BOW-TIE ANALYSIS EXAMPLE

The following questions can be used to guide the analysis:

1. What are the top 3-4 root causes that might cause the organization to be vulnerable to the risk?
2. What risk responses does the organization already have in place to prevent the root causes of the risk from occurring?
3. How confident is the organization that these actions will be effective at minimizing risk exposure?
4. What else might the organization do to more effectively prevent this risk from occurring?
5. Assuming the risk occurs, what are the specific responses the organization would implement should the risk begin to occur?
6. How confident is the organization that these responses would be effective at minimizing the consequences of the risk?

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| CAUSES | RESPONSES TO PREVENT RISK | RISK | CONSEQUENCES | RESPONSES TO MINIMIZE IMPACT |
| Compensation and benefits not competitive | Conduct benchmarking with entities that compete for same talent | Current environment may make it difficult to attract and retain talented workforce | Key operations are interrupted for period of time | Prioritize functions that need staffing most and boost compensation packages to secure longer employment |
| Younger people do not view industry as favorable | Develop awareness campaign of importance of industry | Existing employee base has to work overtime | Provide incentives and rewards to recognize extra efforts |
| Unclear career path options | Develop a leadership development pro- gram to layout career path options | Over-taxed workforce continues to leave at faster pace | Seek opportunities to outsource key functions to third parties |
| Physical workplace locations unappealing | Upgrade facilities; offer remote work opportunities | Certain initiatives have to be placed on hold | Prioritize initiatives to place on hold first |

BOW-TIE ANALYSIS TEMPLATE

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| RISK: |  |
| RISK OWNER: |  |

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| Root Causes Vulnerabilities that Might Precede Risk Event | Current Responses That Lower Probability of Root Cause Occurring | Assessment of Effectiveness of Response  (1=Not Effective; 10=Extremely Effective) | What Else Might Be Done to Prevent the Risk | Risk Event | Responses to Minimize Impact of Risk | Assessment of Effectiveness of Response  (1=Not Effective; 10=Extremely Effective) | What May Be Done Differently to Lessen the Impact of the Risk |
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