

## Taking aim at value

### Avoid overconfidence and look again at risk

Companies are looking at risk as a way to create value. But how closely aligned is risk management—led by the CRO—with the priorities of the board and C-suite? In an era of change, uncertainty, and disruption, are leaders placing too much confidence in their organization's risk management prowess? We asked more than 300 C-suite and board members around the world to share their views.

#### Senior stakeholders express confidence in their risk management programs



#### A closer look shows a handful of disconnects when it comes to risk management

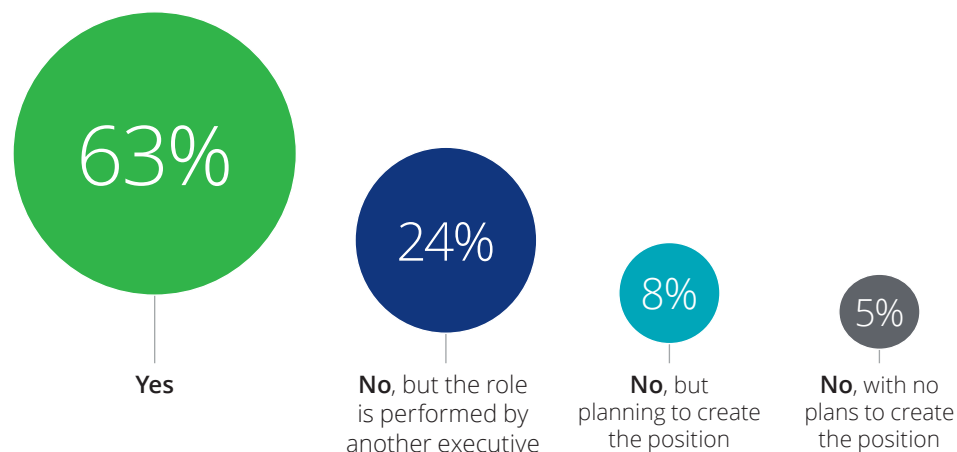
*Practice conflicts with philosophy*



#### Insufficient attention is paid to the role of the CRO

Only **63%** say they have a CRO, a figure that should be closer to 100%

#### Does your organization have a full-time CRO, or the equivalent?



**24%** say the CRO role is performed by another executive, and in **88%** of such cases, this is the CFO—an already full-time position

#### A greater focus on strategy will enable CROs to address the key concerns of senior stakeholders

Senior stakeholders expect their CROs to:

- 72%** Leverage risk management to provide a basis to inform executive decision-making
- 69%** Evaluate, and where appropriate, implement new risk management methodologies
- 65%** Provide input on business strategy development with respect to risk and periodically reassess the plan

#### The CRO needs to spend more time as a Strategist

**58%** say CROs need to devote significantly more time to strategy, a number far higher than how CROs currently spend their time

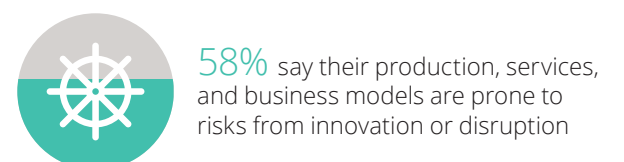
#### How do CROs spend their time today? Where should CROs spend more time in the future?\*

	Today	In the future
Strategist	27%	58%
Catalyst	21%	11%
Steward	26%	22%
Operator	27%	8%
No change	—	2%

\*Figures do not add to 100% due to rounding.

#### Greater strategic focus is essential for future success

Innovation and disruption pose a significant threat and opportunity to companies today.



While the majority of organizations give solid marks to their risk management programs, it's clear many fall short across a range of key objectives. To ensure future success, companies must actively harness risk to drive returns, and have a full-time CRO who can be a strategist.

**Is your company doing all it can to optimize its mix of risk and reward?**

Learn more at [www.deloitte.com/us/confidence](http://www.deloitte.com/us/confidence)