



Welcome to Introduction to ORM!

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Welcome!



Welcome to KM Risk Academy!

We are thrilled to welcome you to our first cohort offering of the Intro to Operational Risk Management!



What you will learn in this module

- What are the key and emerging operational risks that threaten operational resilience, reputation, and our ability to achieve strategic objectives?
- What are the key characteristics of an effective operational risk governance model?
- What are the foundational elements of an effective Operational Risk Management Framework?
- How do these foundational elements work together to enable 360-degree visibility into operational risk exposures?

Course objectives and agenda



Objectives

Gain strategic insights of the key and emerging operational risks and the tools used to manage them.



Format

- Weekly videos
- Weekly assignments (mandatory only to qualify for certificate)
- Weekly check-ins with instructor
- Examination of case studies
- Practical illustrative examples

Agenda

Introduction

Week 1: Evolution of operational risk

Week 2: Key and emerging op risks

Week 3: Op risk appetite & tolerance

Week 4&5: Core op risk tools

Week 6: Operational risk profile

What to expect week to week

04 Course calendar		
INTRODUCTION TO OPERATIONAL RISK		
Intro	Week 1	Week 2
Overview	Evolution of operational risk	Key & emerging operational risks
<p>Description</p> <p>Overview of the curriculum, what to expect, and course assignments.</p>	<p>Description</p> <p>Venture into the world of operational risk, from its humble beginnings, to notable practices of today, to emerging practices of the future. Understand the regulatory landscape and what it means for your organization.</p>	<p>Description</p> <p>The operational risk landscape is complex and interconnected. One risk is the cause of another and can send ripple effects through your organization. Learn about the key drivers of operational risk profiles and the new and emerging risks that keep CROs on their toes.</p>
<p>Assignment</p> <p>Choose your persona, environment, and challenge.</p>	<p>Assignment</p> <p>Hypothesize on the direction of operational risk management practices.</p>	<p>Assignment</p> <p>Identify and articulate the most critical operational risks that threaten your chosen persona, environment, and challenge.</p>
and acknowledgement of op risks.		your chosen persona, industry, and case study.

- **New content** will be made available every **Thursday**. An email will be sent notifying you that content is available for viewing and/or download.
- **3 different dates/times** are available to choose from each week to attend the weekly instructor-led sessions
- Most weeks will involve independent and/or group **assignments** where you will apply the op risk concepts

Thank-you for taking a “risk” on us

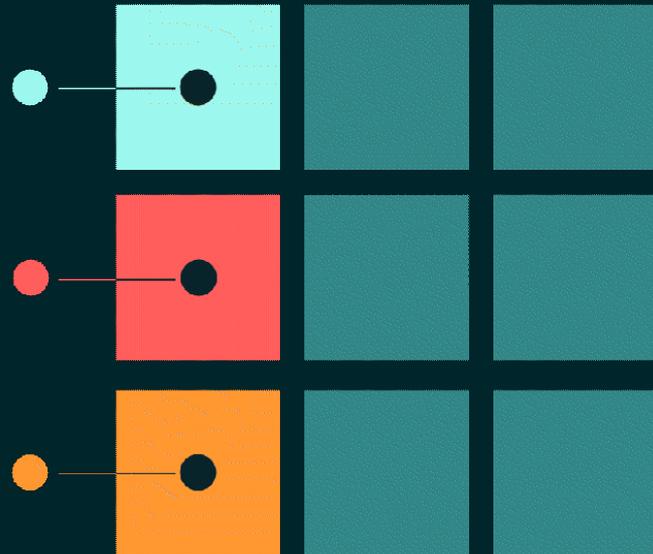


Risks

- This our first time doing this
- We expect the unexpected to occur
- You are participating in a live test case

Mitigants

- The size of cohort size has been kept small to enable
 - More meaningful dialogue,
 - More 1:1 instructor time, and
 - More opportunity to adjust the program, if needed, as we go along
- We tested the content with our friends and family who were able to understand concepts *despite (still) not really understanding what we do for a living.*



02

CUSTOMIZING YOUR EXPERIENCE

1. Choose your environment

Go to your Course Workbook to complete Assignment 1

**Crown Corporation &
Government
Agencies**

Banking

Insurance

**Wealth & Investment
Management**

Pensions

**Credit Unions &
Cooperatives**

2. Choose your persona

Go to your Course Workbook to complete Assignment 1

Regulator

Line of Business

Corporate Function

Risk Management

Internal Audit

Consultant

3. Choose your challenge

Go to your Course Workbook to complete Assignment 1

Choose one of the following 3 challenges that you will work on over the next 6 weeks.



Each week, you will receive new information to consider and make decisions with, related to your chosen challenge. This exercise is completely optional and is intended to enrich the learning experience.

3. Choose your challenge

OPTION 1

Go to your Course Workbook to complete Assignment 1



Challenge #1

You are being asked to plan and execute an examination of a high-risk entity's operational risk management framework but are told resources to support are limited due over the next 2-3 quarters.

Tasks over the next 6 weeks

- Define the scope of the examination
- Plan the examination
- Notify the company of the examination and submit the request for information
- Execute the examination
- Update the company's risk profile
- Draft and communicate examination results

3. Choose your challenge

OPTION 2

Go to your Course Workbook to complete Assignment 1



INNOVATE

Challenge #2

The product team needs to move up the launch date to meet sales targets in Q3 but the new initiative risk assessment is not complete. Help the business meet its goals, responsibly.

Tasks over the next 6 weeks

- Plan the risk assessment
- Coordinate the risk assessment
- Execute the risk assessment
- Document risk assessment results
- Determine appropriate risk response strategy
- Recommend “go/no-go” decision

3. Choose your challenge

OPTION 3

Go to your Course Workbook to complete Assignment 1



INFLUENCE

Challenge #3

You have been hired to lead the establishment of a firm's first formal ORM framework. There is very low buy-in and support for ORM. Your direct manager is supportive but the CRO does not want to "rock the boat" too much.

Tasks over the next 6 weeks

- Define a strategy and approach
- Develop business case
- Establish ORM governance model
- Execute project plan and strategy
- Socialize ORM framework
- Submit ORM framework for approval



03

**MEET YOUR
INSTRUCTOR**

Meet your instructor



Katherine Macpherson

Katherine believes in the power of creativity and in drawing lessons from the real world to solve complex problems in the work world. She has a knack for making everyday risk management activities more engaging, more meaningful, and more fun. She is a designer. Doing the same thing more than once bores her. Big ideas motivate her. She is a story-teller. Her passion for connecting with people are what makes her stories compelling. She brings people together. Her design thinking-inspired methods bring clarity to chaos and inspire people to come together and get stuff done.