

## COURSE OUTLINE:

# Risk Culture Building Workshop

2 day  
16 CPE credits

## Overview

A two day advanced risk practitioner workshop that will provide guidance and practical tools on how to assess the level of maturity of Risk Culture in your organization and support you to develop a unique ERM program, build and embed an effective Risk Culture and drive value-adding initiatives through risk management.

As the dynamics of the markets, the Global business environment and changes in regulatory requirements for corporations increase in their complexity, the abilities to tackle the avoidable dangers and predict the unknowable are key success factors for the leaders of tomorrow. In the light of this, companies are driven more than ever by the desire to protect their reputation and manage their risks effectively. Building an effective Risk Culture will support executives to deal effectively with uncertainty and associated risk and opportunity. ERM does not operate in isolation but rather is an enabler of the management process. Over the past decade, risk management became more about quantitative models and less about behavioral models. Unfortunately, as we discovered during the recent financial crisis, even the best quantitative models cannot predict the result of misguided behavior – people risk.

## Learning Objectives

Upon completion of this workshop delegates will be able to:

- » Understand the concept of Risk Culture Building and how an effective Risk Culture drives a positive ROI on investment in Enterprise Risk Management
- » Be able to assess the level of Maturity of the Risk Culture in an organization
- » Be able to formulate an action plan to improve risk management based on the maturity assessment
- » Understand Risk Appetite and Risk Tolerance
- » Understand Key Risk Indicators and how they support good Risk Control
- » Understand Comparative Dashboard reporting and how to improve risk reporting

## Who Should Attend

This workshop is designed for participants from organisations where transformation of Risk Management into a value driving activity is required. Directors, General Managers, Senior Managers and Managers from these departments:

- » Risk Management / Operational Risk Management
- » Operations
- » Internal Audit
- » Compliance

## Program Level

**Program Level:** Advanced

**Prerequisites:** Working knowledge of basic Risk Management concepts and an understanding of Enterprise Risk Management

**Delivery Method** Group-Live. Workshop to be delivered in a classroom setting as it includes some practical group and individual exercises.

## Accreditation

Moody's Analytics is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE Sponsors through its website: [www.nasbaregistry.org](http://www.nasbaregistry.org).

Moody's Analytics is accredited with the CFA Institute and the UK Solicitors Regulation Authority.

## WHY MOODY'S ANALYTICS?

### Current and Consultative

Our seminars are created and updated utilizing the extensive experience, skills and research of Moody's Analytics. For in-house training, we work with you to understand the distinct needs of your organization and design, implement, and track the performance of your learning programs from end-to-end, including skills assessment, program design, implementation, evaluation, and enhancement.

### Comprehensive Coverage

We offer a broad set of technical and soft skills programs that can be combined and adapted to the needs of your staff. Our areas of expertise include banking, finance, sales negotiation and leadership development:

### Unparalleled Expertise

Our training solutions leverage over a century of experience in risk assessment and the comprehensive tools, data, and analysis of Moody's Analytics to deliver timely, in-depth, and comprehensive knowledge. In delivery, our people make the difference – they combine deep experiences as financial practitioners, intellectual passion for the content, and superior academic credentials with a commitment to delivering outstanding quality.

# Risk Culture Building Workshop – Agenda

## DAY ONE

### Session 1: Risks: Inevitable or Predictable?

- » Identifying essential risks: The inherently unknowable and the avoidable
- » Selecting the best tools for your organization
- » The advantages of ERM and an effective risk culture and how to drive the value-add aspect
- » Applying ERM theory to the needs of the organization
- » Group discussion: 2008/2011 global financial crisis and the implications thereof on the industries represented by the delegates

### Session 2: People Risk and Risk Culture

- » Building a people risk mitigation strategy
- » Establishing the internal and external context of risk culture and attitude, objectives and sustainable development
- » Case study: Risk Culture and the importance of paying attention to people risk
- » Exercise: Practical People Risk Assessment

### Session 3: ERM Framework and Governance

- » ERM for strategic planning and economic intelligence
- » Reviewing existing processes to identify, analyze, and evaluate risk exposure
- » The role of corporate governance and compliance in ERM
- » Embedding an effective risk culture and how to support the process
- » Communicating and consulting risk ownership, including communication with stakeholders and project managers.

### Session 4: Designing the Roadmap for improvement

- » Building ERM business cases to harvest necessary support and resources essential to show the value and return on investment
- » Refining and improving on the existing strategy
- » Learning how ERM can improve decision making in the organization and improve the bottom line

## DAY TWO

### Session 5: Risk Culture Maturity Assessment

- » Building and implementing an effective risk sanctioning process
- » Case study: Evaluating an existing ERM Framework and level of ERM
- » Culture Maturity and how to identify focus areas and next steps
- » Assessing the level of maturity in your organisation
- » Evaluating the results of the assessment and building an action plan to achieve the desired levels of maturity
- » Practical guidance and a tool to do this in your organization

### Session 6: Risk Appetite & Risk Tolerance

- » Defining Risk Acceptance, Risk Avoidance and Risk Transfer strategies
- » Differentiating between Risk Appetite and Risk Tolerance
- » Structuring a well-defined risk appetite
- » Building a governance process for risk acceptance

### Session 7: Key Risk Indicators in response to Risk

- » KRIs variations
- » Designing and developing high level and detailed KRIs
- » Building an early-warning system with KRIs
- » Application of KRIs in risk response

### Session 8: The Future of Risk Reporting

- » Risk reporting requirements
- » Risk reporting dashboard
- » Data-feeds for risk reporting
- » Comparative dashboard reporting and how to structure and implement it in your organisations

## Tailor Any Seminar for Your Organization

Moody's Analytics offers customized training and eLearning solutions to help you maximize your training investment. Our hands-on approach benefits companies of all sizes and requirements – from those with just a few local employees to those with staff dispersed around the globe. Contact us to learn more and to work with one of our training consultants to design the right program for your organization.

### Multiple Bookings

Special rates may be available for multiple seminar or group bookings. Please contact us for details.

### Fees & Cancellations

The fee listed is per participant and includes refreshments, lunches and seminar materials. Seminar fees do not include tax, transportation or hotel accommodations. Payment must be received in full prior to the start of the seminar. Registrations may be cancelled in writing via letter or email at least 30 days before the first date of the training for a full refund. Cancellations received less than 30 days in advance are eligible for substitution with another seminar, but fees will not be refunded. We reserve the right to cancel or reschedule seminars at any time. For further information on our refund and complaint policy, please contact us.

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