Enterprise Risk Leadership and Decision-Making Course

8 – 12 March 2027
Milan

AGILE LEADERS
Training Center

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Ref: 1241_191678 **Date:** 8 – 12 March 2027 **Location:** Milan **Fees:** 5700 Euro

Overview

Enterprise Risk Leadership and Decision-Making Course is a one-week advanced programme for leaders who must turn uncertainty into better strategic, investment, operational, and performance decisions. Participants connect organisational purpose and objectives with risk appetite, decision rights, culture, portfolio insight, key risk indicators, scenarios, assurance, escalation, and board communication. The emphasis is not on maintaining a risk register; it is on leading an organisation in which risk information changes priorities, resource choices, and action.

Each participant develops an Organisational Risk Leadership Playbook for a selected organisation or business unit. The playbook contains a strategy-risk map, risk-appetite architecture, leadership accountability model, decision protocol, culture interventions, portfolio dashboard, scenario pack, assurance map, escalation design, and ninety-day implementation roadmap. Agile Leaders Training Center presents risk leadership as a shared executive capability that supports value creation, resilience, and accountable performance.

Who Should Attend

- Executives, business-unit leaders, and functional heads accountable for objectives and performance
- Board secretaries, governance professionals, and committee advisers supporting risk oversight
- Chief risk officers, enterprise risk leaders, and risk business partners
- Strategy, finance, investment, operations, technology, sustainability, and transformation leaders
- Compliance, internal control, resilience, and internal audit professionals
- Managers responsible for major initiatives, portfolios, partnerships, or third parties

The course assumes participants already make or support material organisational decisions. It does not promise certification and does not replace legal, regulatory, financial, actuarial, security, or technical specialist advice.

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Learning Objectives

- Integrate risk thinking into strategy, planning, investment, and performance review
- Define risk appetite, tolerances, limits, authorities, and escalation thresholds
- Clarify executive, business, risk, compliance, and assurance accountabilities
- Strengthen risk culture through leadership behaviour, incentives, and decision routines
- Create a portfolio view across strategic, financial, operational, digital, people, sustainability, and reputational risks
- Design key risk indicators and dashboards that trigger decisions
- Use scenarios and stress tests to challenge plans and response capacity
- Communicate uncertainty, exposure, choices, and actions clearly to boards and stakeholders

Practical Work Product

Participants build an Organisational Risk Leadership Playbook containing:

- Strategy-risk-objective map
- Risk-appetite and tolerance architecture
- Decision-rights and accountability matrix
- Risk-culture diagnosis and intervention plan
- Enterprise risk portfolio and interdependency view
- KRI dashboard and escalation ladder
- Scenario and stress-testing pack
- Assurance and reporting map
- Ninety-day leadership roadmap

Day 1: Strategy, Objectives, and Risk Leadership

- Risk as the effect of uncertainty on objectives and performance
- Connecting purpose, strategy, value drivers, assumptions, and risk
- Executive and board responsibilities for direction, challenge, and oversight
- Decision rights across business ownership, risk advice, compliance, and assurance
- Embedding risk into planning, budgeting, investment cases, and change portfolios

Workshop: map strategic objectives, assumptions, value drivers, uncertainties, and accountable leaders.

Day 2: Risk Appetite and Decision Architecture

- Risk appetite statements, dimensions, tolerances, limits, and operating boundaries
- Translating board intent into practical decision criteria and delegations
- Risk-return choices, opportunity, capacity, concentration, and trade-offs
- Decision gates, exception governance, escalation, and documentation
- Testing appetite against actual plans, incentives, resources, and behaviour

Workshop: build a risk-appetite architecture and decision protocol for one material strategic choice.

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Day 3: Culture, Accountability, and the Three Lines

- Leadership signals created by targets, rewards, resources, attention, and consequences
- Risk ownership, constructive challenge, psychological safety, and speaking up
- Roles of business management, specialist functions, compliance, and internal audit
- Committee mandates, information flows, overlaps, gaps, and accountability
- Diagnosing risk culture and selecting targeted behavioural interventions

Workshop: diagnose a risk-culture pattern and redesign accountability, incentives, challenge, and committee routines.

Day 4: Portfolio Insight, Indicators, and Scenarios

- Building a portfolio view across risk categories, objectives, entities, and time horizons
- Dependencies, concentrations, velocity, persistence, and emerging risks
- Key risk indicators, thresholds, data quality, trend interpretation, and limitations
- Scenario analysis and stress testing for strategy, liquidity, operations, cyber, supply chain, and reputation
- Connecting scenario outcomes to options, contingency capacity, and management action

Workshop: create a portfolio dashboard and scenario pack with thresholds, triggers, owners, and response options.

Day 5: Assurance, Reporting, and Executive Influence

- Control, compliance, risk, and audit evidence within one assurance view
- Assurance coverage, confidence, gaps, duplication, and remediation priorities
- Board reporting that distinguishes exposure, uncertainty, movement, decisions, and action
- Communicating risk through concise narratives, visual evidence, and explicit choices
- Leadership review, continual improvement, and a ninety-day implementation roadmap

Capstone: present the Organisational Risk Leadership Playbook to a simulated executive risk committee and respond to challenge.

Training Methods

- Executive decision cases and facilitated strategy-risk mapping
- Risk-appetite, culture, indicator, and scenario workshops
- Committee and board-reporting simulations
- Portfolio interdependency and assurance-mapping exercises
- Peer challenge of leadership playbooks and implementation roadmaps

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Course Outcomes

Participants leave able to convert risk principles into executive routines that shape choices and performance. They can align appetite with authority, improve the quality of portfolio information, challenge assumptions, use scenarios, and present boards with the decisions and actions that uncertainty requires.

Frequently Asked Questions

Is this a technical risk assessment course?

No. It focuses on leadership, governance, culture, decision architecture, portfolio insight, and executive communication.

Is the course limited to regulated industries?

No. Its enterprise principles apply across private, public, and not-for-profit organisations, while each participant must apply relevant sector requirements.

Does it prepare participants for certification?

No. It is a practical leadership programme and makes no certification claim.

What will I produce?

You will complete an Organisational Risk Leadership Playbook with appetite, accountabilities, culture, portfolio, indicators, scenarios, assurance, and an implementation roadmap.