



### DIVERSITY & OTHER OPERATIONAL RISKS by Kathy Graham

[Alfreda Bradley-Coar](#) will be one of 12 Chat Leaders at [Graham Johnson's](#) **BOARDS: The Bridge to a Diverse World** complimentary event on **February 24<sup>th</sup>** from 4pm CT to 6pm CT...and her topic, ERM: OPERATIONAL RISKS is one of the top 2021 Corporate Board priority subjects being discussed among attendees.

ERM (enterprise risk management) is the culture, capabilities, and practices integrated with an organization's strategy and performance to manage risk in creating, preserving, and realizing value. ERM is not isolated from strategy, planning, compliance, or day to day decision-making.

**"Understanding the various operational risks of a business and how those business levers are interconnected is critical—with a breach in one potentially causing a snowball effect on others. It is essential for Boards to be aware of and act on operational risks,"** says Alfreda.

She defines operational risk as risks that can have an impact on the strategy, growth, and day to day functioning of a business, which may affect key stakeholders. Such impacts may include: brand and reputational risk, legal risk, supply chain risk, and human capital risk.

**"Smart companies are identifying the lack of diversity as a human capital risk that should be treated no differently than a Board's discussions on finance and legal risks,"** states Alfreda. "The lack of diversity can impact hiring, retention, and promotion within an organization—and those choices can (and in this era of digital connectiveness—those choices will) ultimately impact a company's bottom line and reputation."

Alfreda spent most of her career at GE, with her last position as a C-Suite executive partnering with nine business units that generated \$125B annual revenue with 300,000 employees in 100 countries. Prior GE positions were as part of the Senior Executive Team of GE Medical Diagnostics, GE Healthcare Americas, where she was responsible for five business units generating \$9B revenues with 25,000 employees, and ~60 direct reports.

Joining Alfreda to discuss Financial ERM is [Pooja Rahman](#), Head of Financial Risk for New York Life. Pooja is a global Enterprise Risk Management and Financial Risk Management ESG executive who is a SEC Qualified Financial Expert with significant M&A, regulatory compliance, and public policy experience in high tech and highly regulated industries with a focus on financial services and insurance.

Following a spectacular panel (see [1/15/21](#) article), Alfreda and Pooja will be one of 12 Chat sessions led by the following Chat Leaders (each in their separate chat rooms—guests choose two of the 12 topics to attend for the two ½ hour private chats):

- GOVERNANCE: Charlotte Laurent-Ottomane, Executive Director/Co-Founder, Thirty Percent Coalition
- CLIMATE: Stacy Swann, Global Water Partnership Board; former World Bank; CEO, Climate Finance Advisors
- GROWTH (M&A, Turnaround, Organic): Mike Froy, Global Co-Chair, Corporate Practice; Partner; Chicago Co-Head; Dentons
- EXECUTIVE COMPENSATION: Mike Melbinger, Partner, Winston & Strawn; 3<sup>rd</sup> edition *Executive Compensation* author
- REGULATORY COMPLIANCE: Kim Yapchai, Chief Sustainability Officer/Counsel, ESG; CCO, Tenneco
- CYBERSECURITY:
  - STRATEGIC & DIRECTIONAL: Luis Aguilar, Former Commissioner, U.S. Securities and Exchange Commission—one of first to focus on cybersecurity; led effort to organize public/private sector experts for SEC's first Cybersecurity Roundtable.
  - OPERATIONAL: Tim O'Brien, Envestnet's Managing Director of Information Security and Information Technology.
- ...and more still in process.

For an invitation to this free event (attendance limited to C-Suite and Corporate Board Directors) go to: [REGISTER](#) and for more information, see [FLYER](#).