

Intro to ERM for Senior Leadership

In today's rapidly evolving and increasingly complex business landscape, business area leaders and executive management face unprecedented challenges including emerging technologies like generative AI, heightened regulatory scrutiny, cyber threats, and the need to innovate while managing potential downsides. In this dynamic environment, Enterprise Risk Management (ERM) is no longer a peripheral function but a strategic imperative for ensuring organizational resilience and achieving strategic goals.

This workshop emphasizes that Enterprise Risk Management (ERM) is strategically crucial for organizations to manage all risks, including both potential gains and losses, enabling leaders to build a culture that mitigates threats and actively pursues opportunities. The training highlights the pivotal role of organizational culture and the necessity of a forward-looking approach to emerging risks, while also providing insights into risk governance structures and clarifying responsibilities. By covering key ERM framework elements and using case studies, the workshop aims to enhance executives' ability to make informed, strategic decisions.

Why Attend?

- Recognize the strategic importance of ERM in addressing the full spectrum of risks.
- Understand and foster a proactive risk-aware organizational culture that shapes risk attitudes and behaviors.
- Gain insights into risk governance structures, such as the Three Lines of Defense model, and clarify the roles and responsibilities of different organizational levels in ensuring effective risk oversight and decision-making.
- Develop the ability to make informed risk-based decisions that are aligned with the organization's strategic objectives through case studies and practical application.
- Understand how ERM can help in pursuing more opportunities, enhancing organizational agility, and meeting stakeholder expectations.

Target Audience

Business area leaders and executive management.

Learning Objectives

Upon completion of this workshop, participants will be able to:

- Understand the strategic importance and benefits of Enterprise Risk Management (ERM) in supporting the achievement of organizational objectives, enhancing resilience, and pursuing opportunities.
- Recognize the critical role of organizational culture in shaping risk attitudes, appetites, and tolerances and how a proactive risk-aware culture contributes to effective risk management.
- Comprehend the principles of risk governance and understand the roles and responsibilities of business area leaders and executive leadership overseeing and embedding risk management within the organization.
- Understand the key elements of an ERM framework, including defining risk appetite and tolerance, risk identification and assessment, and risk response strategies, and how these elements work together to manage the full spectrum of risks.
- Apply ERM concepts and frameworks to practical, real-world scenarios through case study analysis and discussions to reinforce learning and develop the ability to make informed risk-based decisions.

Detailed Course Outline

This workshop provides business area leaders and executive management and with a foundational understanding of enterprise risk management principles and practices to enhance strategic decision-making and organizational resilience.

1) Introduction

- a) Instructor Introduction
- b) Overview
- c) Learning Objectives

2) Introduction to Enterprise Risk Management

- a) What is Risk
- b) Definition of Enterprise Risk Management (ERM)
- c) Benefits of an Effective ERM Framework

3) Risk Culture & Emerging Risks / Future Trends

- a) Organizational Culture and its Influence on Risk
- b) Understanding Emerging Risks
- c) Proactive v. Reactive Risk Management

4) Risk Governance

- a) ERM Governance Model Overview
- b) Roles and Responsibilities (Three Lines of Defense)
- c) Best Practices in Risk Governance

5) Risk Framework

- a) Four Elements of an ERM Framework
- b) Defining Risk Appetite and Tolerance
- c) Risk Identification and Risk Assessment

6) Case Study and Practical Application

- a) Real-world Example
- b) Step-by-step Application of Risk Concepts
- c) Key Takeaways and Lessons Learned

7) Wrap-Up and Q&A

- a) Summary of Key Concepts
- b) Open Forum for Questions
- c) Path Forward for ERM Integration