



Leadership - The Key to Effective Risk Management

Wayne Parker

Introduction

- Wayne Parker
 - Retired CAO in Provo
 - 40-year career in local government
 - Former Management Services Director in Ogden
 - Supervised risk management directly
 - On board of two risk management mutual agencies in Utah and Kansas
 - Currently City Manager in Residence at the Romney Institute of Public Service and Ethics at BYU



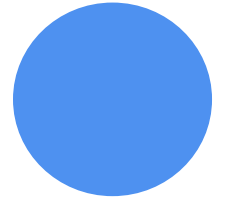


Agenda

- Why We Do What We Do
- The Art of Governing
- Ten Secrets to Leading and Managing Risk
- Wrap Up

Why We Do What We Do

- Provide value to taxpayers
- Support employee health and wellbeing
- Improve the quality of life in our organizations and communities



The Art of Governing

- Gathering data on 40+ great mayors
 - World Mayor Award finalists
 - Governing Magazine Public Officials of the Year
 - US Conference of Mayors' Distinguished Public Service Award
- Exploring what the research says about common threads in successful elected officials



The Art of Governing

Strategy

Rhetoric

People

Finance

Collaboration

Trust

Time Management

Sources of information

Promoting

Vision



Establish a Risk Culture

What Is It?

The sum of an organization's "shared values, beliefs, knowledge, attitudes and understanding about risk, shared by a group of people with a common intended purpose, in particular the leadership and employees of an organization."

- Risk Management Institute



Establish a Risk Culture

Top Management Buy-In

- Not just about saving money
- Wise stewardship of all resources
- Employee
 - Wellness
 - Safety
 - Morale
- Encouragement to try new things
 - Ready... fire... aim



Transparency

A Peek Behind the Curtain

- Share reports regularly
- Provide feedback to employees, directors, elected officials
- When things go wrong, tell the story first, fast and truthfully
- Share what you can at the time you can



Accountability

Establish Norms of Accountability

- Use consistent approaches
- Set disciplinary expectations
- Review frequently
- Provide corrective feedback as needed



Relationships

Building Trust

- Relationships matter in leadership in general
- Emotional bank account



Focused learning

Leaders are Lifelong Learners

- Stay current on safety and risk management topics
- Watch for best practices and experiment with them



Create a safe environment

Leaders encourage collaboration

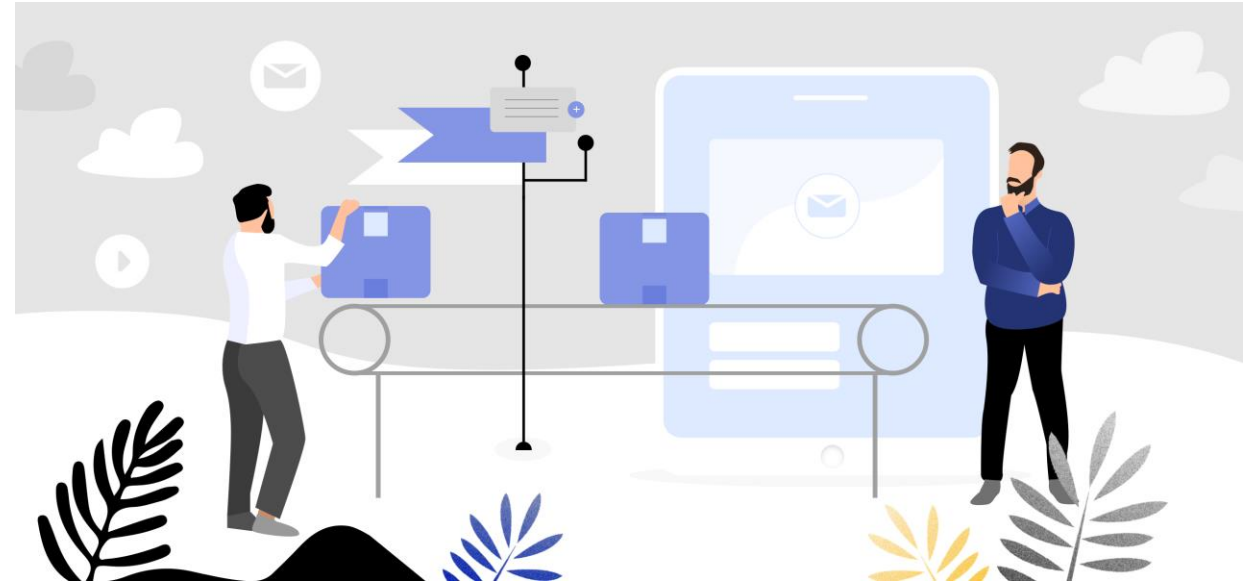
- Have a “safe space” for
 - Sharing bad news
 - New ideas
 - Soliciting feedback
- Be open to new ways of doing and thinking



Think strategically

What will matter in 25 years?

- Not just for the corporate folks
- Get to know the big picture
- Watch for emerging trends
- Question your assumptions
- Look for new opportunities



Ask the right questions

Questions have power.

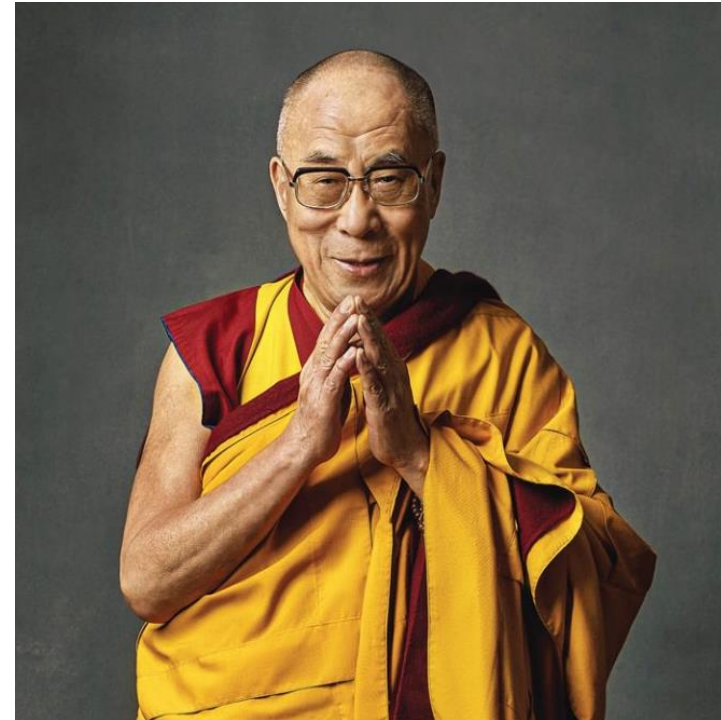
- Ask the hard questions.
- Ask the right people.
- Synthesize what you learn.

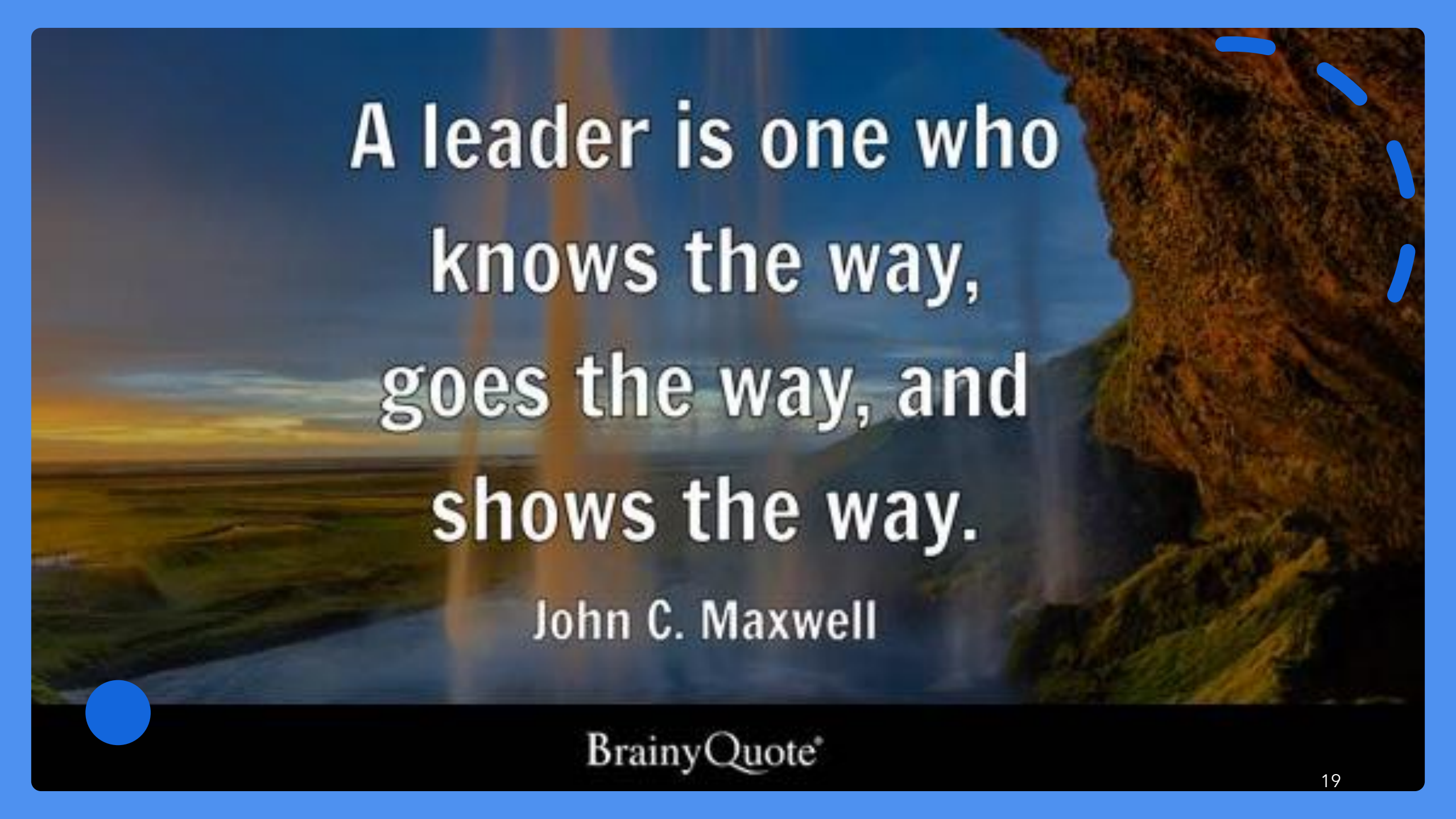


Use all your resources

Consult your oracles.

- Use your human assets
- Different perspectives are helpful
- Don't get stuck in your echo chamber



A scenic landscape featuring a wide river in the foreground, rolling green hills, and a waterfall cascading down a rocky cliff on the right side. The sky is a mix of blue and orange, suggesting a sunset or sunrise. The quote is centered over the image in white text with a slight shadow.

**A leader is one who
knows the way,
goes the way, and
shows the way.**

John C. Maxwell

BrainyQuote®



Thank you

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