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FINANCE, ACCOUNTING AND AUDIT

# Enterprise Risk Management (ERM)

| DURATION | CONTACT HOURS | LEVEL | FEE PER DELEGATE |
|---|---|---|---|
| 5 days | 30 | Intermediate | US$1,500 |

Running a risk framework that changes a decision, rather than maintaining a register nobody reads.

Most enterprise risk management produces a register with a heat map attached and no evidence that anything was decided differently because of it. The usual causes are a register built in a workshop and never revisited, risks described so generally that no control could address them, appetite expressed as a sentence rather than a limit, and reporting sent to a committee with no authority to act. This week is about the parts that bite: writing a risk so it is actionable, setting appetite with numbers, and connecting risk to the decisions the organisation actually takes.

Available as classroom, live online, in house.

## Who it is for

Risk managers and officers, executives accountable for a risk area, internal auditors who assess the framework, and board and committee members who receive the reporting.

## What you will be able to do

- Write a risk so that a specific control could address it.
- Assess likelihood and impact without producing a false quantification.
- Express appetite and tolerance as limits somebody can breach.
- Connect a risk to the decision, project or budget it should influence.
- Report so that a decision follows rather than an acknowledgement.

## The outline

DAY 1

### Why registers stop working

Risks written so broadly that no control addresses them · A register built in a workshop and never revisited · Heat maps, and the precision they imply and lack · Evidence that a decision changed because of the framework

DAY 2

### Identifying and describing risk

Cause, event and consequence, separated · Risk against issue, and against a control weakness · Emerging risk, and how it actually gets noticed · Ownership that comes with authority

DAY 3

### Assessment

Likelihood and impact without false quantification · Inherent, residual, and the control effectiveness between them · Correlated risks, and the scenario that triggers several · Velocity, and how long the organisation would have

DAY 4

### Appetite and response

Appetite as a limit rather than a sentence · Tolerance, and what happens when it is exceeded · Treat, transfer, tolerate and terminate, costed · Accepting a risk formally, with a name against it

DAY 5

### Into decisions

Risk inside a capital or project decision · Indicators that move before the risk does · Reporting to a body that can act · Assurance mapping, and who is actually testing what

## What you leave with

- A rewritten extract of the delegate's own register, in actionable terms.
- An appetite statement with quantified tolerances for two or three risks.
- A reporting format aimed at the decisions the recipient can actually take.

## Published dates

| DATES | WHERE | FEE |
|---|---|---|
| 23 to 27 November 2026 | Dubai, United Arab Emirates | **US$1,500** |
| 30 November 2026 to 4 December 2026 | Kampala, Uganda | **US$1,500** |
| 7 to 11 December 2026 | Lagos, Nigeria | **US$1,500** |
| 14 to 18 December 2026 | Cape Town, South Africa | **R15,000** |

Fees are per delegate and co
arranged by the delegate. Reg

## Register or ask a question

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