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Mastering Risk

- A Risk Problem
 - It's hard to assess risk.
 - A leader cannot make risk go away, but leaders can think about risk differently.
 - Even with the best resources and talent, a mission gets harder and riskier at scale.
- Building an Immune System [14:10]
 - The human immune system does four things:
 - Detect
 - Assess
 - Respond
 - Learn
 - A risk immune system is made up of 10 factors:
 - Narrative
 - Structure
 - Bias
 - Diversity
 - Technology
 - Action
 - Timing
 - Adaptability
 - Communication
 - Leadership
- Action: Overcome Inertia [16:28]
 - Often, we are hit with inertia and fail to act.
 - Policies can increase inertia and become an excuse for inaction.
- Structure: Empowered Execution [18:40]
 - We try to reorganize our way to success.
 - The structure must enable the people who make the work happen.
 - Let information flow in every direction.
 - Decentralize decision-making until you are uncomfortable and then decentralize one more level.
- Communication: Change Culture [20:41]
 - Separate locations can create separate cultures.
 - Information sharing is key.
- Leading the Risk Immune System [24:08]