

RISK MANAGEMENT



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SORMS

Strategic Operational Risk Management Solutions
Worrying about the things that need to go right

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Risk as Opportunity
Risk management in the context of Business Strategy

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Strathmore Business School

Risk as Opportunity: Risk Management in the Context of Business Strategy

Introduction

Risk management is about the things that need to go right to achieve the business strategy – not just all the things that could go wrong. The workshop will disclose you the concept of risk continuum:

- Risk is more than just Hazards and Uncertainties but Opportunities as well
- The perception of risk affects organizational behavior and responsibilities
- It provides the strategy for converting risk management into the identification of “things that need to go right” rather than “all the things that could go wrong”.

Candidate Profile

CEOs and Heads of Risk Departments from financial and other corporate institutions.

Learning Outcome

- Understand the definition of risk: The Risk Continuum
- Understand the perception of risk and how it is tied to the organizational behavior
- Understand risk in the context of business strategy
- Obtain an approach to implement practical risk management in your organization
- Practice and exchange views about the principles and approaches through case studies and short readings

Dates

1st – 2nd March, 2007

Venue

Safari Park Hotel, about 10km from the City Center on Thika highway

Program Structure

Day one

• The Definition of Risk: The Risk Continuum

Over the past decade, risk has increasingly been defined as the likelihood of occurrence of negative events and the measurement of their impact. In this section of the workshop, we will examine the limitations of the prevailing definition of risk. A framework will be provided (Risk Continuum) that views risk not only as the potential for the occurrence of negative events, but also those activities that must be embraced in order to execute the business strategy.

• The Perception of Risk

There is a general belief that people and companies have a measurable tolerance for risk – commonly called a “risk appetite”. In this section of the workshop, we will investigate an established theory that questions this perception of risk. The attendees will participate in some simple workshop experiments to illustrate how we perceive risk

and the circumstances that cause us to embrace risk.

• Practical Application: Risk in the Context of Business Strategy

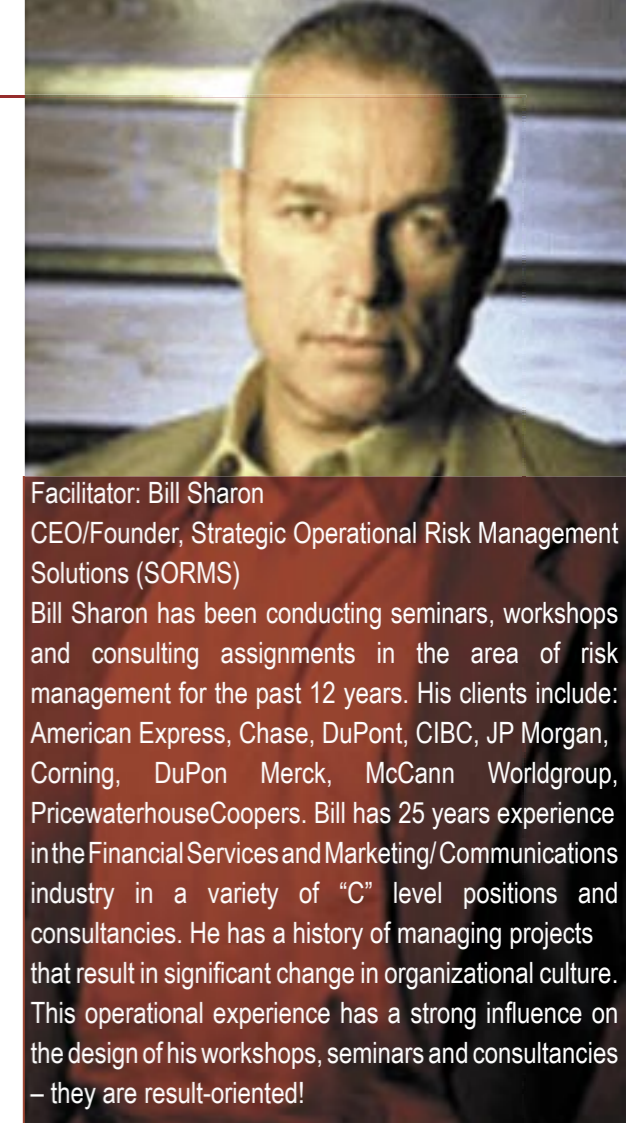
This section of the workshop will deal with the practical application of the Risk Continuum and the understanding of how people perceive risk in the operational environments of complex organizations. Generally, the perception of risk is determined by organizational responsibilities. The ability to converge different perceptions of risk is determined by the clarity of the business objectives and the leadership required to make strategic decisions. Attendees will be given examples of how business intelligence can be developed to enable these decisions.

Day two

• Case Studies

The attendees will be given a case study that poses issues of how the risk of attracting and retaining human capital plays an essential role in executing business strategy. Issues that will be addressed include:

- The impact of changing revenue models on compensation schemes
- The integration of established executive roles with new leadership positions
- Business strategies that require collaboration across business and operational groups
- Shifting demands in the marketplace and the new skills that are required to address them
- Retention of key employees necessary for execution of the strategy
- Cultural strengths and weaknesses of African and Western managers in risk management
- Overview of the principles of risk management and summary of key points illustrated during the session.



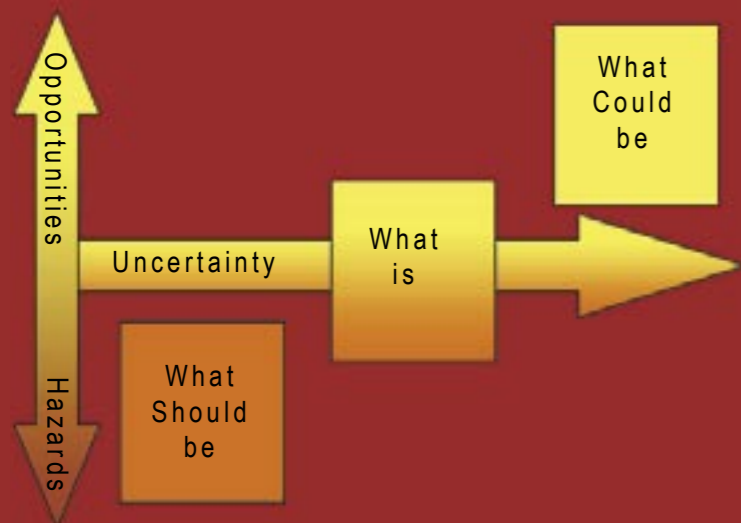
Facilitator: Bill Sharon

CEO/Founder, Strategic Operational Risk Management Solutions (SORMS)

Bill Sharon has been conducting seminars, workshops and consulting assignments in the area of risk management for the past 12 years. His clients include: American Express, Chase, DuPont, CIBC, JP Morgan, Corning, DuPont Merck, McCann Worldgroup, PricewaterhouseCoopers. Bill has 25 years experience in the Financial Services and Marketing/ Communications industry in a variety of “C” level positions and consultancies. He has a history of managing projects that result in significant change in organizational culture. This operational experience has a strong influence on the design of his workshops, seminars and consultancies – they are result-oriented!

Business Strategy

The Risk Process Management Dynamic



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Strategic Operational Risk Management Solutions (SORMS) offers:

- consulting services
- seminars
- workshops
- executive coaching

These services are designed to leverage existing expertise within the organization and implement an enterprise-wide process.

Experience in operational management as well as consulting means that SORMS brings practical solutions within a structured framework that translates theory into results.