
FOUNDER'S INVITATION

Dear Friends,

"There is a mysterious cycle in human events," Franklin Delano Roosevelt observed in 1936. "To some generations much is given. Of other generations much is expected." Within today's cycle of natural and man-made risks, a collective opportunity has been given *and* a mutual responsibility imposed.

In 2014, we launched the most comprehensive professional and informational network for managing enterprise and human risk. We did so with a steadfast conviction: Our shared risks require shared solutions. This is both our opportunity and our responsibility.

At the onset, I apologize for exceeding 140 characters. I write as a proxy for many trusted individuals and institutions that understand the linkage between risk management and the broad public interest. Through RANE, you become connected to these and other diverse members of our growing community.

RANE is a uniquely independent, global expertise and informational network dedicated to risk management. We provide unbiased connectivity to the experts, insights, and solutions needed to manage our most pressing exposures around the world. Crucially, RANE does not compete with risk management experts. Our mission is to serve as the steward who brings together diverse enterprises and individuals, creating the single accessible risk management community where complex risks are together understood and effectively addressed—in advance, in response, in repair, *and* in real time.

We approach this goal by the only means possible—broad collaboration. Our global platform makes no distinction among enterprises or individuals, private or public. There is no "us vs. them". We all face today's complex and interconnected risks together. And, together, we all have the opportunity to do better.

The model for RANE is based upon a simple premise. In managing our intensifying risks, the organized sum of our expertise and resources is of greater sustainable value than the totality of our individual approaches.

Indeed, the single greatest obstacle to effective risk management has never been a shortage of talent, resources, ideas, or will. It has been the inaccessibility of this expertise and knowledge—siloed by subject matter, sector, profession and geography—even when it's needed most.

All sides involved in risk management have been distinctly disadvantaged up to this point. Those who confront risk and those who manage it have operated without a comprehensive, trusted, and independent platform that connects them and leverages their resources for more effective solutions. RANE provides this platform.

On the demand-side, institutions and individuals in need of assistance face the same issues over-and-over again: *What should I know? What can I do? Who are the best people to help?*

On the supply-side, experts repeatedly lack the means and time to efficiently find—and be found by—those in need, as well as peers with whom they might collaborate.

Each of these communities (whether in the private or public sectors) has been left to manage risk in suboptimal fashions—largely on their own and in ad hoc ways—without transparency, accessibility, or scalability.

To summarize a refrain that we have heard repeated on both sides of the risk management equation: “We have efficient networks and technologies for all of our commercial and personal interests, but nothing to protect our enterprises, communities, and families against the risks that matter.”

RANE solves this problem by providing *five* services vital to our common goal:

1. Credentialing experts worldwide
2. Connecting members, experts, and peers
3. Curating and publishing risk-relevant content
4. Hosting knowledge-sharing events
5. Developing innovative products

RANE’s technology platform brings together members and experts—whenever and wherever the need arises—through *six* intuitive, easy-to-navigate “portals”:

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| 1. Safety and Security | 4. Diligence, Business and Geopolitical Intel |
| 2. Cyber and Information | 5. Governance, Risk and Compliance |
| 3. Legal and Regulatory | 6. Medical and Psychological |

Our proprietary taxonomy identifies more than 200 documented risks and connects them to the leading and credentialed sources of expertise around the world, across a range of inter-related fields: government, law enforcement, business, law, journalism, health, medicine, science, technology, communications, and humanitarian services.

RANE serves all risk-management constituencies—including the general public—by disseminating knowledge and stimulating innovation. We curate and publish information, host live and virtual conferences, and offer “smart” products through the RANE Knowledge Center.

Access to RANE is online, mobile, and through RANE’s professional staff.

While threatening risks have always been an inherent part of human existence, in today's world, they gain ever-greater speed and reach through our global viaducts of commerce, politics, travel, laws, technology, media, and communications. Understandably, the complexity, frequency, and scale of our exposures can exceed even our most sophisticated and well-intended efforts. As a recent [New York Times](#) commentary noted about the “biology” of risk, “Risk is more than an intellectual puzzle—it is a profoundly physical experience....”

RANE is not an experiment. Joy's Law—named after Bill Joy, co-founder of Sun Microsystems—states that, regardless of any institution's or individual's talent, the best answers to many problems are often most effectively and efficiently found elsewhere. RANE's global expert platform creates a community that lets us all transcend our institutional and individual boundaries to tackle the most complex problems effectively and efficiently. (Some of the pragmatic applications of Joy's Law and cooperative networks are discussed in a recent article in [Forbes](#), and have been highlighted through the [Clinton Global Initiative](#).)

Above all, RANE is an effort to move beyond our past. Our opportunities to collaborate, innovate, and solve together have been far too limited and short-lived, or achieved only at the flashpoint of crisis. At times, we even find ourselves as adversaries in a zero-sum game of hindsight and blame that produces zero-sum solutions for all sectors—including, the public whom we are committed to serve.

While reputational capital has always been hard won and easily lost, today's environment is especially unforgiving. Many of us are aware how a single mistake in judgment—even one that is well-intended—can swiftly destroy honorable enterprises and personal careers. RANE is structured to avoid this trap. Expert and member participants are judged by the totality of their work, purpose, integrity, and capacity to contribute.

On a personal level, I have been fortunate. My career has afforded me the time and space to work with and learn from many of the leading individuals and organizations in the public and private sectors engaged in this difficult process known as risk management. I also benefited from the continuous education offered within a democratic society. I had access to a free and critical press, and free speech. I never lacked for smart authors, commentators, or practitioners to serve as teachers. As a fellow parent, I gained further awareness of what children confront and families need. When working collaboratively, I know that learning increases.

The most important lessons imparted to me about risk management were less about specifics than about the essential qualities for our humanity and resiliency. They involved the importance of *listening, empathy, humility, collaboration, and simplicity*:

- *Listening* is essential because the issues and answers in risk management are never readily defined. They come from the ability to hear from many diverse and sometimes unlikely voices. Our risks are never static. They evolve over time. There are always teachable moments and new insights to be gathered. Listening must therefore be a continuous process.

- *Empathy* (for all sides) is critical for understanding what is needed and might be useful. It is also a required precursor for building needed trust, cooperation, and teamwork. Empathy must always be sincerely felt and sustained.
- *Humility* should be ingrained. We are not perfect and do not know it all. Mistakes happen. The unpredictable and unimaginable will occur. Pieces will have to be put back together and we must be ready to learn from our failures as well as celebrate our successes.
- *Collaboration* (teamwork) is essential because no one source possesses the answers or the tidal capacity to lift all boats. Throughout history, collaboration has been the only true time and talent force multiplier for informed decision making, responsiveness, and innovation. It has also been essential for the mutual support needed in our moments of failure.
- *Simplicity* is required for solutions that are sustainable in the face of our evolving and unpredictable exposures. (Risk-engineering professor, Nassim Taleb, describes these solutions as, “anti-fragile”.) Enterprises and individuals need simplicity to reach informed decisions and effectively access the resources that are needed to manage risk.

It is with profound appreciation for the opportunity given, and the responsibility imposed, that we look forward to working with you to apply our collective lessons in building a global network for shared solutions. Please join us.

Sincerely,

A handwritten signature in dark ink, reading "David N. Lawrence". The signature is fluid and cursive, with the first name "David" being more prominent and the last name "Lawrence" following in a similar style.

David N. Lawrence

Co-Founder, Chief Collaborative Officer