



GENERAL MOTORS
EVOLVING
Board Risk Governance
Model

Presented by

John Bugalla

Kristina Narvaez

ERM 400



Introductions



John Bugalla

Managing Principal, ermINSIGHTS



Kristina Narvaez

President, ERM Strategies



Grant Fitz

Risk Owner, General Motors

Agenda

1

“Evolving” will be a recurring theme.

2

Key CEO Questions

3

Governance – Evolving Roles of Risk Committees

4

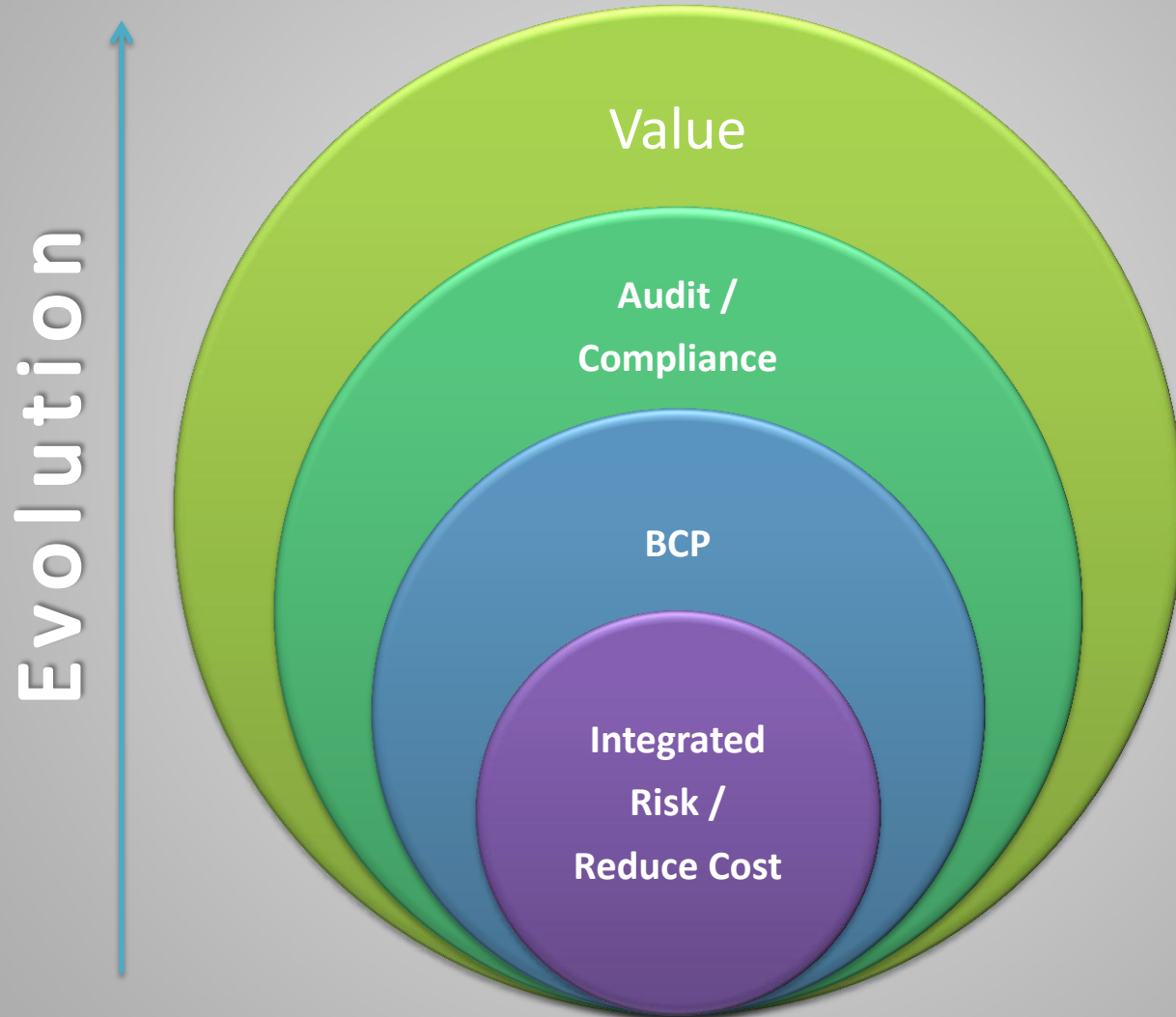
GM - From CRO to GM Risk Owner

5

Risk Managers – The Evolving Career “S” Curve



ERM is Evolving



Key CEO Questions

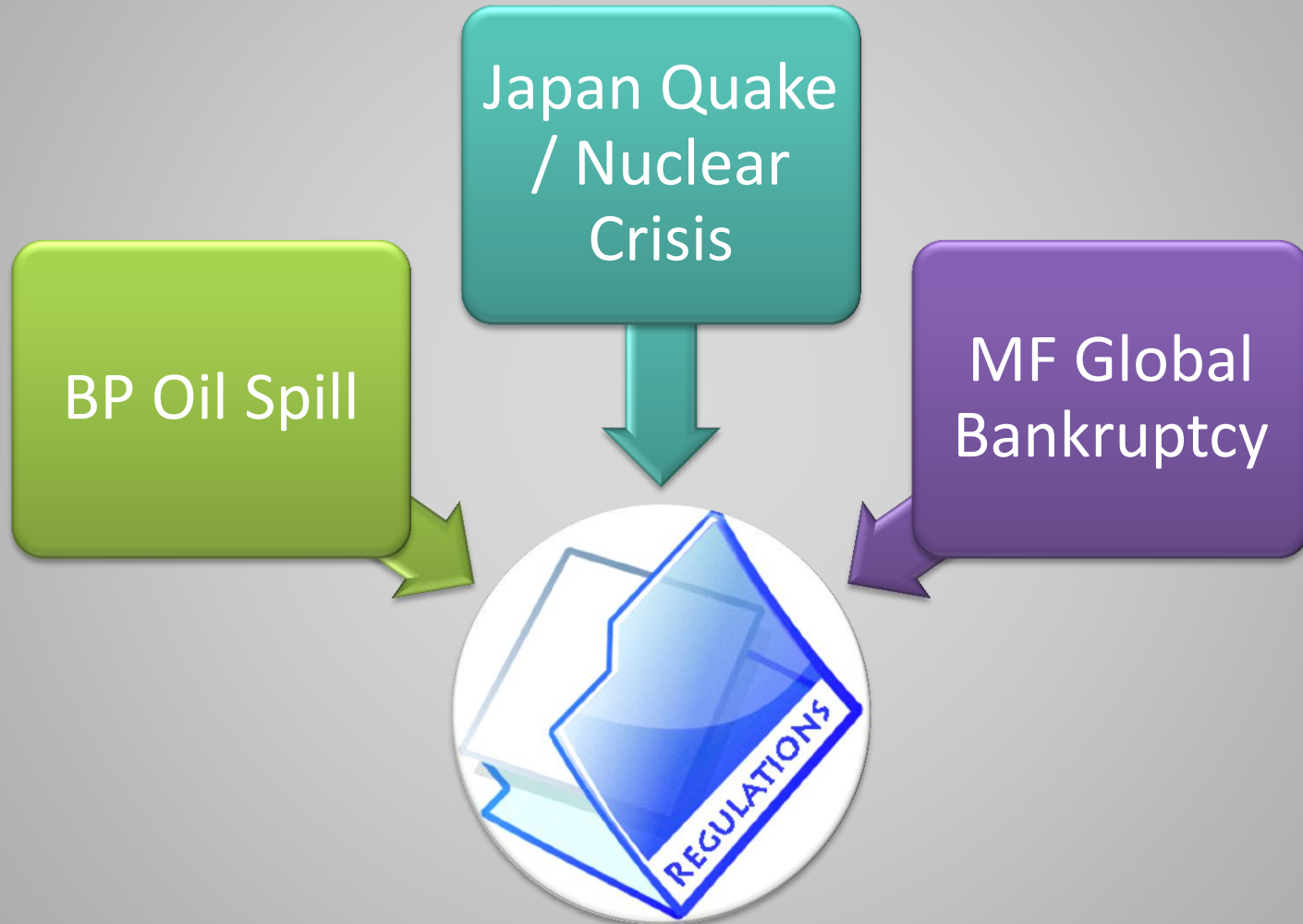
What new measurable value will be gained by this company?

Will incorporating ERM into the strategic planning process give us a competitive advantage?

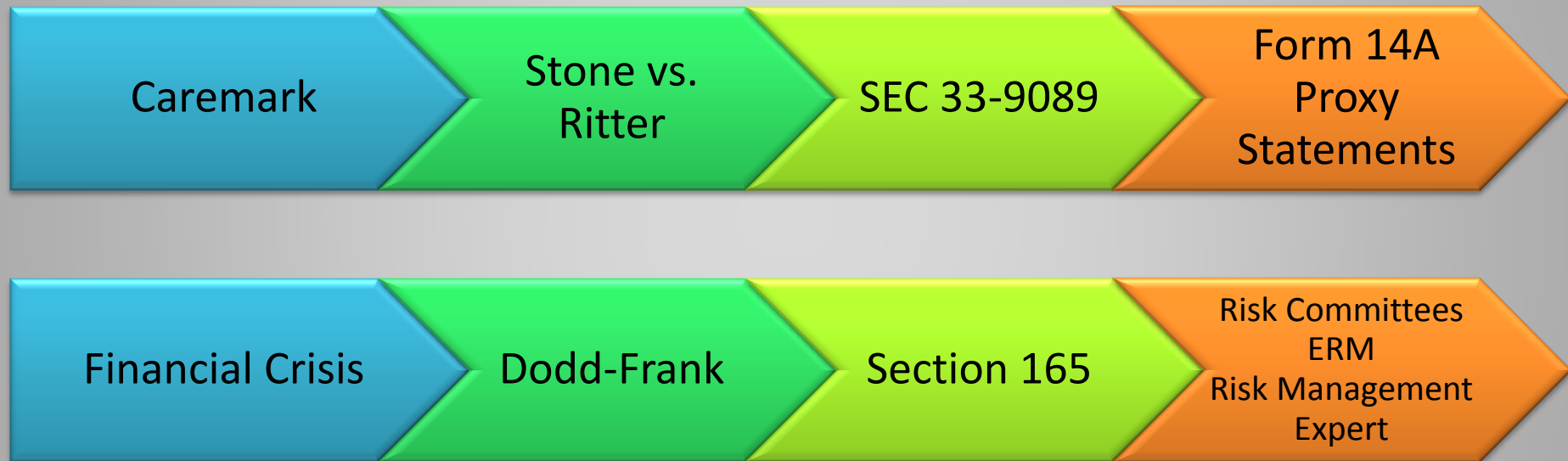
How do we create value?



Cause->Effect->Outcry->Response



Regulatory Climate is Evolving



New Model of Governance



Fortune 100 Companies with Risk Committees



Board Level Risk Committees



JPMorgan Chase & Co. (JPM)
Risk Policy Committee

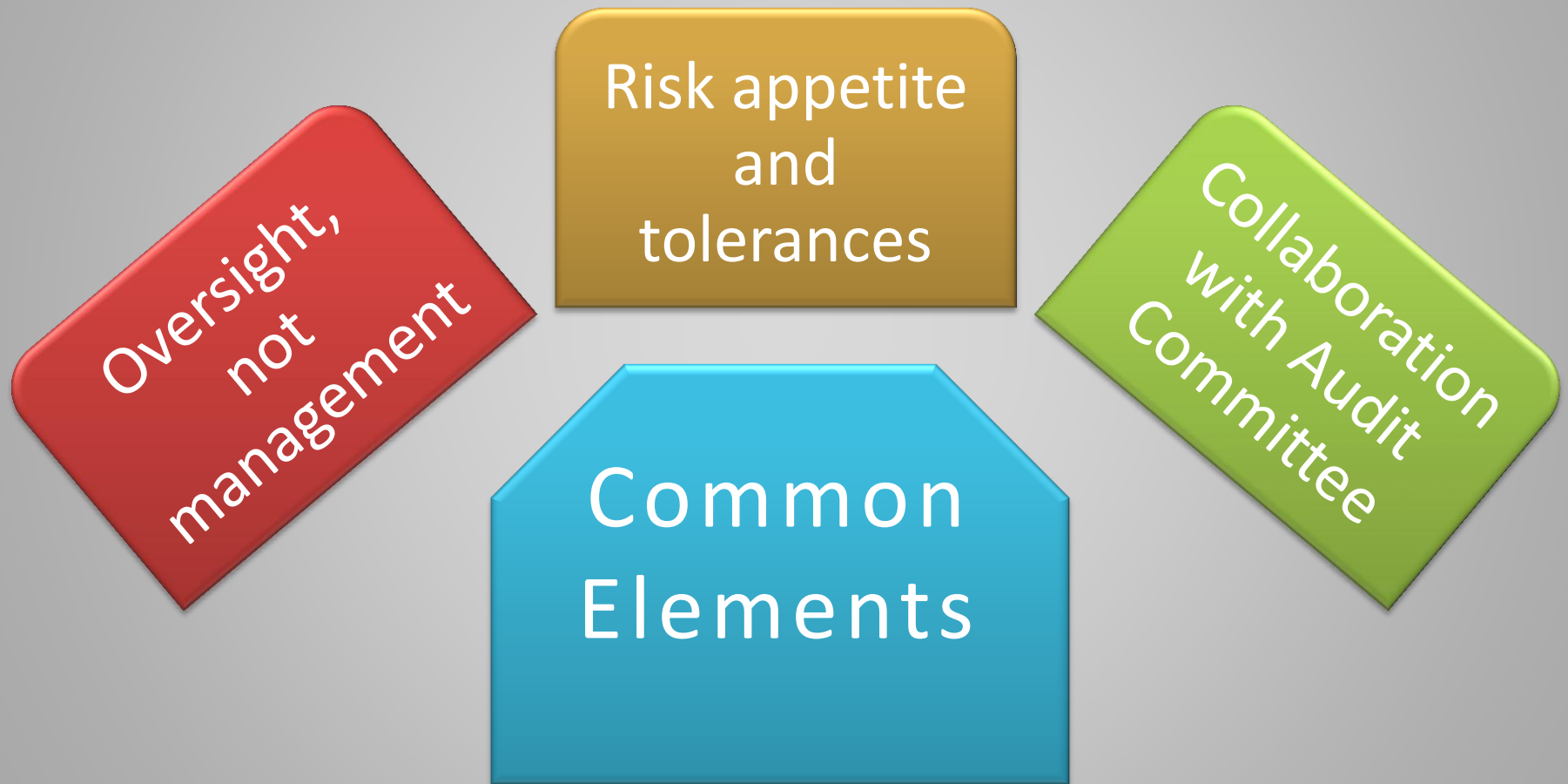


General Motors Company (GM)
Finance and Risk Committee

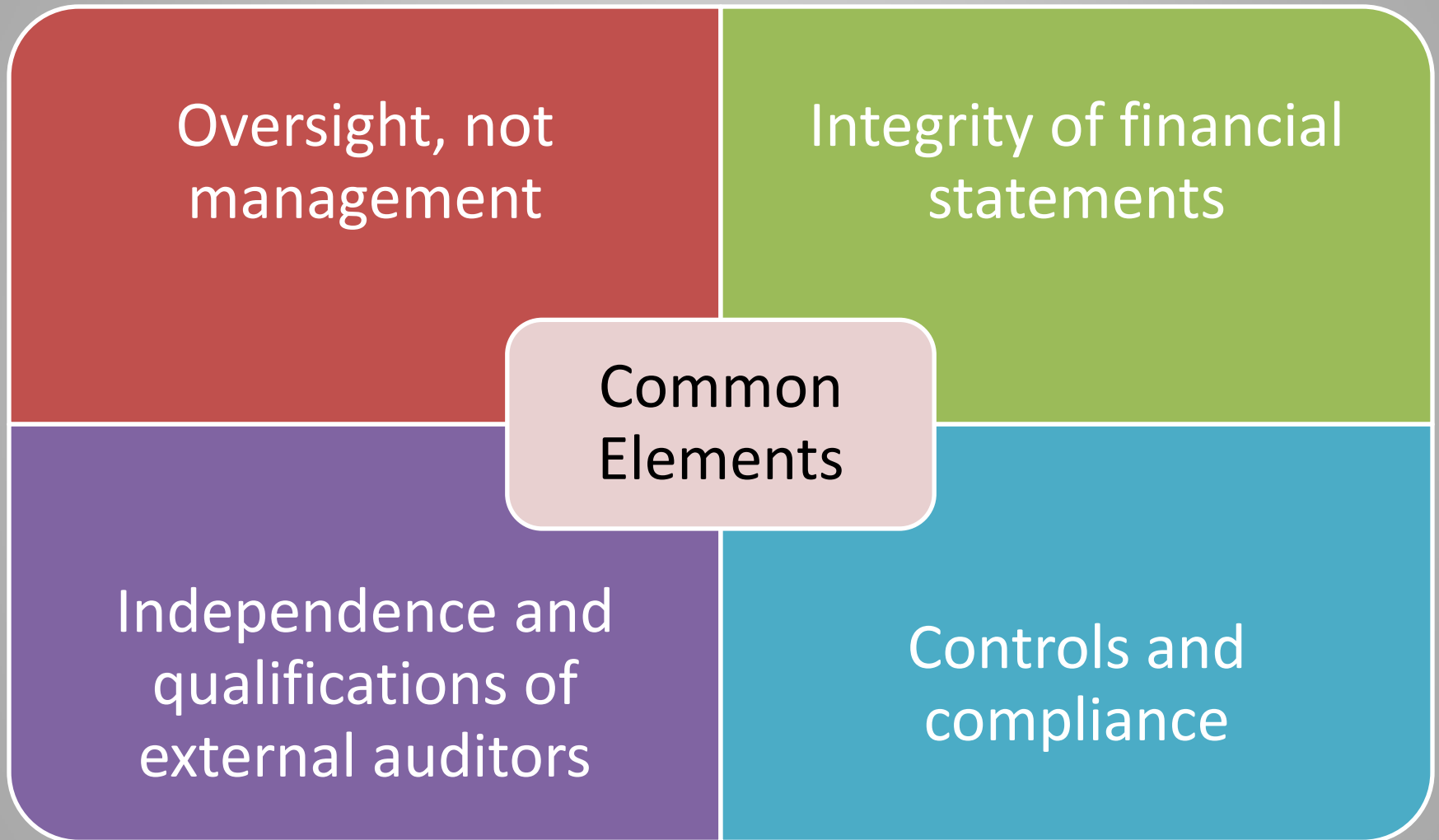


General Electric Company (GE)
Risk Committee

Risk Committees



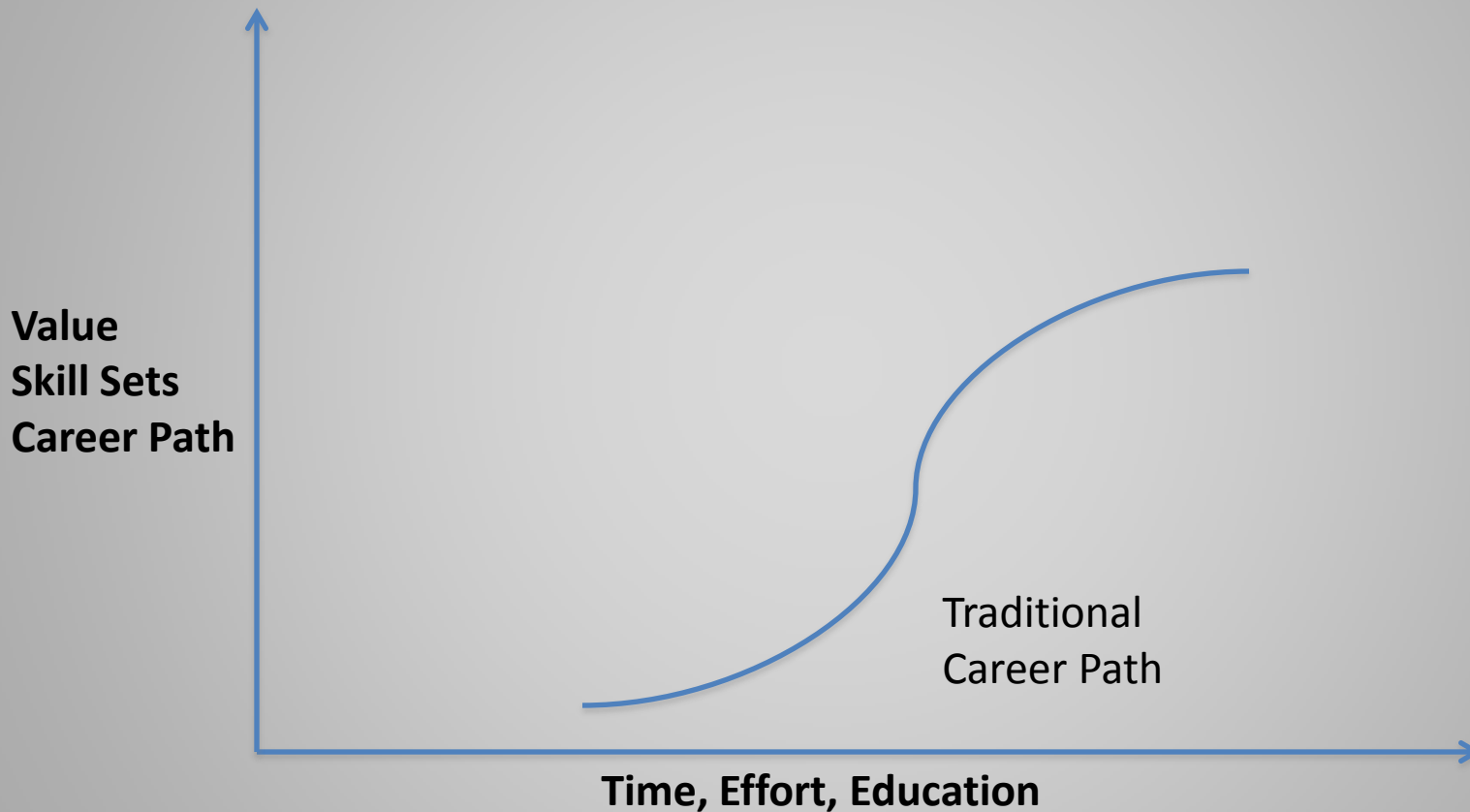
Audit Committees



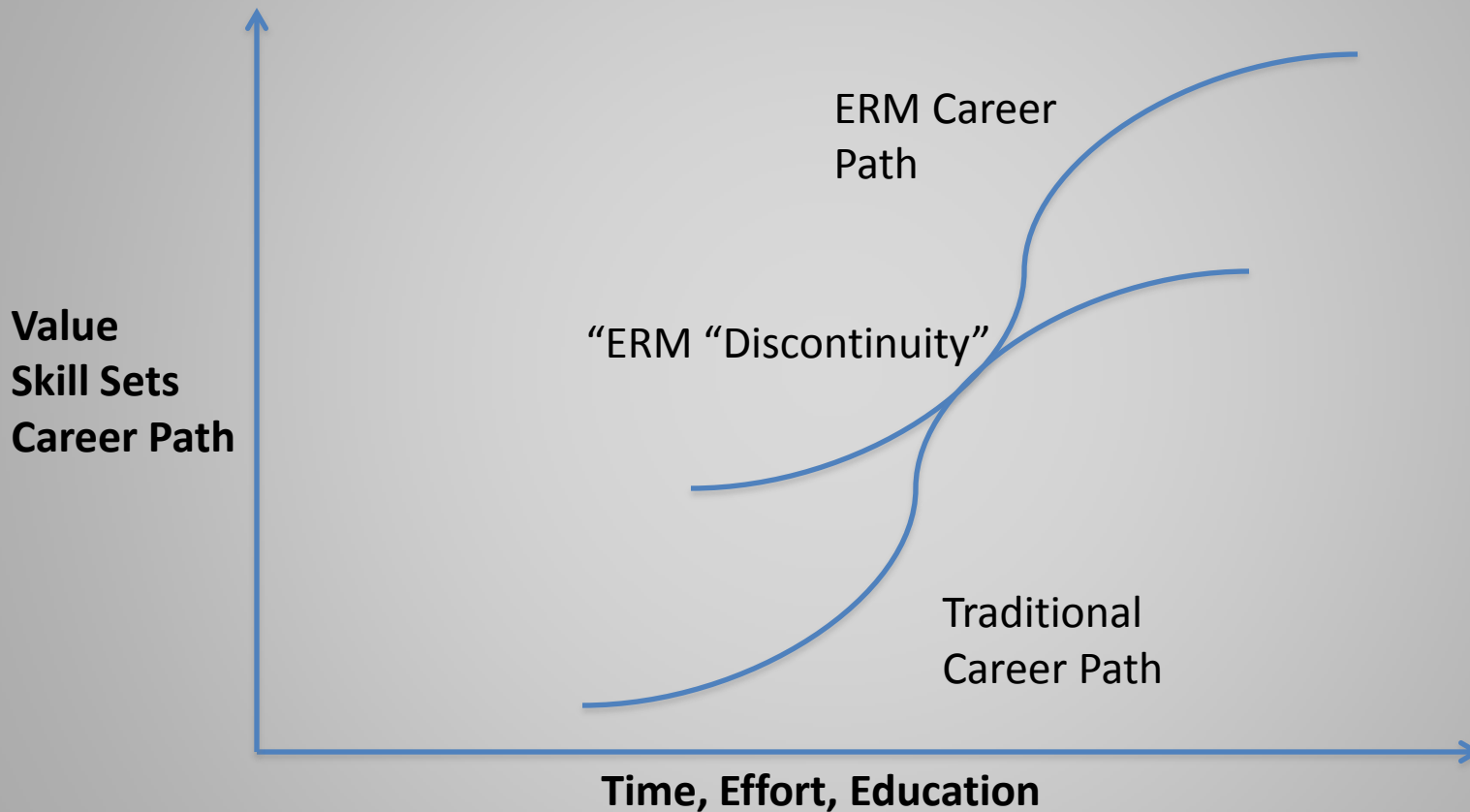
Evolving Governance



Risk Managers: The evolving career “S” curve



Risk Managers: The evolving career “S” curve



EVOLVING RISK GOVERNANCE PRACTICES.

“BOARDS ARE NOW FINALLY ASKING MANAGEMENT ABOUT THE NATURE OF THE RISK INFORMATION PROCESS THAT IS IN PLACE. BOARDS WANT TO GATHER INFORMATION ABOUT NEW OR EMERGING RISKS AND THE EXTENT TO WHICH THESE RISKS REQUIRE A MORE IN-DEPTH ANALYSIS. THIS IS BEING DONE TO ENSURE FUTURE OPPORTUNITIES AND THREATS TO THE COMPANY’S PERFORMANCE ARE APPROPRIATELY MANAGED.”

JOHN BUGALLA, JAMES KALLMAN, CHRIS MANDEL AND KRISTINA NARVAEZ
THE CORPORATE BOARD, MAY/JUNE ISSUE 2012



Publications

- *“Best Practice Risk Committees”*
The Corporate Board, May/June 2012 by John Bugalla, James Kallman, Christopher Mandel and Kristina Narvaez
- *“ERM and Project Management”*
Risk Management Magazine, Vol. 58, November 01, 2011 by John Bugalla and Kristina Narvaez
- *“The New Model of Governance and Risk Management for Financial Institutions”*
Journal of Risk Management in Financial Institutions, Vol. 5, 2 July 2011 by John Bugalla, James Kallman, Steve Lindo and Kristina Narvaez
- *“An Evolving Model for Board Risk Governance”*
The Risk Management Society Executive Report *The Risk Perspective* 2011 by Carol Fox, John Bugalla, and Kristina Narvaez
- *“ERM at the Vancouver Winter Olympics”*
Risk Management Magazine, April 2011, by John Bugalla, Janice Hackett and Kristina Narvaez
- *“Putting Board Risk Committees to Work”*
The Corporate Board, November/December 2010 by John Bugalla, Janice Hackett, James Kallman, and Kristina Narvaez



THANK YOU



John Bugalla - Managing Principal, ermINSIGHTS
Email: jbugalla@indy.rr.com



Kristina Narvaez - President, ERM Strategies
Email: kristina@erm-strategies.com



Grant Fitz - Risk Owner, General Motors