ERM
Workshop 2026

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Change Management

Optimizing the value of ERM in a world of change.

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Introduction: Our Panel

Chris Mihm
Speaker

Robert Shea
Speaker

Doug Webster
Moderator

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The "House" of Value Based Management

The Goal

Setting Direction
(Doing the Right Thing)

Powering Forward
(Doing Things Right)

Technology Enablers

The Foundation

Value Creation
in the face of change

Governance

Mission ⟷ Stakeholders/ Customers

Products/ Services

Objectives

Requirements | Constraints

Results Sought

Resources Allocated

Risks Accepted

Constraints | Capabilities

IT: Transaction, Data Analytics and Decision Support

Aware, Supportive & Capable Organizational Culture
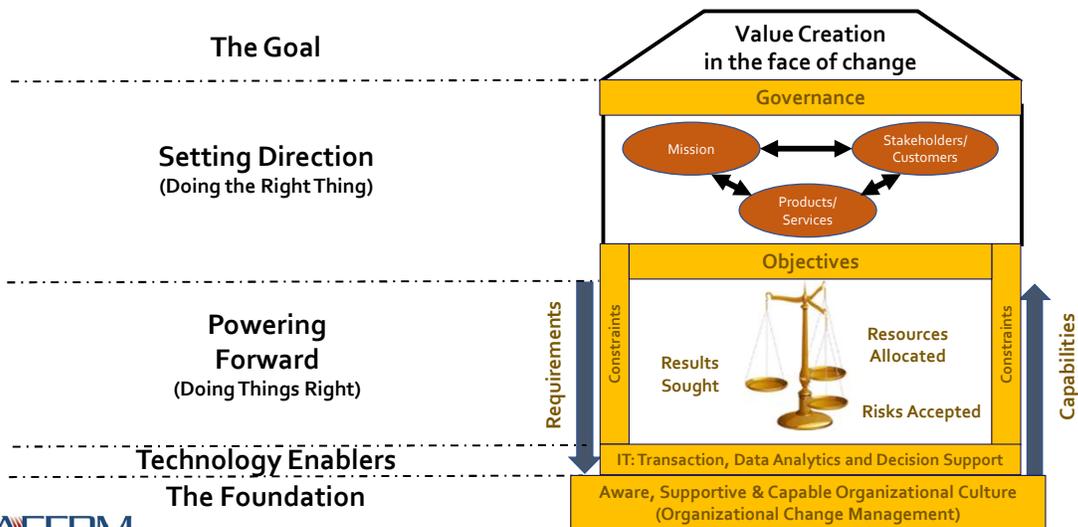(Organizational Change Management)

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An Underlying Assumption

All organizations seek to deliver "value" to key stakeholders. But...

1. Who specifically are the key stakeholders?
2. What do stakeholders deem to be of "value"?
3. Conflicting stakeholder views.
4. How is value maximized?

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1. Who are our key Stakeholders?

As leaders and workers in the public sector, who are our "key stakeholders"?

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2. What do Stakeholders deem to be of "Value"?

"Value" is arguably in "the eye of the beholder". Different stakeholders may hold conflicting views of desired outcomes, or approaches to achieving outcomes.

- How can you balance and/or reconcile these conflicting desired outcomes?

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3. Conflicting Stakeholder Views

Different stakeholders may also view cost/benefit tradeoffs differently.

- What strategies can agencies use to ensure that they understand diverse stakeholder views?
- How do agencies balance competing views among their various stakeholders?

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4. How is Value Maximized?

VBM argues for the interactive balancing of results sought, resources available, and risks acceptable to maximize value.

- In your experience, do public sector organizations typically seek to actively manage this balancing?
  - If so, what successful approaches have you seen?
  - If not, why not? Any suggestions for improvement?

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Governance and VBM

How important is a governance system to implementing and sustaining the concept of VBM?

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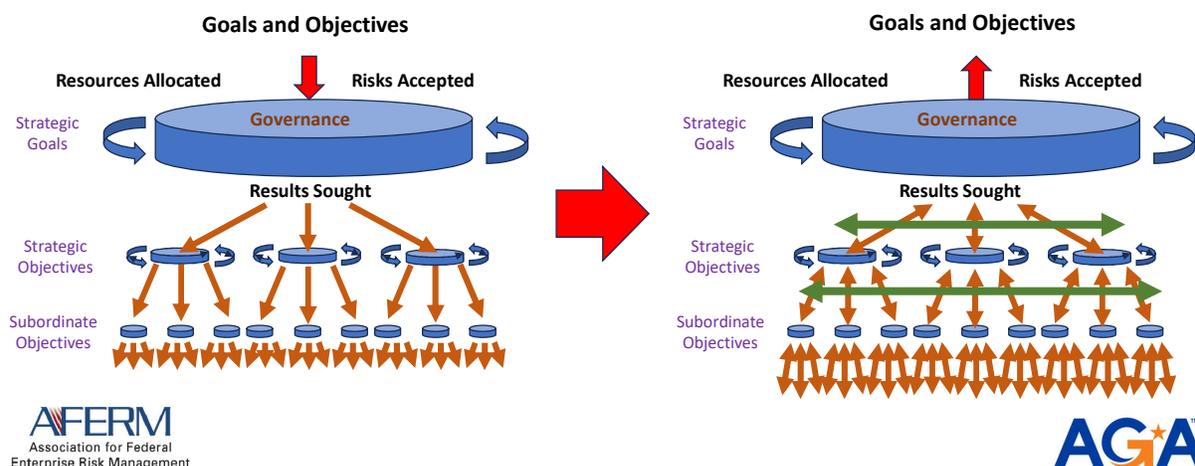
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Governance and VBM

- Do you agree with the prior depiction of governance? Any thoughts on how an ideal governance process would operate?
- What are your observations on typical governance processes in the public sector versus the "ideal" process?

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Public Sector Governance Processes

- How does VBM align (or not) with existing public sector requirements and processes?
- What governance processes need to be adjusted?

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Government Organizational Culture Needs

- What are the organizational cultures that need to be in place to realize Value Based Management?

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Organizational Change

- A closing—but critically important—consideration:
  Sustaining desired behavioral change
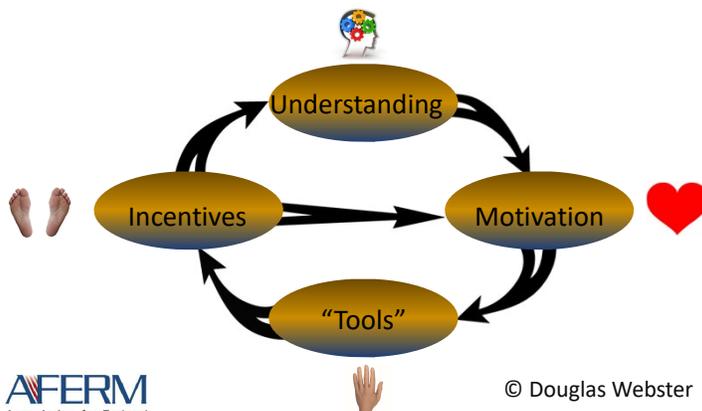
- How important in your mind is a formal change management program to sustain desired change?

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Conclusion

- Any further thoughts on the current status or future direction of public sector agencies in delivering maximum stakeholder value?

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Questions?

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Thank You