

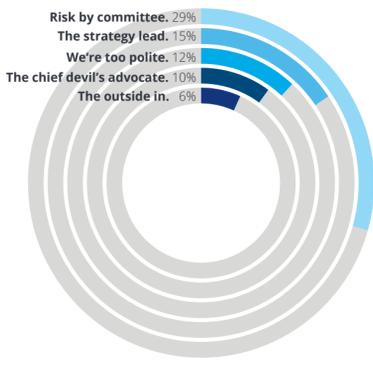
## Leadership resilience amid disruption: A report from the front lines

### A snapshot of a recent poll

During a November 4, 2016, Dbriefs webcast, Deloitte surveyed more than 2,000 leaders to gain insights into their views of leadership resilience amid disruption. Here's what they had to say.

#### Resilient leaders manage assumptions within their organizations

In your organization, who digs in and challenges the assumptions of the organization's strategy?



- 29% Risk by committee.** A committee in the C-suite or on the board tackles the elephants in the room, our assumptions, the potential for disruption, and our own biases.
- 15% The strategy lead.** Our chief strategy officer is driving the strategy and the risks to be sure we're heading in the right direction.
- 12% We're too polite.** It's not polite to challenge the strategy of the executive.
- 10% The chief devil's advocate.** Our risk leader takes the lead in checking assumptions and working with the business to identify and isolate the assumptions that may not hold true in today's volatile world.
- 6% The outside in.** We bring in outside perspectives regularly and seek counsel to test and confirm our strategy, assumptions, and biases.

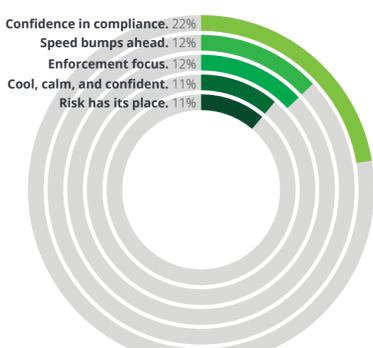
29% responded "Don't know or N/A," based on 2,426 responses received  
\*Due to rounding, percentages may not add to 100 percent



Strategy is about making informed choices about the future. And leading organizations have an objective process for challenging underlying assumptions to ensure that their strategy is resilient.

#### The disconnect: Confidence in managing high-stake decisions and assumptions should be the purview of risk management. Focusing on compliance alone is a missed opportunity.

Is your risk team giving you the confidence you need to make high-stakes decisions?



- 22% Confidence in compliance.** Risk management keeps us out of hot water with compliance matters. Strategy gives us confidence.
- 12% Speed bumps ahead.** While critical to protecting our business, risk management often creates obstacles and impedes progress.
- 12% Enforcement focus.** Risk management is a policing function, not a strategy function.
- 11% Cool, calm, and confident.** Risk management is working closely with strategy and the business to inject questions and insights about calculated risks, and our culture supports smart risk taking.
- 11% Risk has its place.** Our enterprise risk management (ERM) team narrows the known risks to our strategy. If new risks pop up, they address them.

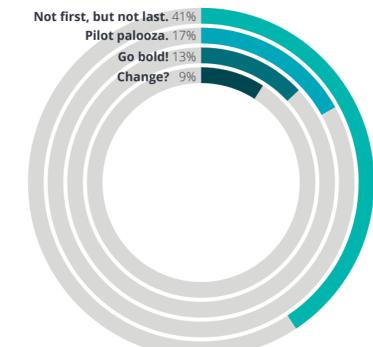
33% responded "Don't know or N/A," based on 2,388 responses received  
\*Due to rounding, percentages may not add to 100 percent



Risk leaders can play a valuable role by providing the executive team with insights into the risks associated with making—and not making—important decisions.

#### Risk's role in driving confidence amid change

What happens at your organization when it sees change around the corner?



- 41% We're not first, but we're not last.** We look to indicators to determine if the time is right to adjust our strategy.
- 17% Pilot palooza.** We take measured steps to test our theories and take a stake (or action) when the pilot works.
- 13% Go bold!** We make big bet decisions regularly and with confidence—our strategy is nimble and we see risk strategically, which allows us to act decisively.
- 9% Change?** What change? We're often the last to react.

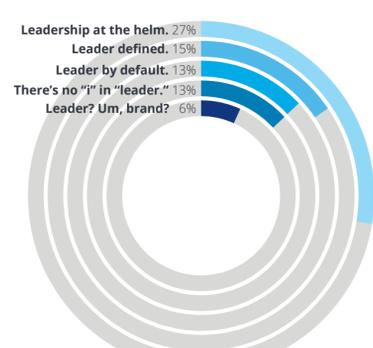
20% responded "Don't know or N/A," based on 2,347 responses received



Risk leaders can play an important role in identifying trends that could challenge the logic of an organization's strategic choices, while at the same time identifying the risks associated with choices made.

#### Brand and reputation oversight

How much responsibility does your organization's C-suite take for brand and reputation?



- 27% Leadership at the helm.** The chief brand officer is also our chief executive officer.
- 15% Leader defined.** Our chief marketing officer is also our chief brand officer.
- 13% Leader by default.** We have a marketing and communications leader who owns it.
- 13% There's no "I" in "leader."** It's all for one and one for all! Everyone owns the brand.
- 6% Leader? Um, brand?** We don't have a formal role defined.

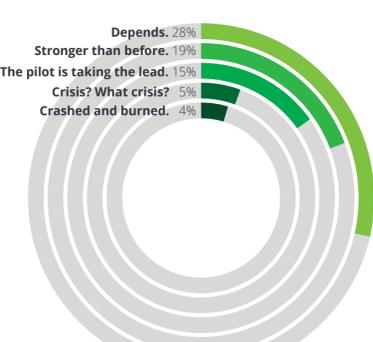
26% responded "Don't know or N/A," based on 2,148 responses received



Everyone in an organization has the responsibility of protecting the brand, but organizations should put a program in place that's led by a senior leader.

#### Crisis: It's bound to happen

Has your organization used crises to help transform your organization?



- 28% Depends.** Some crises we've learned from, others we haven't. And in some cases, we're still learning.
- 19% Rising from the ashes, stronger than before.** The organization has taken learnings from every incident.
- 15% The pilot is taking the lead.** Crisis is handled by the top brass, and then we go back to business as usual.
- 5% Crisis? What crisis?** We don't air our dirty laundry.
- 4% Crashed and burned.** Crisis has upended our organization. We're still coming back from the brink of disaster.

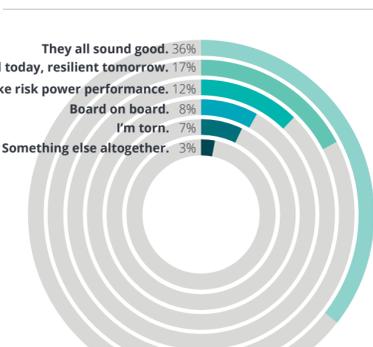
29% responded "Don't know or N/A," based on 2,096 responses received



Leaders who have been through a novel crisis often talk about how it allowed them to make changes that would otherwise not have been possible, thereby creating a better organization than before.

#### Leadership and resilience amid disruption

What do you think are the most important actions of leaders to build resilience amid disruption?



- 36% They all sound good.** Build brand today for a resilient tomorrow, make risk power performance, and bring the board on board.
- 17% Brand built today for a resilient tomorrow.** Pay attention to your brand equity and build it for times when reputations could be tarnished.
- 12% Make risk power performance.** Elevate risk management's role in building a smart risk culture.
- 8% Board on board.** Bring in the board to help navigate, advise, and adjust to disruption.
- 7% I'm torn.** Some of the above.
- 3% It's something else altogether.** None of the above.

17% responded "Don't know or N/A," based on 1,687 responses received



We live in a volatile, uncertain, complex, and ambiguous world. For organizations to thrive, leaders need to disrupt how they manage risk. From identifying brand risks and building a smart risk culture to learning from board expertise, risk management needs to evolve to keep pace with our fast-changing world.

Learn more about how leaders can embrace risk to improve performance, drive performance, and be more prepared to lead confidently in the volatile world.

Visit [www2.deloitte.com/us/strategicrisk](http://www2.deloitte.com/us/strategicrisk).

Tune into the Resilient podcast to hear how leaders are managing risk, disruption and crisis: [www.deloitte.com/us/resilient](http://www.deloitte.com/us/resilient)



How would you answer these questions? Share your opinion on Twitter with [@DeloitteRisks](https://twitter.com/DeloitteRisks)

**About Deloitte**  
This document contains general information only and Deloitte is not, by means of this document, rendering accounting, business, financial, investment, legal, tax, or other professional advice or services. This document is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. In addition, this document contains the results of a survey conducted by Deloitte. The information obtained during the survey was taken "as is" and was not validated or confirmed by Deloitte. Deloitte shall not be responsible for any loss sustained by any person who relies on this document.

As used in this document, "Deloitte" means Deloitte LLP and its subsidiaries. Please see [www.deloitte.com/us/about](http://www.deloitte.com/us/about) for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Copyright © 2016 Deloitte Development LLC. All rights reserved.