



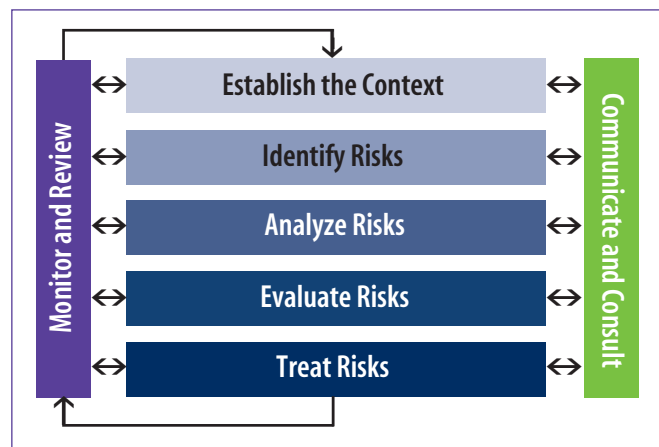
Oversee the Risks and Rewards of Your Business Strategy

Independent Directors are being tested with a new level of complexity and transparency brought on by a decade of profound business changes. They have always been responsible to protect shareholders' interests by using good corporate governance over risk management. However, they are now expected to create stability and sustainability for their organization in an uncertain world. Overseeing risk is an area Independent Directors will need to focus on as they decide how to rebuild trust for investors and broader stakeholders.

Risk will be redefined in 2010. The new ISO 31000 standard defines risk as: ***The effect of uncertainty on objectives.*** It has been well documented that entities with good governance over risk management perform better and enjoy greater return on investment (ROI). The smartest companies are leveraging risk into action, opportunities, and profits. They are using their leadership on emerging trends to position themselves ahead of their competitors. Examples are GE (ecomagination), Wal-Mart (repurposing the supply chain) and many more.

According to the National Association of Corporate Directors (NACD), "Risk is not merely something to be avoided, mitigated, and minimized; risk is integral to strategy and essential for a business to succeed. Boards should encourage management to pursue prudent risks to generate sustainable corporate performance and value." *

With the financial meltdown of 2009 almost behind us, there has never been a greater need for corporate boards to oversee risk management as an imperative of their business strategy. Beyond Sarbanes Oxley, there are the 2009 proposals now in deliberation at the Senate and SEC for regulatory oversight of publicly-held companies in order to ensure shareholder protection. Independent Directors, whose jobs are getting increasingly more difficult, need to be properly prepared and up-to-speed in order to manage the new expectations whether from the SEC or informed shareholders.



There's no better time than the present to be proactive, develop frameworks and leading practices for oversight of strategic risk management, and get ahead of the curve. The first step is getting your Board ready to assess their compliance with these upcoming expectations. If you want to get the rewards of taking risk intelligently, you must make the connection to your organization's business strategy.

Until now, Independent Directors have had limited access to advisors and frameworks to work cooperatively with their CEOs to ensure that the organization is taking risk within the board's risk tolerances. Investors want to see that agendas and reported conversations with the CEO and their team have been robust. They are looking to the board to ensure that risks are not taken due to a lack of knowledge or experience.

As an Independent Director, investors expect you to be confident that you've got the right CEO and the right strategy. As an experienced executive, you want to make sure that the right resources and wisdom are being applied, and that there are checks and balances in place for the execution of that strategy. Most important is board leadership on framework, process, on-going education and communication on taking risk for successful outcomes.

A Framework for Risk Oversight

Risk for Good (R4G) is the only advisory firm focused exclusively on Independent Directors. Their expertise is in emerging trends with a practice expertise in strategic risk management. This provides the proven framework to decide for how to weigh risk, determine risk tolerance and appetite, and communicate these decisions to executives and employees so they can execute for strategic advantage.

As an Independent Director, you can rely on Risk for Good as the expert resource for information specifically targeted at your responsibilities and duties.

R4G is an advisory firm with one goal: build the 21st century roadmap for strategic risk management in the board room. R4G's 7-Step Risk Oversight Process™ sets the "tone at the top" for taking intelligent risk for strategic advantage.

Risk for Good Founder and CEO Fay Feeney: *The Proven and Safe Choice for Independent Directors*

Fay Feeney is a visionary and industry expert who has extensive experience with corporate governance over risk. She understands that your duties as Independent Directors are expanding and becoming more difficult all the time due to increased regulatory and government oversight. That's why she has developed well thought out and intelligent tools so your executive sessions can be more productive by finding solutions that will take your organizations to the next level. She has leveraged her proven risk management expertise and intersected it with good governance to help organizations worldwide succeed and increase profits in the most easy-to-understand manner.

Ms. Feeney recently achieved the Certificate of Director Education through NACD's Director Professionalism® program. She also has served as the CEO appointee to the Los Angeles County Risk Management Advisory Committee. Early in her career, she earned the prestigious Associate in Risk Management (ARM) designation. Ms. Feeney is a Certified Safety

Professional (CSP), an honor bestowed upon only 12,000 individuals worldwide, which sets her apart and provides a strong scientific foundation in risk assessment. You can rely on Ms. Feeney and her team as your advisors to help ensure you achieve your goals.

In addition, Feeney is well known in the governance world and produces the "Risk Intelligence Session" at the UCLA Director's Education and Certification Program in conjunction with the Risk and Insurance Management Society. Her expertise in working with risk and insurance matters spans her 30+ year career with many successes gained from her safety, health and environmental consulting firm, Envision Strategic Group.

The time is now to call Ms. Feeney and begin the conversation on what you can do to strengthen your board oversight of strategic risk management. Independent Directors who focus on risk will ensure their board has the tools it needs to achieve a competitive business strategy for 2010 and beyond.

www.riskforgood.com:

- ▶ A centralized, streamlined resource for information for good corporate governance over risk and emerging trends
- ▶ The only web-enabled source for information devoted exclusively to educate Independent Directors so they can set the agenda on strategic risk management oversight for their organization in connecting risk management to business strategy
- ▶ The R4G Board Oversight 7-Step Process™ prepares Independent Directors for "No Surprise Risk Management" and strengthens corporate financial fitness to leverage risk for value creation and competitive advantage

Visit www.riskforgood.com, email or call Fay Feeney if you are ready to strengthen your risk management oversight and engage your entire board in the conversation. Time is of the essence.