Institute of Risk Management

Training courses

2017

www.theirm.org/training
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IRM is the leading professional body for risk management. We drive excellence in managing risk to ensure organisations are ready for the opportunities and threats of the future.

We do this by providing internationally recognised qualifications and training, publishing research and guidance, and setting professional standards. We are a not-for-profit body, with members working in all industries, in all risk disciplines and in all sectors around the world.

Training courses

Need to keep up-to-date with current risk management best practices? Our interactive and practical training will give you the knowledge, tools and techniques that you need to stay ahead. IRM training aligns with the ISO 31000 framework, so you can be assured that the content is set against the international standard, and also counts towards your Continuous Professional Development. We offer CPD hours on all of our courses and webinars.

Trainers

All our courses are delivered by IRM approved expert trainers who have all passed our rigorous assessment process. With in-depth knowledge of their subjects, academic expertise and years of hands-on industry experience, they will help you apply the learning materials to suit your individual needs.

“IRM is not just a training institution, it’s a community that shares knowledge, experience and networking opportunities which has contributed to the furthering of my career.”

Richard Hawkins, CIRM
Business Analyst
Rimelo Consulting

“An engaging institute which provides not only training, but lots of great supportive information via different methods (webinar, conferences, newsletters and topical news information) with important notifications of new legislations with supporting guidance.”

Toni-Jo Henderson
Risk and Assurance Manager
Medical Research Councils
Course overview

This two day course covers the fundamentals of enterprise risk management in a fast-paced, interactive environment. You will learn about the theory and practice of risk management in-line with the ISO 31000 framework, using case studies and current affairs to bring material to life. On completion of this course expect to have a solid understanding of how effective risk management can benefit your organisation.

Who should take this course

> Executives and Heads of Departments to understand risk management and the role it should play within their organisations.

> Risk Management practitioners of all levels requiring a refresher on recent developments in risk management.

> Students studying IRM qualifications.

> Anyone new to risk or wishing to enter the risk profession.

Trainer Profile:
Grant Kennedy, MIRM
Previously part of the review board for IRM courses, Grant is now an IRM approved trainer and Chair of our Scotland Regional Group. He has 15 years experience working in Aviation as a senior manager with BAE Systems, CAV, Airbus, BAA and Global Infrastructure Partners.

“Among the course content reinforced my current knowledge and improved my confidence whilst also offering new ideas and approaches – it was a very good introduction and I would definitely take other IRM courses.”

Alison Pinkerton, Affiliate Member
Risk MI Manager
Bupa UK

“For me the training was extremely useful and I came away with some great tools and techniques that I can start employing immediately in both existing and future projects”

David Bailey
GRC Project Manager
Hitec Laboratories
Learn about

> Organisational performance: How risk management can assist organisations to achieve their objectives and optimise decision making.

> Governance and sustainability: The benefits of risk management and its relationship with governance, assurance, and sustainability.

> Internal and external risk exposure: The types of risk faced by an organisation and the concepts of positive and negative risk.

> ISO 31000: Risk management principles, framework and processes.

> Culture: The importance of culture, communication, and behaviour in an effective risk management structure.

> Maturity: How to assess your organisation’s risk maturity and identify where improvements can be made.

> Workshops: Facilitation techniques to make your risk workshops interactive, efficient, and effective.

> Assessment: Assessing risk and selecting appropriate actions and controls using key tools, such as risk registers, risk bow-ties, and risk matricies.

> Communication: How to communicate risks to all levels of your organisation, and to external stakeholders.

> Appetite and tolerance: How to determine your organisation’s appetite and tolerance for risk.

Trainer Profile:
Joachim Adenusi, MSc, CFIRM

Joachim is an award winning risk professional with over 18 years experience across various sectors. He currently advises major financial firms on implementing Basel II and Solvency II requirements. In 2010 he was awarded UK Public Sector Risk Manager of the Year.

Duration
2 days

Cost
IRM members: £895
Non-members: £995

For dates, booking and details of all our training, visit:
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or email us at training@theirm.org
Embedding Risk Management

Course overview
Examine the barriers that prevent you from embedding risk management in your organisation, and the tools and techniques to analyse potential solutions. You will learn advanced risk management skills, as well as general management techniques to add value to risk-based decision-making at all levels of your organisation.

Who should take this course
- Heads of Department.
- Risk Managers.
- HR Managers.
- Chief Risk Officers.

Learn about
- Creating a robust action plan for an embedded ERM framework.
- Enabling the board to anticipate and handle risks in meeting strategic objectives.
- Identifying behaviours that support enterprise risk management.
- Developing your own risk management tools, maturity models and risk appetite models.

“Well designed, professional and internationally recognized approach to risk management training that aligns with the needs of modern businesses. Provided good opportunity for group discussion and used appropriate examples to re-emphasize understanding.”

Vince Hayler
Change and IT Risk Specialist
Old Mutual Wealth

Duration
2 days

Cost
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Non-members: £995

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Context and Objectives

Course overview

This course explains practical risk appetite and tolerance and how it plays a crucial role in effective risk management. You will learn how to define specific categories of risk and use case studies to determine the appropriate level of risk to take in-line with business objectives.

Who should take this course

- Heads of Department.
- Risk Managers.
- Risk Practitioners.
- Chief Risk Officers.

Learn about

- The basic concepts and links between risk appetite, governance and corporate performance.
- Applying risk appetite techniques to overcome challenges and establish monitoring tools.
- Managing and developing a risk appetite framework and programme to add value to strategic decision making.

Duration

2 days

Cost

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“Entertaining and knowledgeable trainers. The short courses are really useful.”

Andrew Snoad
Senior Risk Analyst
Asta

“The trainers were very engaging and broke the topic down for us, suggesting practical ways and tools that we could use at work.”

Kastuv Ray, Affiliate
Risk Manager EMEA
Eisai Europe Ltd
Context and Objectives

Course overview

Risk champions are integral to effective risk management. This course helps you identify risk and opportunities, and gives you the confidence to communicate the benefits of risk management to a sceptical workforce. Learn practical techniques to help influence and guide your colleagues.

Who should take this course

- Risk Champions.
- Risk Analysts.
- Compliance Officers.
- Heads of Department.
- Risk Managers.
- Operations Managers.
- HR Managers.
- Business Continuity Managers.
- HSE Managers.
- Finance Managers.
- IT Managers.

Learn about

- Analysing, articulating and reporting the root causes of risk to managers.
- Identifying the types of risk that could have an impact on your organisation.
- Conducting quality risk assessments that enable you to assist risk owners in resolving problems.
- Advising directors and senior managers on improving systems.
- Intervening to address instances where risk management efforts are being hampered.

“Dynamic and engaging. The content was balanced between delivering rich insights and allowing sufficient flexibility to adapt to participants objectives.”

Adnana Manda
Head of Risk Partners
Society for Worldwide Interbank Financial Telecommunication (SWIFT)

Duration
2 days

Cost
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Course overview

An introduction to project risk management that teaches you to identify, classify and manage risk systematically for the duration of a project. Learn how to control the likelihood of risks occurring and how to mitigate the impact of an adverse risk event, whilst taking full account of corporate aims and managing your team.

Who should take this course

- Project Managers.
- Project Risk Managers.

Learn about

- The process involved and definitions of project risk.
- Planing and initiating project risk management.
- Using structured risk descriptions, identification techniques and a risk register.
- Implementing responses, updating plans and keeping processes alive.

Trainer Profile: Kate Boothroyd, FIRM

Specialising in project and corporate risk management, Kate has worked for clients across a variety of industries, including rail, mining, utilities, education, pharmachem, energy and nuclear. She was previously Chair of our North West Regional Group.

Duration

1 day

Cost

IRM members: £495
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Information security and data protection have proved to be very complex risks. Organisations are inevitably susceptible to cyber threats and online data breach.

The objective of this course is to bridge the gap between IT specialists and non-technical management, so that the organisation can understand information security from a holistic perspective.

Who should take this course

› Information Security Specialists and Managers.
› IT Specialists and Managers.
› IT Executives.
› C-Suite Chief Risk, Financial and Operational Officers.
› Enterprise Risk Managers.
› Business Executives.
› Heads of Department.
› Data Officers, Managers and Executives.

Trainer Profile: Richard Cross

A professional risk taker who enables intelligent and responsible risk adoption. Richard has worked in and consulted for world class organisations in several industries including finance, government intelligence, energy, technology and utilities.

Duration

1 day

Cost

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Non-members: £595

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Course overview

This one day course will cover the concepts of risk culture and what it means for your organisation. You will also learn how to improve risk taking through the implementation of effective risk management techniques. Delivered through presentations, interactive workshops and group work, you will have plenty of opportunities to learn from the experiences of other delegates.

Who should take this course

- Risk Practitioners.
- Risk Managers.
- Operations Managers.
- Heads of Department.
- Chief Risk and Finance Officers.
- Chief Executive Officers.

Learn about

- How significant risk culture and control are to organisations, and the different levels of risk culture.
- The external and internal factors which can affect the risk culture of an organisation.
- Reviewing and evaluating various approaches to monitoring risk culture, including the use of surveys and metrics.
- Different regulatory approaches to risk culture, including HSE, financial services and financial reporting.

Trainer Profile:
Dr Simon Ashby, PhD

Previously a financial regulator and senior risk manager in several top financial institutions. With a PhD in corporate risk management, Simon has published many academic papers and policies and is an Associate Professor at Plymouth Business School.

Duration
1 day

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Course overview

A good risk register informs corporate decision-making, and allows an organisation to show how it is identifying and managing threats to its objectives effectively.

This course gives you practical tools and techniques to create your own risk management toolkit. Find out how to engage the interest of all stakeholders to capture valuable information from them, and how to inform decision makers of the greatest threats they face.

Who should take this course

- Risk Managers.
- Risk Champions.
- Risk facilitators.
- Internal auditors.
- Health and Safety officers.
- IT risk managers.

Learn about

- Designing a fit-for-purpose risk register.
- Ensuring your register is the go-to dashboard for status reports.
- Analysing business objectives and defining the scope of risk assessments.
- Identifying the most appropriate risk assessment technique.
- Planning and facilitating risk assessments.
- Evaluating risks based on their rating and your organisation’s risk tolerance.

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1 day

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Trainer Profile:
Sarah Gordon, CIRM, PhD
Sarah is an honourary lecturer at Imperial College London, an IRM Thought Leadership contributor and has worked in several sectors including energy, finance, construction and the public sector. She was previously Head of Assurance (Africa) – Safety and Sustainable Development for Anglo American.
Risk Assessment

Course overview

Structured risk workshops are vital to the success of risk management, promoting the role and value of risk policy and the risk management function. This course provides you with the guidance and tools to run workshops effectively. Delivered through practical exercises, group work and discussions, the emphasis of the course is on the application of workshop techniques.

Who should take this course

- Chief Risk Officers.
- Heads of Risk Management.
- Risk Analysts.
- Company Secretaries.
- Heads of Internal Audit.
- Internal Auditors.
- Compliance Officers and Managers.
- Risk Management Consultants.
- Quality and Standards Managers.

Learn about

- Creating coherent project plans for organising structured risk workshops and setting agendas.
- Developing pre-workshop research and documentation.
- Setting the right environment for a productive workshop.
- Facilitation skills for encouraging contributions from attendees.
- Workshop techniques such as brainstorming, data analysis and executive interviews.

Trainer Profile:
Mark Butterworth, CFIRM

Mark has specialised in risk management and corporate governance for over 25 years. He is a Fellow of the Institute of Risk Management, the Chartered Insurance Institute and has an MBA in Management from City University Business School. He has also been a visiting lecturer at Cass Business School for 10 years.

Duration
1 day

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Course overview

Root Cause Analysis (RCA) enables you to systematically analyse the cause-and-effect relationships of an event or situation. It identifies ways to prevent negative events reoccurring, whilst replicating the positive. This course will enable you to gain the knowledge, tools and confidence that lead successful root cause analyses.

By the end of the two day course you will have the capability and understanding to use RCA to solve everything from ‘simple’ everyday issues through to tough and recurring problems.

Who should take this course

- Risk Managers.
- Operations Managers.
- HR Managers.
- Business Continuity Managers.
- Enterprise Risk Managers.
- Business Executives.

Learn about

- The role of RCA.
- The problems and benefits of RCA processes.
- How RCA can generate targeted solutions.
- Gathering and managing supporting data.
- Identifying effective solutions to problems.

Duration

2 days

Cost

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Trainer Profile:
Suzanne Crouch

Suzanne has been delivering RCA training to many companies in a variety of industries worldwide for over 20 years. She has managed many projects for a range of national and global corporations, holds an MSc in Education and Training, and is a Fellow of the Institute for Learning.
Course overview

This course will equip you to professionally handle significant or complex investigations. It will enable you to understand the critical elements needed to lead an effective investigation and produce credible results as you seek systemic opportunities for improvement. You will also learn how to protect the credibility and integrity of the investigation team, problem owner and impacted parties.

All delegates must have completed the RCA Level 1 course before attending RCA Level 2.

Who should take this course

- Risk Managers.
- Operations Managers.
- HR Managers.
- Business Continuity Managers.
- Enterprise Risk Managers.
- Business Executives.

Learn about

- Developing an effective RCA programme.
- The requirements for preparing to lead an incident investigation.
- Developing organisational investigation and RCA threshold criteria.
- Investigative strategies for interviewing incident witnesses.
- Key elements relating to human factors and human failure theory.
- Issues that impact on the effectiveness of solutions.

“I would thoroughly recommend this suite of courses to anyone involved in root cause, with material that is versatile across many business sectors.”

Duration

2 days

Cost

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Course overview

Timely, accurate and effective risk reporting is an integral part of a strong risk management framework. Many organisations already have risk reporting processes in place. These are not always reviewed as often as they should be to ensure the best and latest risk reporting techniques are being used to enhance decision making.

This one day course will explore the latest best practices and provide a basic grounding in the design and implementation of effective risk reporting.

Who should take this course

- Risk Managers.
- Operations Managers.
- Business Executives.
- Finance Managers.
- Data Officers, Managers and Executives.

Learn about

- The strengths and limitations of various risk reporting tools such as risk registers, key risk indicators, risk matrices.
- How risk reporting fits into strategic decision making, internal control and external reporting.
- The recent developments in risk reporting tools and methodologies.
- Managing your risk reports effectively, including: producing reports for different audiences; potential problems with collecting data; designing a report effectively; and using risk reporting systems.

“"This course has provided me with a welcome opportunity to discuss challenges with a peer group and get some insight into how the boards of other organisations handle their risk management responsibilities.”"
A ‘knee-jerk’ reaction to risks can be costly. Your organisation, like every other, must proactively manage risks and be resilient, planning ahead to deal with possible disruptive events.

This course will give you the knowledge, skills and tools you need to systematically manage resilience in order to future-proof your organisation.

Who should take this course

- Enterprise Leaders.
- Heads of Department.
- Risk Managers.
- Operations Managers.
- HR Managers.
- Business Continuity Managers.
- HSE Managers.
- Finance Managers.
- Insurance Managers.
- IT Managers.

Learn about

- How risk and resilience management can be used to support your organisation in achieving its objectives.
- Effectively assessing business impacts and selecting suitable risk treatment measures to reduce uncertainty and withstand crisis.
- Building a resilient culture through an integrated enterprise risk management system.

“The training provided a useful insight into how business resilience and risk fits into the overall risk framework.”

Duration
1 day

Cost
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Choosing and Using Key Risk Indicators

Course overview

Key Risk Indicators (KRIs) help organisations prevent risks and exploit the opportunities they offer. This one day course will guide you through the use of KRIs, showing you how they can be used as a powerful management tool to improve risk awareness and the execution of business objectives.

Delivered through a mix of presentations, group discussions and guided exercises, you will learn, step-by-step, the methodology behind preventive KRIs. By the end of the course you will understand the role played by KRIs within an enterprise-wide risk management framework.

Who should take this course

- Risk Managers.
- Risk Practitioners.
- Risk Champions.
- Chief Risk Officers.
- Internal Auditors.
- Governance and Compliance Managers.

Learn about

- The nature and types of preventive KRIs.
- Identifying root causes and event drivers for each of your key risks.
- How indicators shape an organisation’s risk culture.
- Evaluating the effectiveness of draft KRIs you have been considering for use in your organisation.
- Designing an efficient indicator programme in a risk management framework.

“...The course was well balanced in terms of content between theory and application. I definitely found the real world examples and further debate/discussion helpful to fully understand the subject matter.”

Marc Sykes, IRMCert
Financial Analyst
UNUM

Duration
1 day

Cost
IRM members: £495
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Course overview
The board has overall responsibility and accountability for risk, and there is a growing expectation of directors to have appropriate levels of risk management knowledge. This session provides a practical view of what board members (both executive and non-executive) and board stakeholders need to know about risk management.

Who should take this course
- Executive Board Directors.
- Non-Executive Directors.
- Board Trustees.
- Company Secretaries.
- Heads of Department.
- Senior Managers.
- Chief Risk Officers.
- Risk Directors.
- Risk Managers.
- Compliance Managers.

Learn about
- The risk management process from a board perspective.
- Concepts such as risk appetite, risk culture and the ‘extended enterprise’ – based on IRM studies of these areas.
- Promoting risk management as a key element of good governance.
- Identifying, measuring and assessing critical business risks.

“One of the most effective training sessions I have attended. The trainer managed to cover a lot of ground in a short period of time with an engaging and thought-provoking manner.”

Mio Newbould, Affiliate Internal Audit Manager Brother International Europe Ltd.

Duration
1 day

Cost
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Course overview

This course teaches you how to treat reputation as an intangible asset or a risk liability. The course will focus on preventative tools that protect and enhance your reputation, and the corrective tools for recovering damaged trust. You will examine high profile case studies of reputation damage to create a reputation protection tool appropriate for your organisation.

Who should take this course

- Risk Managers and Executives.
- Internal Audit.
- Business Continuity.
- Corporate Communications.
- Public Affairs.
- Investor Relations.
- Corporate HR.

Learn about

- Earning and retaining trust and the cost of recovering damaged trust.
- Alternative metrics for measuring reputation risk.
- Best practices for reporting and mitigating reputation and strategic risk.
- Effective risk mitigation strategies for protecting and enhancing reputation.
- Treating risks and managing them in order to prevent damage to value.

“This course increased my technical knowledge and gave me an opportunity to learn about the experiences of other professionals.”

Karlene Agard, IRMCert
Risk Manager
Transport for London (TfL)

Duration

1 day

Cost

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Course overview

The UK Corporate Governance Code now requires organisations to include viability statements in their annual report. The course delves into what is required and provides guidance on how to go about creating your statement.*

Who should take this course

- Board Directors.
- C-Suite Chief Risk, Financial and Operational Officers.
- Risk and financial professionals.
- Strategy and compliance professionals.
- Internal and external auditors and advisors.

Learn about

- Assessing the principal topics that need to be addressed in the viability statement.
- Engaging and involving stakeholders.
- Examining critical components including identification, assessment and management of principal risk areas.
- Determining reasonable expectations of the report.
- Establishing the scope of what is required for its completion.
- Briefing the Board on their additional responsibilities.

* We have produced a ten step guide for longer-term viability statements. You can view this by going to our Guides and Briefings page under Knowledge and Resources on our website.

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Duration

1 day

Cost

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Trainer Profile:
John Crawley
FCCA, FIB, CIRM, CMC, MiFT

A well respected professional with 13 years of expertise in running and advising businesses in several industries, including Finance, IT, Real Estate, Energy, Mining, Utilities and Healthcare.
Course Overview

The course will give you the understanding and tools you need to deal with uncertainty in business and the methods to help you make better quality decisions for the future. You will cover analytical and intuitive decision making and learn how to avoid the systematic errors that can effect decision makers.

Who should take this course

- Risk Managers.
- Heads of Department.
- Senior Executives.
- Decision Makers.
- Strategic and Operational Managers.

Learning Objectives

- The relevance and value of the risk profile in managing risk and making better decisions.
- The role played by heuristics (‘rules of thumb’) and bias in the workplace.
- Identifying the risk data behind operational and strategic decisions.
- Implementing methods for creating realistic scenarios for assessing likely outcomes.

 Trainer Profile:
Liz Taylor, FIRM, FBCI

Liz is a highly regarded practitioner in Enterprise Risk Management with an international reputation for implementing practical and tailored solutions. She has experience in a broad range of industries from finance to government to FMCG.

Duration
1 day

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From in-house and board-level training, to e-learning and company academies, IRM helps organisations support a robust risk culture and a workforce equipped with the knowledge and tools to manage future risks.

**In-house**

**Our standard courses**

Our industry leading training courses can be delivered in-house in their current form, or tailored to your organisation’s requirements. Delivering the courses in-house can be a great cost effective alternative to our public training courses with economies of scale.

**Bespoke training**

Need something a bit different? We can work with you to develop and deliver bespoke face-to-face or e-learning training courses. We will develop the course and reference materials to be delivered on a rolling basis, or as a stand alone event, depending on your requirements.

**Webinars**

IRM offer a series of highly acclaimed webinars for risk practitioners. These are free 45-minute broadcasts to view live, or download and watch at your convenience, delivered by leading experts in their fields.

**Accreditation**

IRM works with organisations to review and accredit their in-house training in risk management. Courses may be either classroom/workshop-based or e-learning.

IRM accreditation:

- Indicates your course meets the high standard associated with the IRM brand.
- Earns CPD recognition.
- Retains your flexibility to tailor and update your course as required.
- Provides delegates with an IRM certificate.

Find out more about all our training options at:

[www.theirm.org/training](http://www.theirm.org/training) or contact us at [training@theirm.org](mailto:training@theirm.org) or +44 (0) 20 7709 4117

Prices in this brochure are correct at time of going to press, but are subject to change without notice. All prices exclude VAT, which may be added if applicable to a booking.