CORE CONCEPT

# Corporate Governance and Risk Lifecycle Course for Executives: Risk Appetite to Resilience

20 – 24 September 2027
Paris - Right Bank business hotel

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## Introduction:

Corporate governance and risk lifecycle training for executives, from risk appetite to resilience, is a 1-week course for executives accountable for strategy, risk oversight, compliance and board reporting, ending with an Executive Risk Governance and Resilience Plan for their organisation. Many leadership teams leave risk to specialists, so appetite stays unstated, emerging threats reach the board late and crises expose unclear accountability. Nominees already sit on executive committees or advise boards, and teaching is by case study on governance documents, risk reports and crisis records. CoreConcept Training Center delivers this corporate governance and risk lifecycle course.

## Course Objectives:

- Define executive and board accountability for risk using the Three Lines Model and clear committee mandates
- Set and govern an organisational risk appetite that executives can apply to strategic and investment choices
- Lead horizon scanning that brings emerging and strategic risks to executive attention before they mature
- Challenge strategic proposals with scenario analysis and risk-informed decision criteria
- Judge the quality of assurance and risk reporting the board receives and direct improvements
- Lead crisis response and post-event learning that strengthen organisational resilience

## Target Audience:

- Chief executives and executive committee members accountable for strategy and organisational performance
- Chief risk officers and heads of enterprise risk accountable for the risk framework and its reporting
- Chief compliance and governance officers accountable for policy, ethics and regulatory obligations
- Board and company secretaries accountable for committee governance and board information flows
- Chief financial officers and heads of internal audit accountable for assurance over controls and reporting

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## Course Outline:

### Day 1: Governance Accountability and the Risk Lifecycle

- Corporate Governance Roles of Board, Committees and Executives
- Three Lines Model Accountability Mapping for Executive Teams
- Risk Lifecycle View From Appetite Setting to Recovery
- Risk Committee Charter and Executive Mandate Review
- Governance and Risk Maturity Self-Assessment for the Organisation

### Day 2: Risk Appetite, Strategy and Recognised Frameworks

- COSO ERM Integrating With Strategy and Performance Principles
- ISO 31000:2018 Principles Applied at Executive Level
- Risk Appetite Statement Structure and Executive Ownership
- Tolerance Boundaries Linked to Strategic Objectives
- Strategic Risk Profile Built From Business Model Dependencies

### Day 3: Horizon Scanning and Risk-Informed Decisions

- Emerging Risk Radar and Horizon Scanning Routines
- Scenario Analysis for Strategic and Investment Proposals
- Risk-Informed Decision Memo and Challenge Questions
- Integrated Assurance Map Across the Three Lines
- Board Risk Report Design and Escalation Thresholds

### Day 4: Crisis, Resilience and Governance Failures

- Governance Failure Case Analysis Across Several Sectors
- Crisis Leadership Structure and Executive Decision Rights
- Organisational Resilience Assessment of Critical Services
- Risk Culture Signals and Executive Tone From the Top
- Post-Event Review Method and Lessons Learned Loop

### Day 5: Case Study Work and the Resilience Plan

- Case Study on Appetite Breach in a Growth Strategy
- Case Study on an Emerging Risk Reaching the Board Late
- Crisis Case Debrief Using the Post-Event Review Method
- Peer Challenge of Draft Board Risk Reports
- Executive Risk Governance and Resilience Plan Completion

## Skills You Will Gain:

- Risk Governance Design
- Risk Appetite Leadership
- Emerging Risk Foresight
- Strategic Scenario Thinking
- Assurance Oversight
- Board Risk Communication
- Crisis Leadership
- Resilience Planning

## Why Attend This Course:

- Present an Executive Risk Governance and Resilience Plan to the board and its risk or audit committee
- Decide whether a strategic proposal sits within the organisation's stated risk appetite or needs board approval
- Prevent late escalation, unclear crisis accountability and repeated failures that damage value and reputation
- Brief fellow executives and risk owners on the appetite statement, escalation thresholds and post-event review method

## Conclusion:

Back at work, the participant presents the Executive Risk Governance and Resilience Plan to the chief executive, the board and its risk or audit committee. Executives use it to confirm who owns each strategic risk, how appetite guides major decisions, which emerging risks are watched and how the organisation will lead and learn from a crisis. After the first full reporting cycle, the board should review whether escalations arrived on time, whether decisions referenced the appetite statement and which resilience gaps remain open.

## Frequently Asked Questions FAQ:

### What should executives prepare before a corporate governance and risk lifecycle course?

Executives should bring their organisation's current risk appetite statement if one exists, a recent board risk report and committee terms of reference. Experience on an executive committee or advising a board is expected, so case work can be compared with their own governance arrangements.

## How does a corporate governance and risk lifecycle course for executives differ from a practitioner enterprise risk management course?

This course treats risk as an executive governance duty: accountability, appetite, foresight, decisions, board assurance and crisis leadership. Practitioner enterprise risk management courses teach the methods for identifying, assessing and recording risks and building registers, which this course does not repeat.

## Why should executives own the corporate governance and risk lifecycle rather than leave it to risk specialists?

Executives set strategy and approve the choices that create most risk exposure. When appetite, escalation and crisis roles sit only with specialists, decisions are taken without risk limits and boards learn of problems late. Executive ownership links risk to strategy and accountability.

## What do participants take back from the corporate governance and risk lifecycle course for executives?

Participants take back an Executive Risk Governance and Resilience Plan covering accountability mapping, an appetite statement outline, an emerging risk radar, board reporting and escalation thresholds, crisis decision rights and a post-event review method, ready for the board and its committees.