Strategic Risk Management for Chief Risk Officers Training Course

2 – 6 November 2026
Milan

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Ref: 1285_194986 **Date:** 2 – 6 November 2026 **Location:** Milan **Fees:** 5700 Euro

Overview

Strategic Risk Management for Chief Risk Officers is a one-week course for senior risk executives who leave with a CRO Strategic Risk Leadership Portfolio. Participants connect board expectations, strategic choices, risk appetite, enterprise signals, executive challenge, escalation, culture, and assurance into a disciplined leadership cadence. The course addresses the gap between risk-process administration and decision influence through board simulations, portfolio analysis, and executive reporting practice. Agile Leaders Training Center positions strategic risk management as a chief risk officer leadership discipline.

Who Should Attend

- Functions accountable for enterprise risk strategy and executive challenge
- Teams advising boards and committees on risk exposure and strategic choices
- Functions setting risk appetite, tolerance, escalation, and portfolio limits
- Teams coordinating risk intelligence, culture, and emerging-risk response
- Functions aligning management ownership with independent assurance

The course assumes participants already advise senior decision makers or lead enterprise risk work and leaves out introductory risk-process instruction and specialist quantitative modeling.

Departments and Industries

The course supports departments and industries where senior risk leadership informs strategy, investment, resilience, and oversight.

- Enterprise risk, strategy, and corporate governance functions
- Board secretariat, executive office, and performance functions
- Internal control, compliance, and assurance functions
- Financial services, insurance, and investment organizations
- Energy, infrastructure, manufacturing, and logistics organizations
- Technology, healthcare, and public-service organizations

Learning Objectives

By the end of this course, participants will be able to:

- Analyze the CRO mandate against strategic objectives and board expectations
- Build risk appetite choices, tolerances, limits, and escalation triggers
- Evaluate enterprise risk signals and portfolio interdependencies
- Apply executive challenge methods to strategic proposals and tradeoffs
- Diagnose risk culture and strengthen management accountability
- Build board reporting and assurance coordination for decision use

Course Agenda

Day 1: CRO Mandate and Strategic Influence

- CRO Mandate and Accountability Charter
- Board Risk Oversight Expectations Map
- ISO 31000 Leadership and Integration Lens
- Strategy-to-Risk Decision Pathway
- Executive Challenge Conversation Method

Day 2: Appetite and Strategic Choice

- COSO Strategy and Performance Alignment Canvas
- Risk Appetite Decision Architecture
- Tolerance and Limit Calibration Matrix
- Strategic Option Risk-Reward Lens
- Risk Escalation Trigger Protocol

Day 3: Portfolio Intelligence and Foresight

- Enterprise Risk Signal Dashboard
- Emerging-Risk Horizon Scan
- Risk Interdependency Network Map
- Portfolio Exposure Aggregation Method
- Strategic Scenario Challenge Table

Day 4: Culture, Governance, and Assurance

- Risk Culture Behavior Diagnostic
- Management Risk Ownership Scorecard
- IIA Three Lines Role Alignment Map
- Integrated Assurance Coverage View
- Board Risk Narrative and Reporting Pack

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Day 5: CRO Leadership Practice

- Exercise: Board Risk Advisory Simulation
- Exercise: Appetite and Limits Challenge
- Exercise: Enterprise Signal Triage
- Exercise: Culture and Assurance Intervention
- Capstone Exercise: CRO Strategic Risk Leadership Portfolio

Practical Exercises

The course uses suggested activities that place participants in executive risk decisions across different sectors.

- Suggested activity: challenge a capital-investment proposal using appetite, scenario, and risk-reward evidence.
- Suggested activity: brief a board committee on interconnected technology and supplier exposures.
- Suggested activity: diagnose weak ownership and assurance overlap in an infrastructure case.
- Suggested activity: construct an executive action sequence for an emerging operational threat.

FAQs

Who suits strategic risk management for Chief Risk Officers?

Strategic risk management for Chief Risk Officers suits experienced risk executives and senior advisers who already work with enterprise exposure, strategic decisions, executive committees, or board reporting.

How does CRO strategic risk leadership differ from enterprise risk framework design?

CRO strategic risk leadership emphasizes executive influence, strategic tradeoffs, board advice, appetite choices, culture, and portfolio intelligence, while framework design concentrates on organizational architecture, methods, criteria, and implementation structures.

How should a Chief Risk Officer advise the board on risk appetite?

A Chief Risk Officer should connect appetite to objectives, decision alternatives, performance boundaries, portfolio exposure, escalation triggers, and the evidence the board needs to challenge management choices.

What makes strategic risk reporting useful to executive decision makers?

Strategic risk reporting is useful when it explains exposure movement, interdependencies, assumptions, decision options, appetite position, management action, and matters requiring escalation rather than listing risks without context.

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How does the CRO coordinate governance without owning every risk?

The CRO coordinates governance by clarifying decision rights, providing methods and challenge, monitoring aggregate exposure, escalating exceptions, and aligning assurance while management retains ownership of business risks.

Conclusion

The course integrates the CRO mandate, strategic influence, appetite choices, portfolio intelligence, culture, governance, reporting, and assurance. Participants take back a CRO Strategic Risk Leadership Portfolio containing decision maps, challenge tools, appetite structures, signal views, diagnostics, and board materials. The portfolio strengthens how risk evidence shapes strategic choices, executive accountability, and board oversight.