

ENTERPRISE RISK MANAGEMENT: TRANSLATING RISK INTELLIGENCE INTO DAILY OPERATIONS

COURSE OBJECTIVES

To enable participants to evolve existing ERM frameworks from compliance artifacts into operational tools that drive faster, risk-informed decisions at the frontline.

DETAILED OUTLINE

1. CORE CONCEPTS

- o Establishing the context
- o Communication and Consultation
- o Developing ERM Infrastructure
- o Risk Appetite, Tolerance
- o Risk Management Processes

2. ERM PROCESSES (PRE-VIEW)

- o Risk Identification, Risk Analysis
- o Risk Evaluation, Risk Treatment
- o Risk Reporting, Risk Monitoring
- o Risk Integration
- o Continuous Improvement

3. EMBEDDING RISK INTO BUSINESS PROCESSES: MAKING RISK PART OF EXISTING OPERATING CADENCE NOT EXTRA WORK

- o Mapping ERM to daily/weekly/ monthly routines: S& OP, Project reviews, shift handovers
- o RACI for risk, Clarifying first-line ownership vs second line oversight
- o The 5-minute risk question: 3 prompts to add to any operational meeting
- o **Activity:** Process Injection Map -pick one core process and re-design with risk check-points

4. ERM MATURITY DIAGNOSIS: FROM FRAME-WORK TO FUNCTION

Align on what ERM Mature ERM looks like beyond the Risk Register

- o ERM Maturity Check: Where are we Vs ISO 31000/COSO 2017 Best Practice.
- o Autonomy of ERM failure (Three Gaps that Kill ERM Value): Latency, Irrelevance and compliance theatre
- o Voice of the business: What Ops managers actually need from risk
- o **Case Study:** A study of how other companies successfully embedded risk into operations.
- o **Activity:** Graveyard of unused KRIs-audit your own metric

5. BUILDING A TRUE RISK INTELLIGENCE

- o From data to intelligence: Leading indicators, external signals, near-mis analytics
- o Designing KRIs that predict, not just report
- o Risk sensing frameworks: Thresholds, triggers and escalating logic
- o Lab: re-design 3 existing KRIs using the SMART-P Framework: specific, measurable, actionable, relevant and predictable

6. RISK APPETITE THAT FRONT-LINE UNDERSTANDS

- o Translating board risk appetite into decision rules and guardrails
- o Traffic lights model, best sizing and safe to fail experiments
- o Common failure: When risk appetite= 200-page PDF no one reads
- o **Activity:** Draft 1 page risk rules of the road for your business unit

7. PROCESS INJECTION-HARDWIRING RISK INTO BAU

- o Mapping core value-chain processes: where risk decisions actually happen
- o Embedding risk into S& OP, Capex, procurement, shift handovers
- o The "5-minute risk prompt" for every meeting

8. DECISION ENABLEMENT LAB

- Risk informed decision-tools: pre-mortems, decision trees, bow-tie analysis lite
- Stopping "risk says no" culture: using risk data to expand options

9. DASHBOARDS AND TECH THAT ACTUALLY GET USED

- Dashboard design: 1 screen, 3 decisions, 5- seconds rule
- Automating the boring stuff: Alerts, workflow triggers, GRC-lite options

10. CULTURE, INCENTIVE & PSYCHOLOGICAL SAFETY

- Closing the feedback loop: How incidents update the KRIs and models
- Reporting bad news early: Metrics and incentives that don't push transparency
- Role of the first line: Front risk owner to risk intelligence

11. ACTIVATION SPIRIT

- Quick wins vs system fixes
- Governance rhythm: Monthly risk- ops reviews, quarterly appetite resets
- Measuring success: How will we know ERM is more operational in 90 days

FEES

course attracts a fee of **K890,000** inclusive of tuition, reference materials, certificate of attendance, morning and afternoon teas/ coffee and lunch