

Reading the Same Rules Differently

Leading Across Different Definitions of Risk

Dr Justine Dattani
Chief of Strategy & CTO

RM1

Defining “Acceptable”

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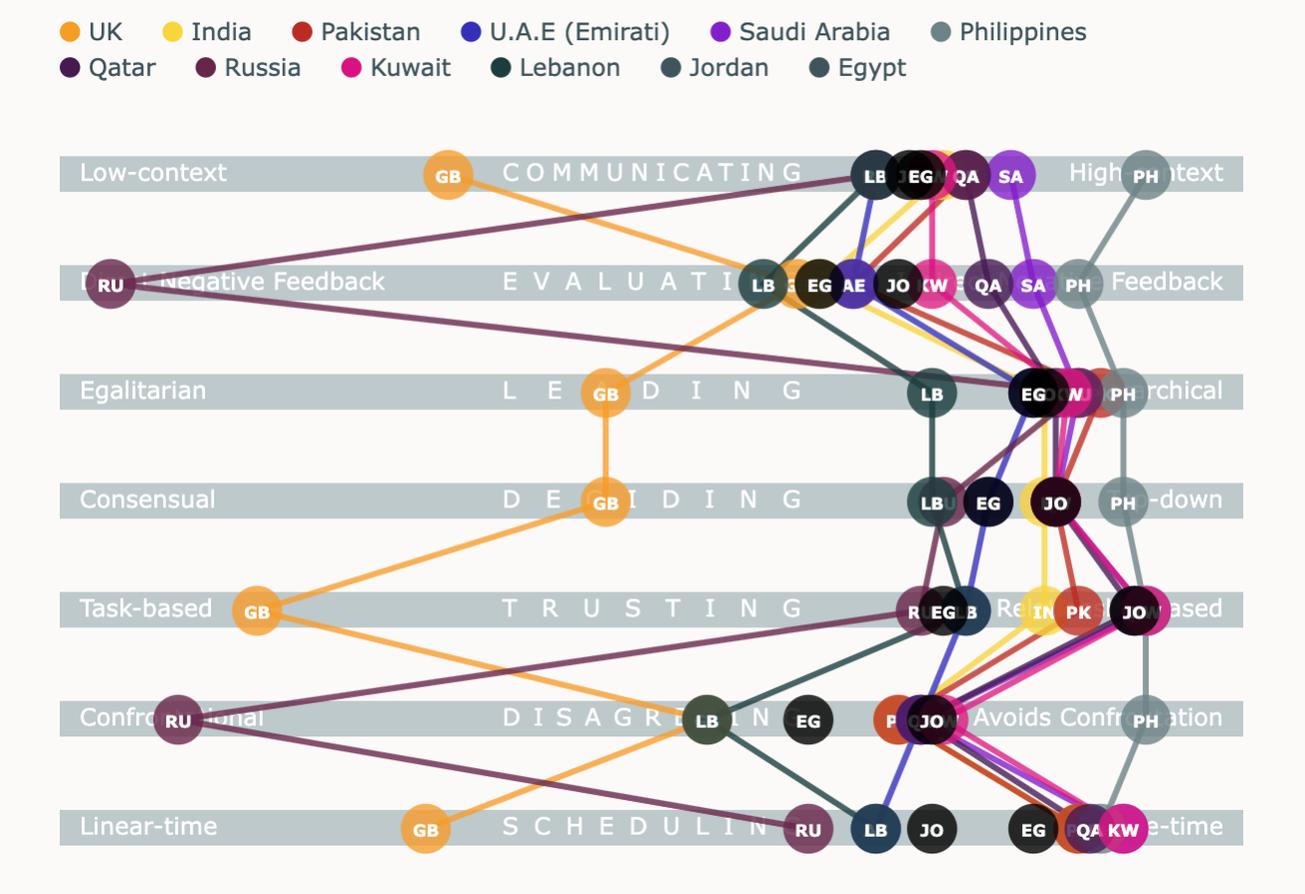
Defining “Acceptable”

within a population of differing cultural backgrounds,
education, work culture at previous employers,
industry habits, and regional expectations

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The Country Mapping Tool from Erin Meyer's Culture Map



Defining the same rules differently



Mapping for Governance

Low risk

Risk Appetite

High risk

Rules

Authority

Signals

Required standards

What Compliance Means

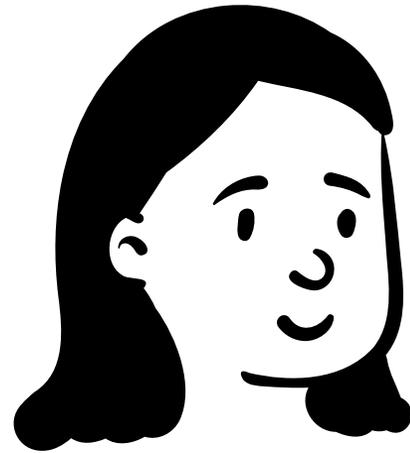
Admin

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Competing Pressures for Governance

**Strategic
momentum**

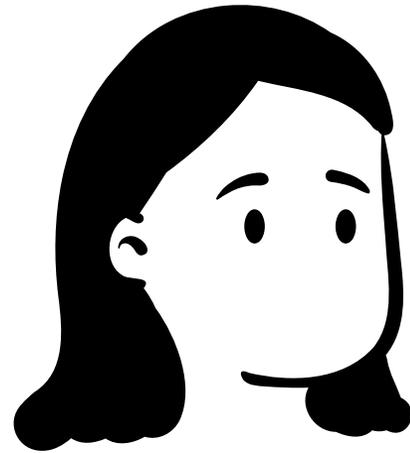


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Competing Pressures for Governance

**Strategic
momentum**



**Operational
practicality**

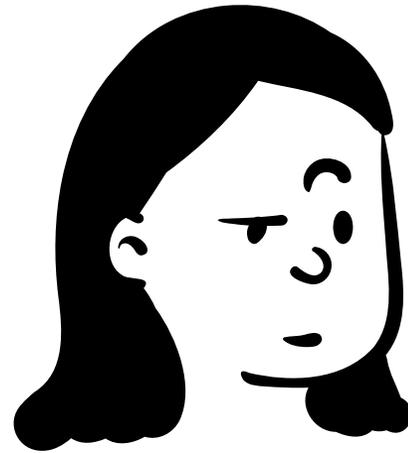
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Competing Pressures for Governance

**Cultural
interpretation**

**Strategic
momentum**



**Operational
practicality**

Defining the same rules differently

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From Rules to Outcomes



Defining the same rules differently



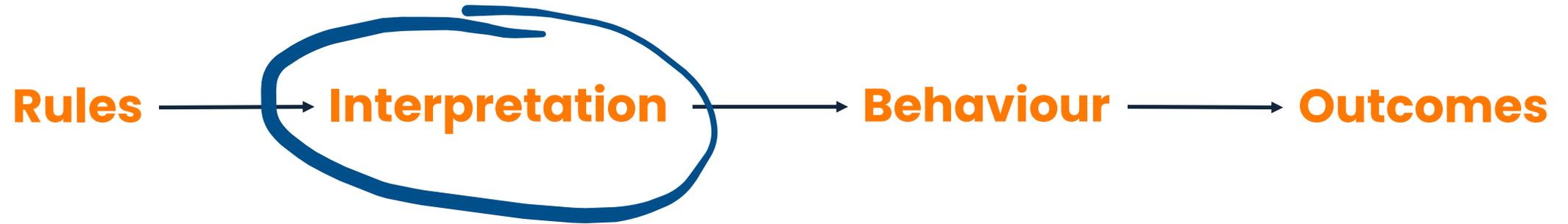
From Rules to Outcomes



Defining the same rules differently



From Rules to Outcomes



Defining the same rules differently

So, what do we do about this?



Defining the same rules differently

So, what do we do about this?



- Understand your colleagues' internal frameworks and assumptions

So, what do we do about this?



- Understand your colleagues' internal frameworks and assumptions
- Remember that none of this is bad intent

Some real examples from RM1

Understanding my colleagues' internal frameworks and assumptions

Defining the same rules differently



Some real examples from RM1

Understanding my colleagues' internal frameworks and assumptions

1. The owner-stakeholders

Defining the same rules differently



Some real examples from RM1

Understanding my colleagues' internal frameworks and assumptions

1. The owner–stakeholders
2. Our clients (auditors)

Some real examples from RM1

Understanding my colleagues' internal frameworks and assumptions

1. The owner–stakeholders
2. Our clients (auditors)
3. Operations, HR, admin

Some real examples from RM1

Understanding my colleagues' internal frameworks and assumptions

1. The owner–stakeholders
2. Our clients (auditors)
3. Operations, HR, admin
4. Our vendors and service providers

Some real examples from RM1

Understanding my colleagues' internal frameworks and assumptions

1. The owner–stakeholders
2. Our clients (auditors)
3. Operations, HR, admin
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Cyber Security

Data leak at Abu Dhabi finance summit exposes politicians and business leaders

Personal documents including passports belonging to hundreds of attendees of ADFW found online

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Translate Standards and Expectations

Rules → **Interpretation** → **Behaviour** → **Outcomes**

Alignment happens when everyone understands the same meaning.

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Alignment happens when *meaning* is shared.



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