Regulatory examination: "start with the end in mind" when organizing the response

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Align understanding on recommendation, envision response; only then start solutioning

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Align leadership in interpreting the recommendations

2.

Facilitate leadership envisioning the response

3.

Identify solutions that would support the response

Organize to execute - to make the response real

5.

Use draft response as baseline

Engage leadership working group •

- It is the same sponsor + steering group which supported the examination
- Ensure it includes all areas with key responsibility in addressing the recommendations
- At senior/sponsor level, not through delegates
- Committed availability; pre-booked working sessions for expected project duration (18+ months)
- In group sessions, review and discuss the regulator's recommendations, until alignment in interpretation; capture key comments, solution ideas, risks, issues, etc.; review/ refine until full alignment

- Draft the response, for each recommendation this will help articulate the vision for the an acceptable. solution
- The response must include: target state description, changes made (stages of change if applicable), timeline, metrics to demonstrate change (journey and end state), plans to sustain the change, other relevant aspects
- Capture clear acceptance criteria: leadership's view on what would meet the regulator's requirement (in concrete terms - metrics, timing, etc.)

- Sessions with leadership to provide solution direction
- Sessions with subject matter experts to explore solution options (capture . alternatives, pro's, con's, how to prove, etc.)
- Inventory possible initiatives already in flight or planned that may contribute solution elements or may represent opportunities, risks, constraints
- Select and obtain leadership's support for target solution
- Establish the selected solution blueprint (concept, key attributes, assumptions, etc.)

Architect program:

4.

- Identify all areas of change (strategy, model, policy, process, procedures, systems, reporting, HR, compensation, etc.)
- Establish governance with same leadership working group continuing until completion
- Identify key business metrics required for the response (to understand issue, to demonstrate change) – and start capturing them
- Architect program: optimal may not be work-stream = recommendation

Program planning:

- Use organizational change/ transformation program patterns
- Include response itself as deliverable (long cycle!)
- Plan for experiments / spike 0's, to prove solution can be implemented, would drive required change
- Expect slow metrics changes
- Set change plan and target metrics for each stage

- Maintain draft response as living document reflect changes and revalidate updated response is accepted by leadership
- Manage program and solution progress and changes against agreed to draft response

Steps 1-4 required, at least initial pass, before submitting preliminary response (plan)