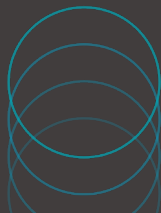




# Member Guide



# Welcome

Welcome to the Risk Leadership Network.

This guide is designed to help you get the most out of our platforms and services.

The Risk Leadership Network was created to transform how the risk community collaborates and shares insights – thank you for being a part of it.

04

Member Portal and access

05

Expert Network: Meetings

06

Expert Network: Private Messaging

08

Intelligence platform

13

Contact

# Member Portal and access

## What is the Member Portal?

The Member Portal is where members log in to access the Risk Leadership Network's platforms and services. Members can access the portal by visiting [members.riskleadershipnetwork.com](https://members.riskleadershipnetwork.com).

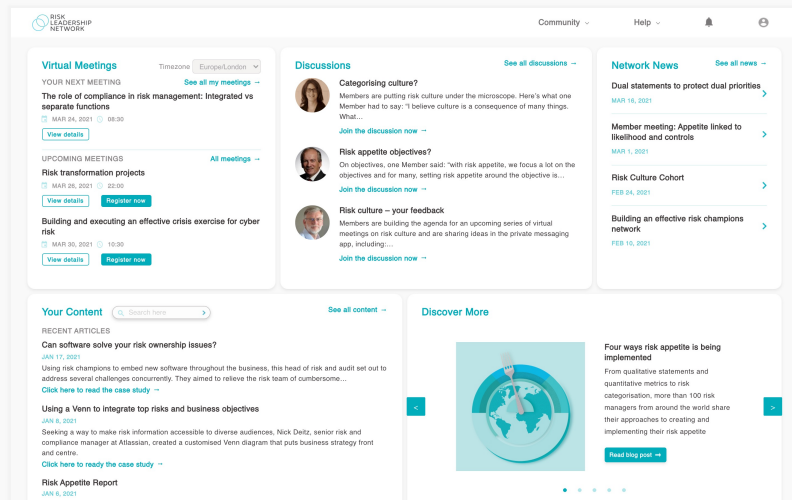
## How do my team and I get access?

During the onboarding process, your organisation will have been asked to provide the details of users who should gain access, up to a maximum number of users as stated in your membership agreement.

## What do I have access to?

Your account holder will have decided what you have access to during the onboarding process, in line with the limits specified in your membership agreement. All members have access to content, with a limited number of users within each organisation able to access meetings and private messaging discussions.

**TIP** Talk to us if you need to add additional users or upgrade access for someone in your team.



## Where are our login details?

Once your details have been given to us, we will assign you the appropriate level of access. At that point, you will receive an email containing your username and password. If you forget your password, go to the login screen and click on 'Lost your password?'.

# Expert Network: Meetings

## What's this?

Regular topic-focused virtual meetings connect members from around the world to share knowledge on specific risk management issues.

Hosted on Zoom and moderated by the Risk Leadership Network team, members are encouraged to ask questions and contribute throughout. The format is designed to provide convenient, time-efficient and outcome-oriented discussions.

## How do I register for a meeting?

From the portal homepage, you'll see some upcoming meetings you can register for in the Meetings box. Click on 'All meetings' to open the full Meetings section where you can browse all upcoming and previous meetings, plus meetings you are registered for under My Meetings. Click on 'Register now' next to a meeting to reserve your place. Please note that most meetings have a limited number of places available.

## How do I join a meeting?

Once registered for a meeting, you will receive an email from Zoom containing joining instructions. We encourage all members to use a desktop browser or the Zoom app so that all available features can be accessed, but instructions for dialling in are provided if required.



# Expert Network: Private Messaging

## What's this?

Private messaging provides on-demand access to members and subject matter experts from around the world.

Using Guild, a dedicated messaging app for professionals, members are invited into focused risk management groups containing related conversation threads.

## How do I access it?

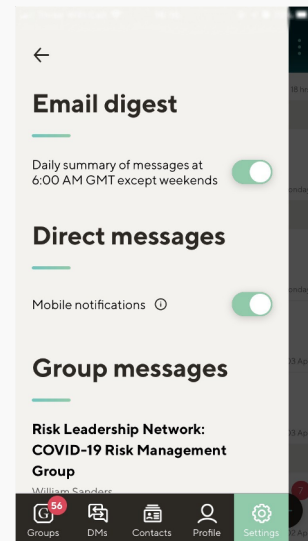
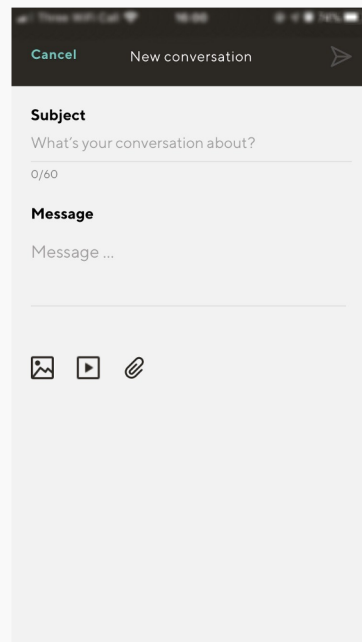
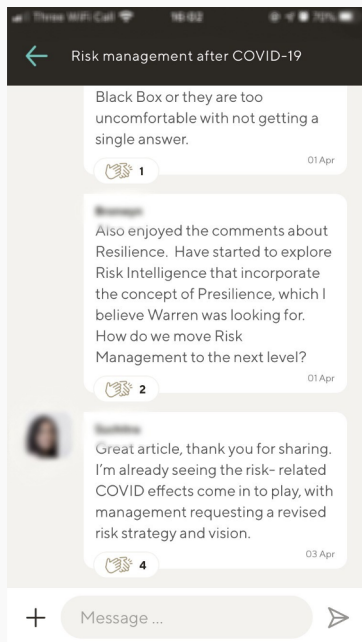
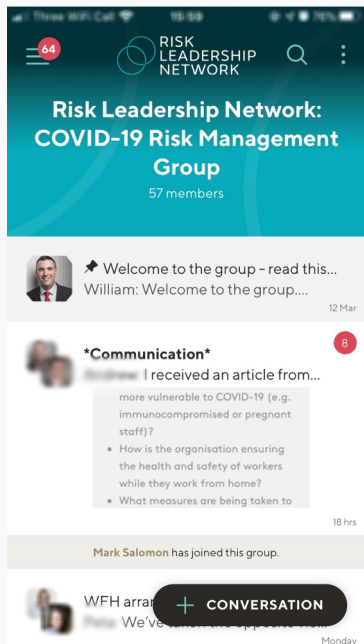
Members are invited into groups by the Risk Leadership Network team. If you have access to private messaging, once you have logged into the portal you will shortly be invited into our principal members group – at this point you will receive an email from Guild asking you to set up your profile and preferences before you gain access to the group.

Once set up with a profile on Guild, we recommend that members use the Guild app on mobile for the best experience. Search 'Guild' in your app store to download. Guild's full functionality can however be accessed on desktop by visiting [guild.co/app](https://guild.co/app).

Recent discussion threads can be found and accessed via the Discussions section of the portal homepage.



# Expert Network: Private Messaging



Tap to enter any groups you're part of from the 'Groups' tab in the Guild app. Conversations will display with the most recent at the top, with the number of unread messages indicated in red. Tap on a conversation to view and reply to messages. To start a new conversation topic, tap the plus icon.

**TIP** Give applause to others to show your appreciation by hitting the clapping hands icon next to messages.

**TIP** Control notifications you receive from Guild in Settings.

# Intelligence platform

## What is the Intelligence platform?

Risk Leadership Network's Intelligence platform is a searchable database of peer-contributed case studies, tools and templates. Contributed by members, current and former senior risk managers and subject matter experts from around the world, the Intelligence platform is a melting pot of new ideas and shared learnings.

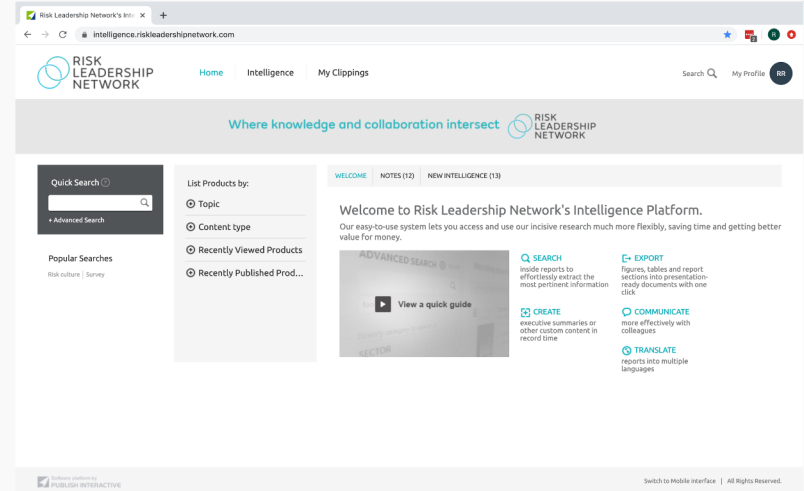
## How do I access it?

From the portal homepage, click on an item within the 'Your Content' box, or start a search. You will be logged in to the platform automatically.

## Key features

- Search and Quick Preview - quickly find relevant content
- Clippings and Library - copy key content into custom, shareable reports
- Notes - highlight important insights by adding personal or shared annotations
- Compare - view sections of a document, or sections from separate documents, side by side
- Download - export your clippings, custom reports, sections of documents and even entire documents, as well as supplementary attachments, to ready-to-use Office formats

**TIP** If you have a question about a contribution, use the 'Ask the contributor' function to send a message.





# Intelligence platform

The screenshot shows the Risk Leadership Network Intelligence platform interface. The top navigation bar includes the logo, 'Home', 'Intelligence', and 'My Clippings' links, along with a search icon and a user profile icon. The main content area displays search results for 'risk culture dashboard'. On the left, an 'Advanced Search' sidebar allows filtering by contributor, topic (set to 'Culture'), content type, published date, and status. The main results list shows three items: 'A pragmatic approach to risk culture dashboard' (Feb 2020), 'Cross functional teams to deliver risk culture change' (Mar 2020), and 'Templated survey questions for risk culture' (Feb 2020). Each result includes a date, a title, a brief description, and a list of key sections with counts. A 'Quick Preview' modal is open for the first result, showing a detailed view of its sections: 'Key steps' and 'Getting traction'. The modal includes a 'Close' button and a 'View full document' link.

## Search

A powerful search engine indexes all contributions, including attachments, to ensure members can quickly find relevant content.

To focus your search, you can also filter by Contributor, Topic, and Content Type.

You can use this to search the whole database, or to search within a document that you already have open.

## Quick Preview

The Quick Preview function allows members to preview content appearing in search results before opening full documents.

Use this to quickly browse sections of contributions when reviewing your search results.

**TIP** Click the eye icon next to sections within search results to access Quick Preview.

# Intelligence platform

The screenshot shows a web browser with the URL `intelligence.riskleadershipnetwork.com/reports/Case-study_A-pragmatic-approach-to-risk-culture/Keysteps#Case-study_A-pragmatic-approach-to-risk-culture:Keysteps...`. The page displays a report titled 'performance reviews' with a section 'Getting traction'. A yellow dashed box highlights the 'Getting traction' section. In the top right corner of this section, there is a 'Copy to clippings' button. The report content includes text about risk culture, a quote from an internal risk manager, and a section titled 'Example of risk culture definition' which includes a diagram titled 'Risk culture definitions and elements'.

The screenshot shows the 'My Clippings' page in the Risk Leadership Network Intelligence platform. The page title is 'Your Clippings (1)'. It displays a list of clippings, with the first one titled 'Getting traction'. The clipping content is the same as the one in the previous screenshot. On the right side of the page, there is a sidebar with a 'Save Selection' button and a list of reports made by other Gambit Media Users, including 'Sadar's risk report', 'Michele's risk report', 'Risk culture', and 'Frederic's risk report for next's workshop'.

## Clippings and Library

Hover over the three dots in the top right of any section of content within a document to access the 'Copy to clippings' button. The section will then be waiting for you in 'My Clippings', accessed via the main navigation. To consolidate your clippings, go to My Clippings and click 'Save Selection'. You will then be prompted to add the clippings to an existing Report, or create a new one. Click on 'My Library' to access your reports, as well as reports shared by other members of your team.

# Intelligence platform

The screenshot shows a web browser with the URL `intelligence.riskleadershipnetwork.com/reports/Case-study_A-pragmatic-approach-to-risk-culture/Outputs#Case-study_A-pragmatic-approach-to-risk-culture/Outputs:C...`. The page layout includes a search bar, a sidebar with navigation links (Report details, Figures, Tables, Executive summary, Context, Key steps, Outputs, Lessons learned, Where to next?), and a main content area. The main content area displays a report titled 'Integrating risk effectiveness into performance reviews' with a yellow dashed box highlighting a section. An 'Add note' button is visible in the top right corner of the highlighted section. The right sidebar contains 'Actions' (Copy to Clippings, Translate, Download Chapter, Compare), 'Report Downloads' (Download the whole report to Word, Download the whole report to PDF, Download all tables to Excel, Download all figures to PowerPoint), and 'Attachments' (Risk culture scorecard.pptx).

This screenshot shows the same report as the left screenshot, but with a 'NOTES' panel on the right side. The panel displays a note added by Richard Rowe on 8 Apr 2020, which states: 'This is particularly relevant for our meeting next week.' Below the note, there is a checkbox for 'Share note with users in your account' and an 'Add note' button. The rest of the page layout is identical to the left screenshot.

## Notes

Hover over the three dots in the top right of any section of content and click on 'Add note' to leave notes for you and/or your team to see. If a section contains notes this will be indicated by a red icon containing the number of notes – click on this to view the notes that have been added by you and your team. To access all of your notes, click on 'My Profile' (top right) and then click on 'My Notes'.

**TIP** Tick 'Share note with users in your account' if you want the note to be visible to your team.

# Intelligence platform

Risk Leadership Network Intelligence

Home Intelligence My Clippings

Search My Profile

A pragmatic approach to risk culture 4 Feb 2020

Lessons learned

What worked well

- Doing an initial round of 'focused interviews' with a small number of people from across the business was a good start. It enabled us to confirm some issues we were already aware of and add nuance to others. It gave us enough material to present to our audit and risk committee and say "here's our first look at risk culture and here's our plan for how we're going to get better at measuring it".
- When we included questions in the HR survey, we deliberately used language that aligned to our company values. We wanted to use terminology that people were familiar with, as we felt this would generate more meaningful responses than asking, for example, 'is there a consequence for poor risk management behaviour?' (and then having everyone wondering what exactly is risk management behaviour).

What was difficult

- Be prepared to be pretty bullish to get everyone on board. You may need to burn up political capital to get the ball rolling.
- It's hard to get everyone on the same page in terms of what counts as 'risk culture' and how far risk's mandate extends.
- We did a lot of research on how companies are measuring risk culture and accountability. On the surface, it can look like there are a lot of great ways to measure it... but when you look under the hood, many approaches are flawed. We found it almost impossible to compare apples with apples.

A pragmatic approach to risk culture

A large corporate Member tells us how they began measuring and creating a risk culture dashboard

When it comes to risk culture, organisations often become paralysed by an 'all or nothing' mindset. One of our large corporate Members outlines their pragmatic approach to diving in and making a difference incrementally. They talk through their jour...

Find Content You Want to Compare

BROWSE TABLE OF CONTENTS

BROWSE FIGURES

BROWSE TABLES

Compare With a Section of Another Product

Search Reports

Any Category

## Compare

Use Compare (found in the right pane next to any document) to look at sections within a report, or from different reports, side by side. You might want to compare the 'Lessons learned' from two related contributions, for example. Every contribution is structured in the same way to provide maximum practical value.

Risk Leadership Network Intelligence

Home Intelligence My Clippings

Search My Profile

A pragmatic approach to risk culture 4 Feb 2020

Lessons learned

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Example survey questions

Survey question	Key Themes
Do you understand the risk appetite of your function/business unit and has it been clearly defined, reviewed and communicated?	<ul style="list-style-type: none"><li>Inconsistent and depends on the function</li><li>Nothing is formalised with all communication completed verbally.</li></ul>
Is risk incorporated into strategic and business as usual activities and is the risk functions seen as a standalone/segregated process?	<ul style="list-style-type: none"><li>Risks are raised but the risk management cycle is not completed.</li><li>Risk teams are generally seen as a standalone functions and not included in key decisions. Governance functions are usually the exception.</li><li>Inconsistent throughout the business.</li></ul>
What is the influence of risks teams across the organisation? Do you feel that they have adequate influence in the decision making process?	<ul style="list-style-type: none"><li>Most respondents indicated that risk have an adequate level of influence.</li><li>Risks are being considered however it is noted that some risk teams don't have much influence.</li></ul>

Source: Risk Leadership Network Member Contribution

Download to Excel

Report Downloads

- Download the whole report to Word
- Download the whole report to PDF
- Download all tables to Excel
- Download all figures to PowerPoint

Attachments

- Risk culture scorecard.pptx

## Download

Hover over the three dots next to a section or use the links in the right pane to download content to Word, Excel, PowerPoint or PDF (as appropriate/desired).

**TIP** Look out for supplementary resources under Attachments (in the right pane).



# Contact

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