

# 'MANAGING RISK AND UNCERTAINTY'

PIU FRIDAY 14<sup>TH</sup> DECEMBER  
2001

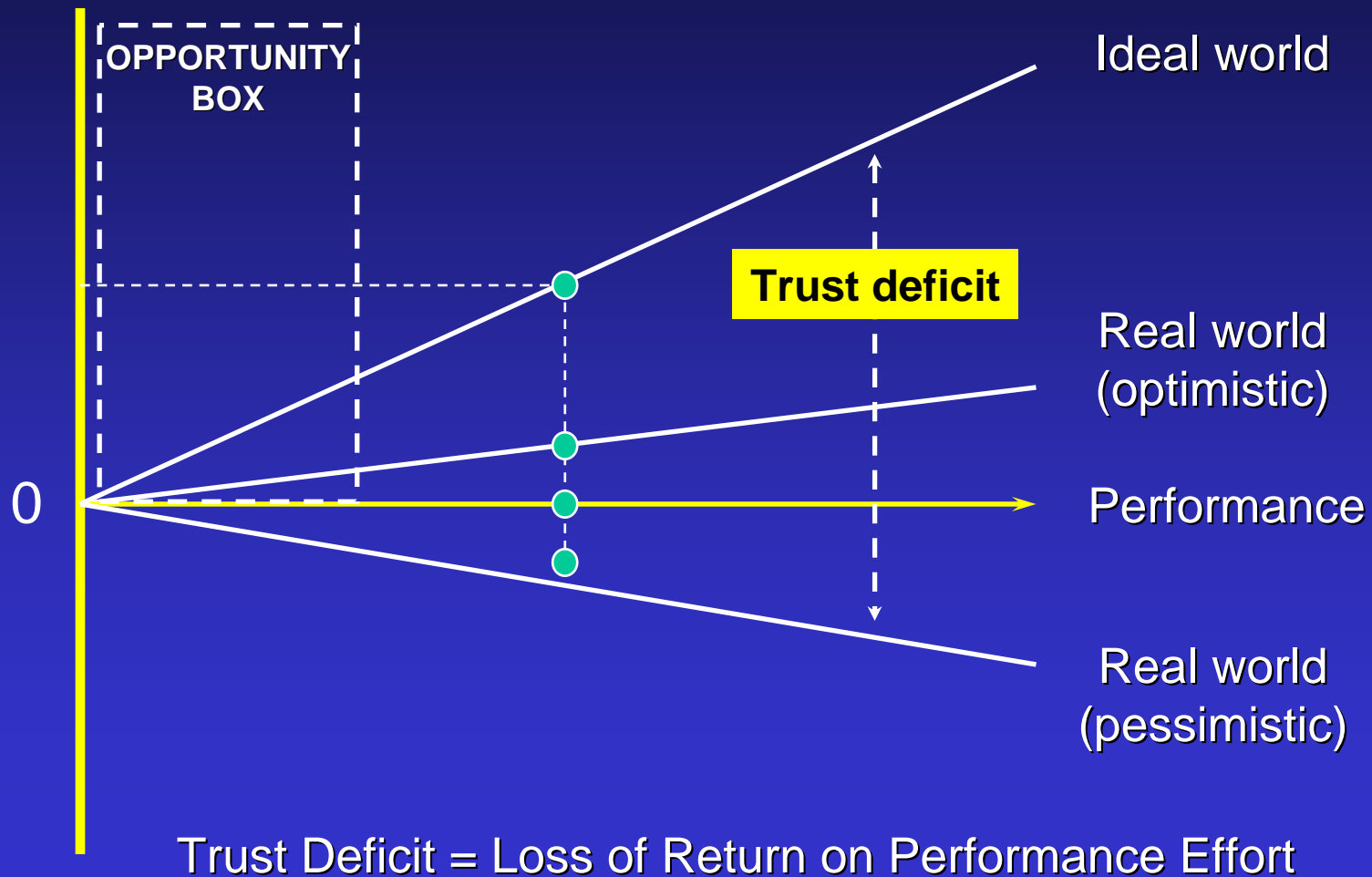
MR TOM BURKE CBE

**RISK<sub>T</sub> = HAZARD x PROBABILITY**

**RISK<sub>(P,R,S)</sub> = HAZARD x OUTRAGE**

# Reputation - Performance Curve

Reputation



# A.C.E. PEOPLE

**affluent, confident, educated**

**connected & informed**

**accustomed to choice**

**RISING REAL INCOMES**

**+**

**RISING EDUCATION**

**=**

**RISING EXPECTATIONS**

**RISING AGE**

**=**

**RISK AVERSION**

9/11

- Performance
- Perception
- Policy
  
- Truth
- Transparency
- Trust

P3

**T3**

$$RM = P^3 + T^3$$

# POSITIONING

WHERE CHEMICALS ARE NOW	WHERE CHEMICALS SHOULD BE
<ul style="list-style-type: none"><li>• Target of first choice</li><li>• Defined by others</li><li>• DAD* posture</li></ul>	<ul style="list-style-type: none"><li>• Preferred partner</li><li>• Self defining</li><li>• LLE* posture</li></ul>
REPUTATION AS LIABILITY UN-MANAGED PERCEPTIONS	REPUTATION AS ASSET MANAGED PERCEPTION

\*DAD = Decide Announce Defend

\*LLE = Listen Learn Engage