Checklist for Change:

Discussion topics to raise when addressing risk-managing change

During the last quarter of 2018, ORX and McKinsey & Company conducted interviews on the risk management of change with the chief risk officers (CROs) of 16 leading financial institutions, both banks and insurers, around the world.

There was widespread agreement that change risk is an issue, that it is rising in importance, and that it is a priority for most. Based on all the input received, we have come up with a list of discussion topics that can be raised when addressing change-risk management. This is very much a topic list, not a wish list of what an institution should or must do.

		Key questions	Description
1.	**Change scope**	**Is it clear to your teams what change risk is and when to flag concerns?**	Everyone needs a clear understanding of change-risk priorities, so they know what risks to look for and flag. The key delivered risks of concern may be, for example, reputation or information security.
2.	**Focus on risk**	**Are there gaps in your existing processes through which risk can fall?**	If the scope of change risk is defined by aggregating the output of existing change processes, it's useful to think about what might be falling through the gaps between processes.
3.	**Get in early**	**Is risk proactive or reactive in risk-managing change?**	Consider whether Risk currently gets involved early enough, before the decision to change has been made, and whether it has a mandate to make a difference.
4.	**Use risk champions**	**Is the Risk Champion model worth considering?**	This is a model for how Risk partners with the business, providing a single point of contact that can triage risks and make decisions at speed.
5.	**Build on what you have**	**How can you best use what you've got?**	There is likely no need to create a new risk silo. Existing tools and approaches are probably perfectly acceptable, but they might need tailoring to this new change-led environment.
6.	**Consider the delivery environment**	**Is the business ready to receive the change?**	Using existing assessments, consider whether a change is going to be delivered into a high- or low-resilience environment.
7.	**Aggregate capacity**	**Are you able to aggregate risk to understand your capacity for change?**	Understanding the organisation's capacity for change means aggregating the change-risk portfolio ("how much change is too much?") It is more important to be effective than to be precise.
8.	**Learn from outcomes**	**Are outcomes in line with your risk assessments and, if not, why?**	Examining what happened in previous change-risk situations focusing on delivered risks. Introducing a change-risk angle to incident reviews and post-mortem analyses.

For more information about this checklist or the related research report, please contact **communications@orx.org**