



**BUILDING
TOMORROW
TOGETHER**

Andy Fastow

Unbiased: How to Manage Risk in the Gray Zone

We live in the Age of Corporate Disasters. From Enron to BP, AIG, J&J, 3M, General Electric, Boeing, Credit Suisse, and Silicon Valley Bank, to name a few--seemingly great and iconic companies that have been harmed or destroyed by self-inflicted wounds. What has changed? Are we worse at compliance? Are we less ethical? Has corporate culture changed significantly? The leaders at these organizations did not set out to do harm. Their challenges arose from an inability to lead their teams through and to the right decisions in what we call the Gray Zone--that place where creative application of complex and ambiguous rules allow us to get to a technically correct answer that may be the wrong solution. The Gray Zone is where leadership is needed most, but where leaders have the least amount of training.

Andy Fastow spent six years in federal prison thinking about his role as CFO at Enron. He is now a sought-after public speaker who consults with Boards of Directors on ways to help leaders better identify, price, and manage these unseen Gray Zone risks in their businesses and in their lives.