Drew Blandford-Williams GRC Consulting Services

Practice Charter

Four Key points to charter:

1. **Value**
    a. **Value to our Clients**
        i. Competitive Pricing
        ii. Industry Leadership
        iii. Competitive Corporate Defense

    b. **Value to the Company**
        i. Establish a _sector-specific_ market foothold GRC Project Management
        ii. Target key infrastructure sectors for "Tier-1 Market Domination"
        iii. Target secondary infrastructure sectors for "Tier-2 Market Expansion"
        iv. Extend our baseline influence across all other internal Practice Groups

    c. **Value to our Team**
        i. **Financial Value**
            1. Income
            2. Equity
            3. Relief
        ii. **Professional Validation**
            1. Matched Skills-to-Client Needs
            2. Leader/Mentor Assignments
            3. Public Visibility
            4. Manage Expectations—Leadership through Stewardship
                - (People can manage themselves)
        iii. **Career Advancement**
            1. Target-industry Exposure
            2. Target-sector Exposure
            3. In-house Training
            4. External Certifications

2. Vision

a. The GRC practice intends to establish the industry benchmark in effectively providing relevant and timely leadership and services to help our clients maintain a highly adaptive risk posture while maintaining a balance between required oversight and allowed flexibility in conducting and growing their business.

3. Mission

a. As a GRC practice, each member of our team is committed to deliver seamless thought leadership in the area of Governance, Risk Management and Compliance for all sectors, as part of a blended solution to address each client's individual needs, while preserving the integrity and confidentiality of their respective interests.

4. Four pillars of success:

a. We do not want to be seen as "competitive" in the field, we want to be seen as the pace-setter for everybody else to follow.

b. We don't try to do it all—we focus on doing it right!

c. We Keep laser focus on tasks at-hand

d. *We Deliver what was committed to, but avoid Scope-creep*

5. Operational Parameters

a. **Quality Management & Methodology for Operating**

   i. *"People do business with people they like and trust." I have found this axiom to be proven true, time and time again. This sort of goes with that "If you build it, they will come" notion.*

   ii. *As we establish our credibility as individuals, as a team and as a comprehensive resource-provider, and as we leverage the positive reputation and brand influence of our corporate label—in both cases—that compounded credibility will have an impact on the quality of our deliverables.*

   iii. *Being Laser-focused on committing to top-tier delivery, based on relevant, measurable tasks, results in leaving little wiggle room for "work-creep" to influence the outcomes of our engagements.*

   iv. *Attention-to-Detail must be the foundation on which all quality is measured. Understanding the objectives of each engagement, articulating clear direction, and maintaining a series of course assessments are core tenets that comprise the very definition of "Quality Management."*

b. Personnel Leadership

    i. "Leadership through Stewardship" has been proven to be the most successful means of providing the right balance between taking charge of a tough situation and delegating responsibility to solve a problem or resolve a conflict.

    ii. I am a firm believer in a principle taught to me by my former colleague and friend, the late Dr. Steven R Covey, which was to "Foster Growth in Others and Recognize Individual Worth."

- Fostering Growth in Others means providing the necessary direction for individuals to be successful in accomplishing their goals while achieving our business objectives.

- Recognizing Individual Worth means expanding on the Capgemini philosophy about "People Matter[ing]" to the business. The blend between balancing high-maintenance individuals and helping a wide range of personalities see their intrinsic value in improving what behavioral scientists have referred to as identifying the "Uncommon Offering," which means constantly refining and re-tuning the "engine" of the team to maintain its aggressive course and speed.

- Equally essential in ensuring our personnel are second-to-none for the sake of competing in disparate markets, we must ensure each individual is fine-tuned with the correct balance of experience and skillset to maintain an aggressive posture (such a posture goes being merely "competitive").

c. Engagement Lifecycle

    i. We have to look at an engagement from what I like to describe as the "Ice-flow Model," and I use two separate scenarios with this metaphor:

- When ice floats, more than two-thirds of it remains below the surface of the water. Applying this portion of the metaphor, to fully understand the scope, magnitude and dimension of a situation [read: "opportunity," "engagement," "conflict," …], one must become immersed in the surroundings in which the situation is presented. This means knowing the industry sector cold, understanding the business trends involved, understanding the cultures and challenges associated with such things as colloquial characteristics, habits, traditions, operational limitations, restrictions, local, state and federal laws, and above all else, the disposition and behavioral characteristics of the senior leadership team(s).

- In the second portion of the "Ice Flow" metaphor, it is important to note that ice melts, not from the top but from the bottom. This suggests that to determine scope, objectives, tasks, assignments, assessments, reviews and closures, means working from the inside out and from the bottom up. Often, the least common denominator may become the greatest single influence in the successful outcome of a security assessment or GRC objective/project.

- We will incorporate a variation of three loosely aligned methodologies, the combination of which will be used to perform our specific tasks:

  - *Plan—Do—Check—Act*
  - *Observe—Orient—Decide—Act*
  - *Assess—Adapt—Deploy*