

02.07

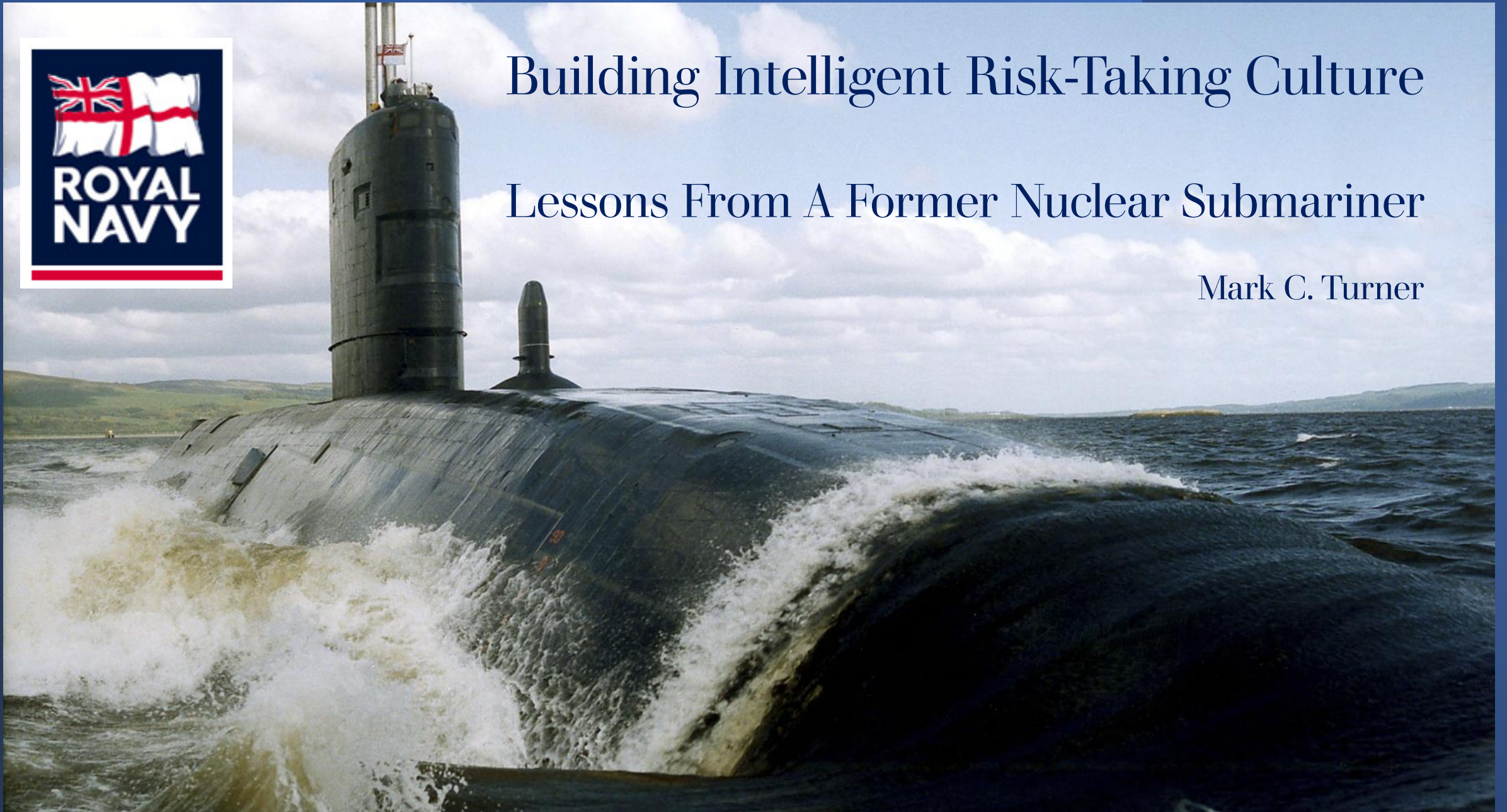




# Building Intelligent Risk-Taking Culture

## Lessons From A Former Nuclear Submariner

Mark C. Turner



# RISK-TAKING CULTURES

1: MINDSET

2: TRUST

3: COMMUNICATION

# 1: MINDSETS



**IMPROVISE  
ADAPT  
OVERCOME**

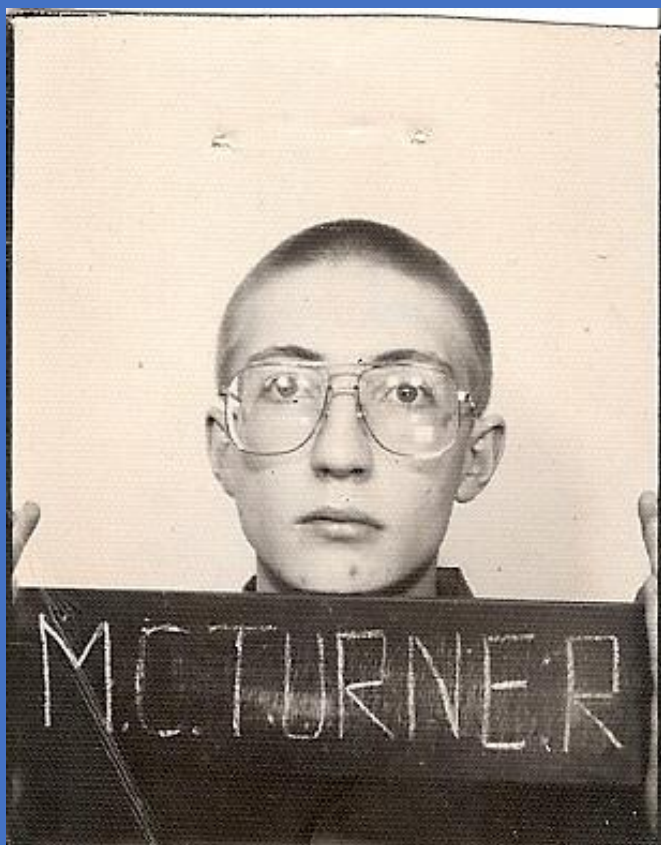


**SAME SHIT  
DIFFERENT  
DAY**

**OUR  
MISSION:**



**DETECT WHILE  
REMAINING  
UNDETECTED**



# HMS RALEIGH



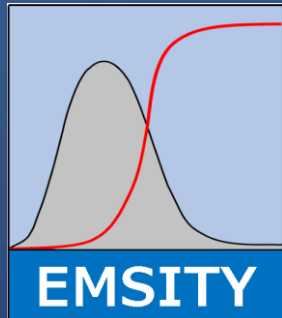
# CLASS OF '89

# MY MISSION

HELP ORGANISATIONS TO  
BUILD INTELLIGENT RISK-  
TAKING CULTURES



Safran Risk Manager





# 2: TRUST

~~SECRET~~

~~D.N.I.~~  
~~A.D.N.I.~~

message must first be paraphrased if it  
essential to communicate it to persons  
outside British or Allied Government Services.

MESSAGE

151451B/April

Date 15.4.43.  
Recd. 1615.

CORRECTION

NAVYAL CYPHER 'A.L.' BY T/A  
Cmpt.(S) & Repeated Admiralty C. in C. Western  
Approaches R.O.C. C. in C. Gibraltar  
Gibraltar H.M.S. SERAPH.

MEANT

Cmpt.(S) 3 is to sail H.M.S. SERAPH for Gibraltar  
19th April on route ROSE repeated ROSE. H.M.S. SERAPH  
to be ordered to carry out operation MINCEMEAT in  
commanding officer verbal orders already received by  
in area between Mermaid 086 degs. 43' North, H.M.S.  
and West and North of 086 degs. 30' West and 008 degs  
SERAPH is to be ordered to report to F.O.I/C. Gibraltar  
when operations is completed and to request onward route  
2. F.O.I/C. Gibraltar is requested to arrange total  
bombing restrictions in this area from 0600 25th Ap

151451B.

Advance copy sent Duty Cpt. D.O.D.(S)

V.C.M.S. (2)  
A.C.N.S. (2)  
U.W.R. (2)  
N.A. Mails (2)  
Capt. Pim (2)  
D.O.D. (F) (2)  
D.O.D. (H) (2)  
D.D.O.D. (M)  
D.C. (2)  
D.D.I.C. (2)  
D. of P. (2)  
D.A./S.R.  
D.O.D. (M)  
D. of M.

~~SECRET~~

~~D.N.I.~~  
~~A.D.N.I.~~

WARNING: This is an unparaphrased version of a secret cypher or confidential code  
message, and the text must first be paraphrased\* if it is essential to communicate it to  
persons outside British or Allied Government Services.  
(\*NOTE: Messages shown as having been sent in a One-Time Pad:  
"O.T.P." are excepted from this rule.)

~~SECRET~~

MESSAGE  
300648B/April

Date: 50.4.43.  
Recd: 0733

From: H.M. Submarine P.219 (SERAPH) by W/T  
Addressed: F.O.C. Gibraltar, Repeated F.O.C. Submarines.  
IMMEDIATE  
Operation MINCEMEAT completed. Request onward route.  
My position 086 degs. 30' 007 degs. 20' 3562 1652 3607.  
300648B

Advance Copy D.C., D.O.D.(F), D.D.I.C.

V.C.M.S.  
A.C.N.S.(F)(2)  
U.W.R.  
N.A. Mails.  
Capt. Pim.  
D.O.D. (F) (2)  
D.O.D. (H) (2)  
D.D.O.D. (M)  
D.C. (2)  
D.D.I.C. (2)  
D. of P. (2)  
D.A./S.R.  
D.O.D. (M)  
D. of M.

W.D. (2)  
I.P. (2)  
D.N.I. (5)  
D. of P. (2)  
D. of P. (2)  
Forecast Section.

J.R.



# Nick Leeson



- Nick Leeson was a derivatives broker for Barings Bank and was responsible for the largest financial scam in the 20<sup>th</sup> century.
- He bankrupted the 233 year old British bank by raking up loses of \$1.4 billion.





# 3: COMMUNICATION

THE ONLY STUPID  
QUESTION IS THE ONE  
NOT ASKED



**ROYAL  
NAVY**

**Have I told you  
I used to be in  
the Navy?**





# Mark's Dastardly Plan





# Safran Risk Manager

Become a part of my mission today:

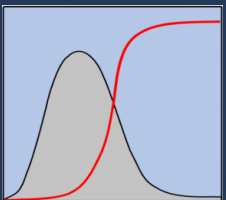


**LinkedIn Connection:**

**Mark Turner BSc(Hons) CFIRM**

**Risk Professional, Software Designer and Director**

**(And did I mention I was in the Navy?)**



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