ERM - The Foundation for Better Organization-wide Decision-Making Training Course

Professional Development Training Course Outline

Category	Risk Management	**Duration**	5 Days
Base Fee	$1,500 USD	**Delivery Mode**	Online / On-site Hybrid

Course Introduction

Enterprise Risk Management (ERM) is no longer a mere compliance function; it is a strategic imperative and the bedrock of superior organizational performance and resilience. In today's dynamic, interconnected world, organizations face a complex web of emerging risks, from cybersecurity threats and geopolitical volatility to climate-related impacts and rapid digital transformation. Traditional, siloed risk approaches are inadequate, often leading to missed connections and poor allocation of resources. ERM - The Foundation for Better Organization-wide Decision-Making Training Course provides a comprehensive, integrated risk framework aligned with global best practices, shifting the mindset from reactive damage control to proactive, value-driven decision-making. Participants will master the essential skills to effectively identify, assess, prioritize, and respond to the full spectrum of risks, embedding a robust risk-aware culture that protects and enables the achievement of strategic objectives.

This course is designed to equip leaders and managers with the practical tools to integrate a sophisticated risk intelligence loop directly into their planning, operational, and investment processes. By establishing a clear risk appetite and risk tolerance, organizations can optimize the crucial trade-off between risk and return, ensuring that critical decisions whether related to a new product launch, market expansion, or technology adoption are made with a holistic understanding of potential impacts. We focus on building a unified workflow for risk data, breaking down silos, and using predictive analytics to inform strategic choices. Ultimately, mastering ERM transforms risk management from a "check-the-box" activity into the most fundamental driver for sustainable growth and securing a competitive advantage in a world of constant change.

Programme Curriculum

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Course Duration

5 days

Course Objectives

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

1. Align the ERM framework directly with strategic objectives and organizational performance.
2. Establish and Articulate Risk Appetite and Tolerance to guide all major decisions.
3. Implement a Unified Risk Classification and Risk Network Mapping system to identify interconnected and overlooked risks.
4. Apply advanced Quantitative Risk Analysis and qualitative techniques, including Scenario Planning and Risk Heat Mapping.
5. Develop effective, targeted Risk Response and Risk Mitigation Strategies
6. Understand and apply the Three Lines of Defense Model to clarify risk roles and responsibilities enterprise-wide.
7. Design and monitor actionable Key Risk Indicators (KRIs) and Key Performance Indicators (KPIs).
8. Leverage Digital Transformation tools, including AI-Powered Predictive Risk Intelligence and RMIS, to automate monitoring and reporting.
9. Foster and embed a measurable Risk-Aware Culture and ethical governance structure.
10. Manage Emerging Risks, specifically in the areas of Cybersecurity Risk, Supply Chain Resilience, and ESG (Environmental, Social, and Governance) factors.
11. Improve Crisis Management and Business Continuity Planning through risk-informed exercises.
12. Structure clear and transparent Risk Reporting for executive management and the Board of Directors.
13. Drive Optimal Resource Allocation by prioritizing the most material risks for the organization.

Target Audience

1. **Chief Risk Officers (CROs)** and ERM Program Managers
2. **Senior Executives** (CEO, CFO, COO) and Board Members
3. Internal Audit Professionals and Compliance Officers
4. Business Unit and Department Heads
5. **Strategic Planning** and Corporate Development Teams
6. Financial Analysts and Treasury Professionals
7. Project Management and Quality Assurance Teams
8. Heads of IT and **Cybersecurity**

Course Modules

Module 1: The Strategic Imperative of ERM

- The evolution of risk
- COSO and ISO 31000 Frameworks
- Defining and aligning the Risk Appetite Statement and Risk Tolerance thresholds.
- ERM's role in creating a competitive advantage and enabling innovation.
- Case Study: Analyzing a major retailer's failure to update its risk appetite during a rapid e-commerce expansion, leading to a costly operational failure.

Module 2: Risk Identification and Interconnectedness

- Systematic identification of all risk categories
- Techniques for surfacing overlooked risks
- Mapping Risk Interconnections and Cascading Effects to anticipate systemic failures.
- Utilizing Scenario Planning and Stress Testing for high-impact, low-probability events
- Case Study: The analysis of the General Motors ignition switch crisis, highlighting a catastrophic failure in internal information and communication regarding a known operational risk.

Module 3: Risk Assessment, Prioritization, and Measurement

- Mastering the Risk Assessment process
- Developing and using the Risk Matrix for effective prioritization.
- Introduction to Quantitative Risk Analysis and modeling techniques
- Integrating Risk Data from across the enterprise for a unified view
- Case Study: A pharmaceutical company uses quantitative risk analysis to prioritize R&D portfolio investments based on regulatory and market risk-adjusted return.

Module 4: Risk Response and Mitigation Strategies

- The four risk response options
- Designing and implementing effective Mitigation Controls and Control Activities.
- Developing Contingency Planning and robust Business Continuity Planning
- Optimizing Resource Allocation by focusing mitigation efforts on priority risks.
- Case Study: A logistics firm's successful implementation of a supply chain resilience plan after a major geopolitical disruption.

Module 5: Governance and the Risk-Aware Culture

- Establishing clear Governance Structures including the role of the Board and the CRO.
- Implementing the Three Lines of Defense Model for effective oversight.
- Building a genuine Risk-Aware Culture through leadership and accountability.

- Integrating ERM into employee performance reviews and compensation.
- Case Study: Examining a financial services company that successfully shifted its organizational culture to value and reward risk reporting from the front line.

Module 6: Monitoring, Communication, and Reporting

- Developing and tracking effective Key Risk Indicators for early warning signals.
- Establishing continuous Risk Monitoring processes and triggers for review.
- Creating a transparent Risk Reporting Dashboard for different stakeholders
- Leveraging Integrated Risk Management software and data visualization tools.
- Case Study: A technology firm?ÇÖs use of real-time data analytics to monitor cybersecurity risk and instantly communicate breaches to the Board.

Module 7: Managing Emerging and Interconnected Risks

- Strategies for managing rapidly evolving Cyber Risk and data privacy challenges
- Integrating ESG Risks into the core ERM process.
- Navigating Geopolitical Risk and its impact on global operations and supply chains.
- Addressing risks from internal changes
- Case Study: A major energy company's use of climate scenario analysis to inform long-term infrastructure investment decisions.

Module 8: ERM for Decision Enablement

- Integrating risk perspectives directly into the Strategic Decision-Making Cycle.
- Using ERM to evaluate and optimize Capital Investment and M&A opportunities.
- The concept of Risk-Adjusted Performance Measurement and its role in business value.
- Participants apply the entire ERM process to a complex business growth scenario.
- Case Study: Analyzing Kodak's failure to manage the strategic risk of digital disruption, illustrating the cost of failing to integrate risk into core strategy.

Training Methodology

This course employs a participatory and hands-on approach to ensure practical learning, including:

- Interactive lectures and presentations.
- Group discussions and brainstorming sessions.
- Hands-on exercises using real-world datasets.
- Role-playing and scenario-based simulations.
- Analysis of case studies to bridge theory and practice.
- Peer-to-peer learning and networking.
- Expert-led Q&A sessions.
- Continuous feedback and personalized guidance.

Register as a group from 3 participants for a Discount

Send us an email: info@fineskilltrainingcenter.org or call +254769199797

Certification

Upon successful completion of this training, participants will be issued with a globally- recognized certificate.

Tailor-Made Course

We also offer tailor-made courses based on your needs.

Key Notes

a. The participant must be conversant with English.

b. Upon completion of training the participant will be issued with an Authorized Training Certificate

c. Course duration is flexible and the contents can be modified to fit any number of days.

d. The course fee includes facilitation training materials, 2 coffee breaks, buffet lunch and A Certificate upon successful completion of Training.

e. One-year post-training support Consultation and Coaching provided after the course.

f. Payment should be done at least a week before commence of the training, to Fineskill Training Center account, as indicated in the invoice so as to enable us prepare better for you.

Upcoming Scheduled Sessions

Start Date	End Date	Location	Price
21 Sep 2026	25 Sep 2026	Online	$1,000
21 Sep 2026	25 Sep 2026	Physical	$1,500
21 Sep 2026	25 Sep 2026	Physical	$0
21 Sep 2026	25 Sep 2026	Physical	$0
21 Sep 2026	25 Sep 2026	Physical	$0
21 Sep 2026	25 Sep 2026	Physical	$0
21 Sep 2026	25 Sep 2026	Physical	$0
21 Sep 2026	25 Sep 2026	Physical	$0

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