From global consultancy to founding specialist firm

4th September 2011

Sow many seeds and see what germinates and grows
Learn how to gain visibility in your area of expertise

Risk Aversion has its limitations

Death by risk aversion

There's a fine line between taking a calculated risk and doing something dumb.
Learn when to ramp up and when to abort

<table>
<thead>
<tr>
<th>Probability</th>
<th>Risk</th>
<th>Opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Very likely</td>
<td>Low, Medium, High, High</td>
<td>High, High, Medium, Low</td>
</tr>
<tr>
<td>Likely</td>
<td>Low, Medium, High, High</td>
<td>High, High, Medium, Low</td>
</tr>
<tr>
<td>Unlikely</td>
<td>Low, Medium, Medium, Medium</td>
<td>Medium, Medium, Medium, Low</td>
</tr>
<tr>
<td>Very unlikely</td>
<td>Low, Low, Low, Low</td>
<td>Low, Low, Low, Low</td>
</tr>
<tr>
<td><strong>Consequence</strong></td>
<td>Negligible, Minor, Significant, Major</td>
<td>Major, Significant, Minor, Negligible</td>
</tr>
<tr>
<td><strong>Benefit</strong></td>
<td></td>
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</tbody>
</table>

Business Planning has its limitations
The customer is king, so try to get it right first time

As proposed by the project sponsor.
As specified in the project request.
As designed by the senior analyst.
As produced by the programmers.
As installed at the user's site.
What the user wanted.

Questions or comments?

Expressions of individual views by members of The Actuarial Profession and its staff are encouraged.
The views expressed in this presentation are those of the presenter.