

## ERM VIDEO INSIGHTS

### Transcript of Mick Reed and Mark Beasley

#### *How Piloting Marine One Provides Lessons on Managing Risks*

**Mark:** Hello my name is Mark Beasley. I'm the Director of the Enterprise Risk Management Initiative in the Poole College of Management at North Carolina State University. And I'm pleased to have with me Mick Reed. Mick is the Senior Director of Strategy and Risk Management at VF Corporation. You may know VF Corporation by many of their brands, including North Face and Vans, Timberland and Dickies. So their very familiar brands to most of us in the audience here. So Mick, thank you for being here with us.

**Mick:** Thank you

**Mark:** You have had a career before VF, one particularly that we are going to focus in on here is your work with the Marine Corp piloting helicopters. Can you tell us a little bit about that experience and your role there?

**Mick:** I flew helicopters. I started off flying aircraft in the fleet like every other naval aviator. I spent about four or five years deploying aboard ships and flying predominantly over the Mediterranean Sea, places like Bosnia, and throughout the Mediterranean.

**Mark:** I understand that you flew Marine one quite a bit!

**Mick:** I did. So after my initial tour in the fleet, so I've been flying helicopters about five years, I executed orders up to Washington D.C., Quantico, Virginia, where I was part of the presidential helicopter squadron and I've had the privilege of flying President Clinton and President Bush for a total of four years during their tours.

**Mark:** So talking about risk management, when you're thinking about flying the most important person in the world, tell us some of the lessons you've learned as you think about that responsibility and preparing from that with a risk sort of lens. What are some of the takeaways for you?

**Mick:** So the key takeaway is that from an organization you have to be a learning organization. So my success in that role wasn't based on my learning necessarily, but on the institutional learning sincerely learning naval aviation. In the early days, many mishaps, a lot of aviators were killed, loss a lot of aircraft that was valuable to our national security, and the navy and Marine corp figured out they had to be learning organizations. They had to learn from those mishaps, institutionalize that learning into policies, procedures, training and then management and oversight programs to ensure that aviators flying an operating aircraft in the United States are adhering to the exact same procedures as those in Europe, Asia, or in the middle of the Indian Ocean.

**Mark:** So obviously, it's a very core process. You're flying people, all kinds of assets, but particularly the President of the United States, it sounds like a very defined structure to the process, that's very repeatable, and fairly precise.

**Mick:** Yes, it's very deliberate. So if you go back to the beginning, I guess I'd start, anytime there's any type of mishap, there's a deliberate investigation that goes on to identify what occurred, where did procedurally, where did things break down, what is the process improvement to hopefully ensure that that same mistake name happens again. And then building that into the procedure manuals, the standardized, standardization manuals going forward and then that gets promulgated through training programs and then that whole process just becomes part of the culture. And I think that's a culture throughout the aviation industry today, not unique to the marine corp, but that idea of institutionalizing those learning and that risk management is a component that I think I'm able to bring to the corporate environment and help organizations that maybe don't have that same cultural mindset begin to adopt some of those principals.

**Mark:** So really translating that, you can see a fit, it seems like, very clearly particularly in operation sides of the business.

**Mick:** Definitely in the operations side. I think it's applicable as you move to more strategic and corporate level enterprise, any type of enterprise level change, but certainly out there in those operational impacts, operational areas where health and safety issues, but any type of mishap prevention exercises. And I would tell you there's a lot of midcareer military officers and enlisted folks, who are getting out of active duty and midcareer, looking for good operational roles out in corporate America, who would be very good fits, who have a lot of experience in managing these types of programs and this type of learning organization type processes who can very effectively implement those things in the corporate environment.

**Mark:** Yeah, I'm glad you mentioned that. First, I want to say thank you for your service to the Marine corp. That, we all very much appreciate.

**Mick:** My pleasure

**Mark:** But the experience you've gained, that is replicated across thousands of people who have served, could be great in these kinds of roles, particularly when you think about risk like this. Mick, thank you for your time this morning and we appreciate your insights.

**Mick:** Thank you.