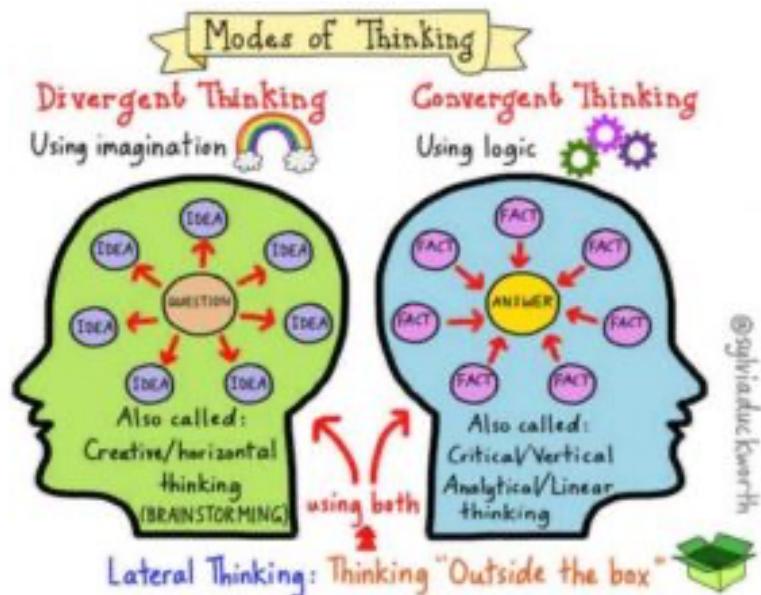


The human side of GRC (part two)

A lot is asked of GRC professionals, not least of which is having the ability to understand the way people think and react within their working environment. There are lots of different models of thinking that discuss a varied range of significant factors including examples, such as: analytical thinking, associative thinking, applied thinking, concrete thinking, and critical thinking.



Positioning thought allied or competing ways of thinking can create confusion for GRC practitioners often concerned with achieving personal, team, functional and strategic goals. These drivers may be prioritised in ways that leave little time for consider the way staff think within an organisation. The benefits of aligning lateral with out-of-the-box thinking might be of more interest to recruiters or for HR when developing criteria for a new job role. Generally, a cacophony of competing views about thinking does not actually help regulated organisations discover who is going to fit into a particular role.

Ways of thinking have been discussed endlessly, often with consideration of individuals by business leaders about whether they have the right mindset for a job: for example, a business, confident, growth, fear or lazy mindset. or establish a method that identifies a simple set of characteristics useful for matching individuals with job descriptions.

One aspect that is important, especially for responsibilities and accountabilities within the purview of GRC leaders, is the need for staff to engage in effortful thinking. Regulated roles can demand unquestioning compliance in a junior role, but as seniority increases there is a need for a more thoughtful, reflective and considered assessment of governance, risk and compliance matters. Engaging in the full range of effortful thinking becomes an increasingly important aspect of roles with the intellectual demands made as the seniority increases.

Identifying effortful thinkers, as opposed to those who generally choose to follow rules mechanically without engaging in why it is necessary or important to do so, helps to establish useful pathways for influencing behaviours and shaping the culture of an organisation.

Effortful thinkers may be the most useful allies within frontline operational roles for GRC professionals to engage with. Nurturing and building relationships with staff in risk taking and decision-making roles in first line operations may also be a more effective route to establish issues and put in place corrective actions before complications arise and risks crystalise. Understanding their mindsets, and whether they are (or indeed, need to become) effortful thinkers is a skill that GRC practitioners would do well to develop.

Thank you for reading this post. If you found it interesting and want to see the full article or PraxisGRC's Mindsets tool, or to discuss any matter of interest further, please contact PraxisGRC via our email address: enquiries@praxisgrc.org