

Instituto Gobernanza y Sociedad

Gobernanza y riesgo

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Alberto Gallego



“

Culture, more than rule books,
determines how an
organization ***behaves***

”

~ **Warren Buffet**

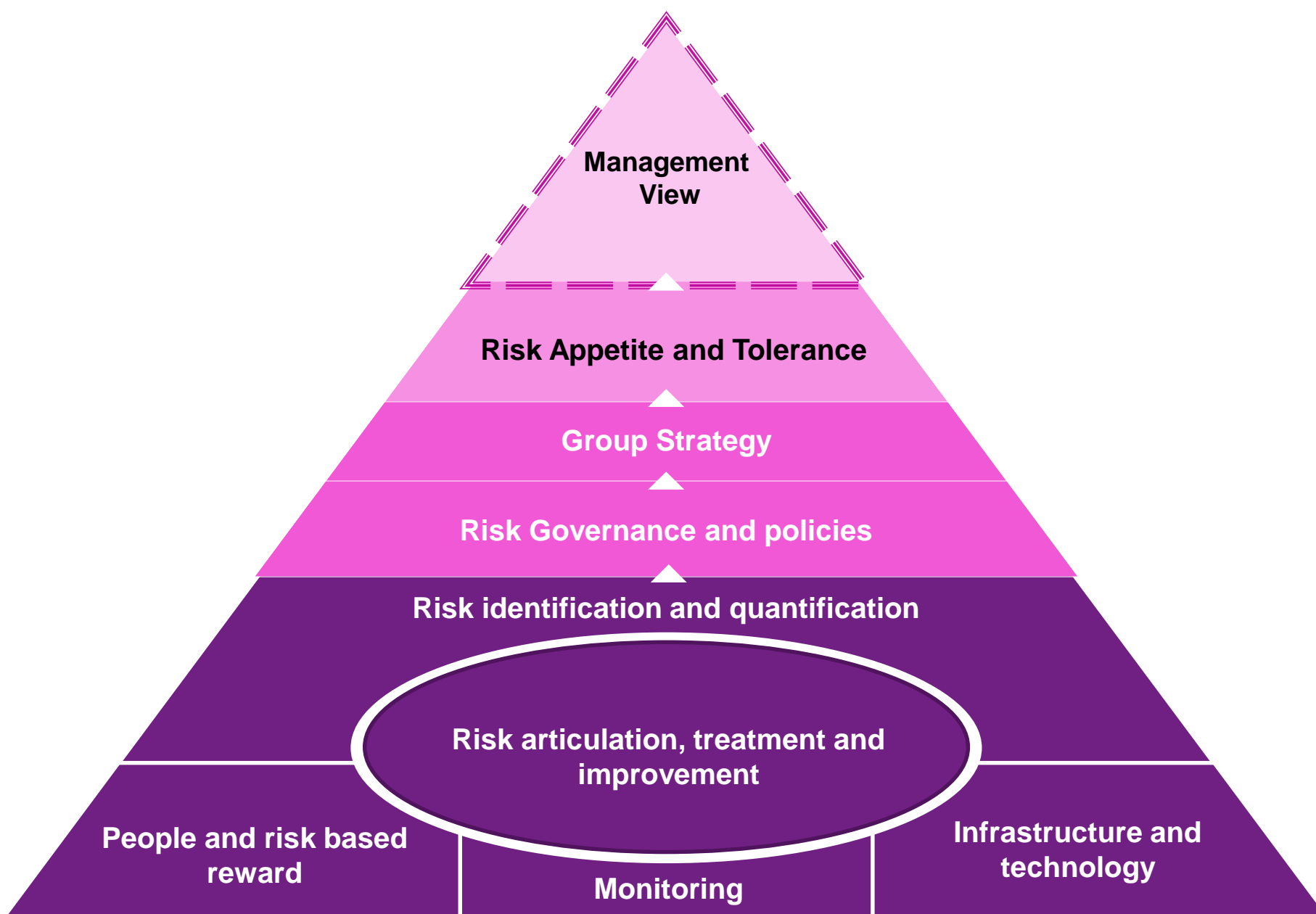
Berkshire Hathaway

Risk management: correlation between risks and people

Human Capital Risk comprises risks “from” and “to” human capital performance, with each dependent on the other



**As risks *to* human capital increase, so do risks created *by* human capital...
*and vice versa***





UPSIDE RISK:
Search for opportunities

DOWNSIDE RISK:
Mitigate Negative events

**Leading organizations understand that
HC risks managed in a differentiated
approach can unlock significant value**

Human Capital / Risks Spectrum

Fundamental risks	Engagement risks	Differentiation risks
<ul style="list-style-type: none">▪ Compliance▪ Accidents/property loss▪ Discrimination/ Inclusion▪ Up-time▪ Employee health▪ Financial solvency/ funding requirements	<ul style="list-style-type: none">▪ Discretionary effort ("engagement")▪ Productivity<ul style="list-style-type: none">▪ Efficiency▪ Presenteeism▪ Retention/turn-over▪ Quality▪ Service levels	<ul style="list-style-type: none">▪ Innovation▪ Differentiated service▪ Health and wellness▪ Financial wellness▪ Continuous improvement▪ Proactive hazard mitigation
All Companies	Most Companies	Leading Companies

