

Typical Risk Management Training Modules

Risk Management Theory

<i>Module</i>	<i>Training Objectives</i>	<i>Examples of Detailed Content</i>
<i>Introduction</i>	<ul style="list-style-type: none"> • To introduce this course and course panel to participants • To identify specific training objectives for each participant • To review the training map • Housekeeping 	
<i>Evolution of Risk Management</i>	<ul style="list-style-type: none"> • To identify and discuss the key stages in the evolution of risk management within organisations • To identify and examine the regulatory drivers of risk management • To identify and assess the practical drivers of risk management • To identify why some organisations implement risk management in the absence of regulatory drivers • To begin to articulate the benefits of risk management 	<ul style="list-style-type: none"> • Combined Code Requirements • COSO ERM Model • Examination of short case studies where organisations introduced ERM on a voluntary basis
<i>Risk Management</i>	<ul style="list-style-type: none"> • Defining what risk management is and is not • To identify and examine a typical risk management roadmap • Defining what a risk is and why it is important to define risks properly • Examining at a typical risk universe and its uses in defining an organisation's risks 	<ul style="list-style-type: none"> • A risk management roadmap • A standard approach to defining risks • A sample risk universe

<i>Module</i>	<i>Training Objectives</i>	<i>Examples of Detailed Content</i>
<i>How to ensure risk management is successful in your organisation</i>	<ul style="list-style-type: none"> • To discuss why and how risk management can become a “tick the Box” exercise • To identify how risk management can fail to deliver • Adopting a common approach to describing risks and assessing them • To identify the key success factors of introducing an ERM solution across an organisation. 	<ul style="list-style-type: none"> • Examination of short cases where: risk management has become a tick the box exercise and where risk management has been a tremendous success
<i>Key stages of an ERM or risk management implementation</i>	<ul style="list-style-type: none"> • To identify the key stages involved in developing an organisation’s risk management capability 	<ul style="list-style-type: none"> • IIA’s risk management capability continuum

Implementation

<i>Module</i>	<i>Training Objectives</i>	<i>Examples of Detailed Content</i>
<i>Risk Management Sponsor</i>	<ul style="list-style-type: none"> • Understanding the need for strong sponsorship and setting the right tone at the top • How to win the support of the Executive or Board • Understanding the need for risk management champions and responsibilities 	<ul style="list-style-type: none"> • Case studies where the tone at the top was correct and where it was absent
<i>Understanding your organisation</i>	<ul style="list-style-type: none"> • Examining different models for mapping risks for organisations • Examining the benefits and pitfalls of a “Top Down” or “Bottom Up” approach to risk Management • How to develop and communicate the ERM roll out and timescales to aim for 	<ul style="list-style-type: none"> • Case studies of how organisations have mapped/ defined their organisation from a risk perspective

<i>Module</i>	<i>Training Objectives</i>	<i>Examples of Detailed Content</i>
<i>Building Support & Communication</i>	<ul style="list-style-type: none"> • Examining your business model in terms of BAU and non BAU • How to target key stakeholders and sponsors throughout the organisation • How to select participants • Understanding the organisational hierarchy and how this impacts on the risk assessment • Developing communications strategies to engage with key stakeholders • Deciding on whether to run self assessment workshops or questionnaires, one to one interviews etc. 	<ul style="list-style-type: none"> • Examples of pre-packs which are sent to key stakeholders • Examples of self assessment questionnaires
<i>Risk Management & Business Planning</i>	<ul style="list-style-type: none"> • How to leverage off of the business planning process to inform the risk management process • How risk management can be used to inform the business plan • Ensuring there is synergy between the risk management process and all other governance and planning processes • Examining how risk management can inform a greater understanding of the business model 	<ul style="list-style-type: none"> • Case studies of how business planning and risk management are linked • Best practice examples of how internal audit and risk management should work together • Cases of where risk management can provide deep insights into the business planning process
<i>Risk Management Policies & Processes</i>	<ul style="list-style-type: none"> • Examining the need for risk management policies • Discussing the typical structure of a risk management policy • Helping your organisation design and create its risk management appetite • Adopting a common risk language and assessment 	<ul style="list-style-type: none"> • Examples of risk management policies • Examples of different approaches to defining risk appetites

<i>Module</i>	<i>Training Objectives</i>	<i>Examples of Detailed Content</i>
<i>Analysis and Reporting</i>	<ul style="list-style-type: none"> process Risk management workshop protocols Interpreting a risk or heat map Examining different forms of risk registers Ensuring risk registers are used by the organisation Examining risk interdependencies and feedback loops Determining the frequency of review meetings Elevating risks to the corporate layer Cascading risk mitigations Understanding where to allocate resources Examining process and entity level reporting Designing KRIs and developing reporting processes Examining simple and complex risk reporting processes Aggregating risks and identifying corporate risks 	<ul style="list-style-type: none"> Samples of risk maps Samples of risk registers Risk interdependency analysis methods
<i>Real Time Risk Management</i>	<ul style="list-style-type: none"> Subjective and objective risk management reporting and assessment Examining the shortfalls of using Excel based registers Understanding a typical ERM IT solution Defining real time risk management and latest trends in risk management 	<ul style="list-style-type: none"> ERM tool overview Case studies and articles showing latest trends.
<i>Panel</i>	<ul style="list-style-type: none"> Each panel member to make a 30 minute presentation on how they implemented ERM in their organisation; Participants to have 30 minutes to ask questions on each presentation 	

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<i>Course Review</i>	<ul style="list-style-type: none"> • Facilitated panel session in which the group discusses new and emerging risks and issues in risk management. • (Times will vary depending on the number of panel members) • To review participants training objectives and decide whether they have been achieved. • Time permitting we can review certain models in more detail. 	

Notes:

1. The above list of modules is indicative of some of the training we have already provided and is not intended to be exhaustive.
2. Additional training modules can be agreed with each client where there are specific needs i.e. for specific stakeholder groups.
3. Existing modules will be re- engineered to complement the needs of the organisation together with its risk management policies and processes.
4. The above modules are designed for a three day course.