Aware** pull together and analyze a range of constantly changing data

- **Aligned** map objectives, requirements, management actions and controls, training and tasks

- **Responsive** establish triggers and flags for timely action and completion

- **Agile** support teams to make quick decisions and changes to address risk

- **Lean** deliver training and other information to the right people at the right time; standardize methods and reports

- **Resilient** monitor impact on risk profile from changes at every level and inform of need for resources or different action

- **Be Modern** use tools that support mobility, customization and communication for training, issue reporting and management, and controls

Recognize the challenges

- Continual fast-paced change of the internal and external context

- Complexity of operations

- Information amount and flow

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Build a pathway to principled performance

- Develop language that will resonate

- Demonstrate the competitive advantage

- Design a GRC process and technology ecosystem

Act with confidence

- Know what you need to know about your risks

- Be clear about how far you can push the boundaries

- Establish your ability to take a hit and bounce back

- Feel secure about the action you are taking

To reliably achieve objectives, while addressing uncertainty and acting with integrity –
this is Principled Performance