



*"The understanding achieved and knowledge gained was of phenomenal value"*

Mairead Maguire, UNESCO Geneva

# Enterprise Risk Management

Yesterday's risk management practices are no longer adequate to deal with today's threats. Take your organisation to the next level with world-leading frameworks and techniques.

Presented by David Lynas

The world is an increasingly risky place. A recent study in Fortune magazine of S&P 500 companies showed that overall risk levels have more than doubled compared to the past.

This has important implications for management. The failure to successfully manage risk impacts the organisation's financial performance, its standing in the community, and top-management turnover. It can also result in significant personal liability.

Given the stakes involved, what's needed is a better approach to risk management than typically practiced today.

## What Makes This Course Different

Good management decisions depend on high-quality information and a superior framework within which to use this information. This internationally-acclaimed program provides:

- ✓ Contemporary start-to-finish coverage
- ✓ Expert guidance through the confusion of specialist terminology
- ✓ How to avoid the "isolated risk silos" trap
- ✓ Best-practice frameworks and techniques for excellence in risk management
- ✓ Presentations, team workshops and facilitated individual planning sessions for immediate results
- ✓ Deliver a clear message to stakeholders on their enterprise risk exposure
- ✓ Use the "3Ms" to best protect and create value in an increasingly uncertain world



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Kuala Lumpur  
20-21 August 2008  
11-12 December 2008

# Enterprise Risk Management

*"...avoid falling into the trap of isolated risk silos. For senior managers it is the enterprise view of risk that matters..."*

All organisations take risk. The most successful are those that consistently make the best risk management decisions.

Among the most significant issues inhibiting effective and efficient risk management is the so-called "silo factor." Typically, risk is assigned to risk managers within individual departments: the finance department monitors credit risk, public relations oversees reputation risk, facilities management supervises physical risk, IT focuses on data security risk, and so on.

While this level of specialisation is essential, compartmentalising risk managers into isolated silos results in a narrow, parochial view of risk and prevents top management from understanding risks facing the entire enterprise. Of course, risks don't respect silos; instead, they often cross-pollinate and propagate. For example, an IT security breach quickly becomes a reputational risk in the form of "bad press" that in the wake of litigation turns into a legal risk and then through settlements with those wronged concludes as a financial risk. Risks that combine and cascade in this manner are seldom successfully dealt with by isolated risk managers.

## What Makes This Course Different

Good management decisions depend on high-quality information and a superior framework within which to use this information. This internationally-acclaimed program provides:

- ✓ A totally contemporary start-to-finish coverage of the risk management process
- ✓ How to break through the barriers of isolated risk silos and the confusion of specialist terminology and conflicting information
- ✓ Proven best-practice frameworks and techniques necessary for excellence in the critical "3 Ms": Managing, Measuring and Mitigating enterprise risk
- ✓ Maximum-effectiveness format featuring presentations, participative team workshops, and facilitated individual planning sessions to ensure you get immediate results
- ✓ A method to ensure you can deliver a clear message to stakeholders on their enterprise risk exposure and the benefits they can gain from appropriate mitigating investment

Get immediate results  
and effectively meet  
your obligations

## Who Should Attend

This course is designed for:

- Anyone who needs to understand and apply leading best-practice risk management processes to their work
- Anyone who wants to extend their risk management capabilities.

It will be of particular benefit and value to:

- Business Managers
- Risk Managers
- Senior IT Professionals
- Senior Information Security Professionals
- Service Managers and Project Managers
- Internal and External Auditors
- Governance and Assurance Professionals
- Consultants and Business Advisors
- Company Strategists and Planners

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# Enterprise Risk Management

Take your organisation to the next level with world-leading frameworks and techniques

## Course Contents

### 1 The Meaning of Risk

- Definitions & terminology
- Risk ownership & custody
- Roles & responsibilities

Workshop: Defining what is at Risk

### 2 Risk Management & Corporate Governance

- Characteristics, benefits & applications of risk management
- Risk management strategy & process
- Risk management frameworks & standards

### 3 Successful Enterprise Risk Management

- Risk interactions
- The challenges presented by risk silos
- Managing enterprise risk holistically
- Risk philosophy, methodology & architecture

Workshop: Enterprise Risk Strategy

### 4 Risk Measurement & Assessment

- Risk measurement (Qualitative)
- Risk assessment (Quantitative)
- Risk metrics
- Identifying and valuing entities at risk
- Valuing intangible assets
- Threat identification, domains, agents, catalysts, inhibitors & amplifiers
- Risk taxonomy
- Business impact & consequences
- Vulnerability assessment

### 5 Risk Mitigation

- Control frameworks, strategies & objectives
- Balancing costs & benefits
- Total cost approach
- Ensuring that mitigation of one risk doesn't increase others

### 6 Risk Appetite

- Scoring likelihood & impact
- Risk thresholds
- Key risk indicators

### 7 Risk Management Tools

- Risk information management
- Risk registers
- Dynamic risk dashboards
- Integrated & automated risk solutions
- The SABSA risk management solution

### 8 Measuring Success

- Risk management maturity profiles
- Applying Capability Maturity Models to risk

Workshop:

Risk Programme Evaluation & Action Plan

## Key Learning Outcomes

- Understand your role in the relationship between risk management and corporate governance
- Solve the problem of isolated risk silos and provide an over-arching Enterprise Risk Management strategy
- Apply the theory of risk management standards and frameworks in the complexity of the real world
- Define the risk management approach most appropriate to your organisation
- Measure risk and apply meaningful metrics
- Apply appropriate risk management tools and techniques to your own environment
- Communicate enterprise risk information for decision making by key stakeholders in terms that ensure buy-in and support
- Define organisational risk appetite, provide warning thresholds and monitor Key Risk Indicators
- Increase the effectiveness and efficiency of your risk management processes
- Measure the success of your program

## Send Your Management Team

Successful risk management is a team effort. See back page for special team discounts.



## Course Presenter David Lynas



David Lynas is a globally renowned Security Strategist and Risk Management specialist. In a career spanning more than 25 years he has developed risk analysis and evaluation techniques for organisations around the world including US and Australian government agencies, international banking and financial conglomerates, and major transnationals. He recently presented this

*Enterprise Risk Management* seminar and workshop to great acclaim from representatives of most of the major United Nations agencies in a special session in Geneva.

David is a member of the original SABSA development team, (SABSA is the best-practice Enterprise Security Architecture framework that defines information security as being first and foremost a management rather than technical issue). His many other achievements include: appointment in 2006 as a Fellow of the British Computer Society for "Exceptional leadership, eminence

and seniority in the field of information security"; recipient of the Lifetime Achievement Award from CSI (2006); co-author of *Enterprise Security Architecture: A Business-Driven Approach*, regarded as the definitive text in its field. David was also Principal Consultant for the AINSEP project, a strategic Singapore Government initiative to define the body of knowledge and certification requirements for Information Security Professionals in Singapore.

David Lynas has a proven record of success in scores of projects across the broad spectrum of business sectors ranging from high profile banking and financial sector initiatives, through internet voting for federal elections, to managing risk for homeless people. His work has ranged from solving local business security issues up to high-profile national and global strategic initiatives with budgets of hundreds of millions of dollars. His training programs are regularly presented in Europe, UK, USA, Canada, Singapore, Malaysia, Australia and New Zealand.

### HOW TO REGISTER

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4.  Any queries please call Customer Service  
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5.  Post the completed Enrolment Form to:  
**ALC Training Sdn Bhd**  
Level 36 Menara Citibank, 165 Jalan Ampang  
50450 Kuala Lumpur

### COURSE DETAILS

**FEES:** (per delegate)

Enterprise Risk Management  
20-21 August 2008  
11-12 December 2008

**RM**  
**3180**

**VENUE:** The course will be held at a high quality centrally-located hotel. Full details will be on your confirmation letter and can also be found on our website.

**COURSE INFORMATION:** The course is held from 9.00am to 5.00pm with registration from 8.30am on the first day. Upon enrolment you will be sent a confirmation letter giving full details.

**TERMS:** The course is of limited class size. To ensure admission, fees must be paid in advance or else an official Purchase Order Number must be supplied. Fees include tuition, lunch, coffee breaks and all course materials. An invoice will be forwarded to you upon receipt of enrolment.

**CANCELLATIONS:** Cancellations will be accepted up to 5 working days before the course. After that time no refunds can be given but substitutions can be sent at any time.

#### TEAM RATES

Enrol three participants and the fourth person is free.

### ENROLMENT FORM - Enterprise Risk Management



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