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COURSE BROCHURE

Chief Risk Officer and Risk Function Leadership Training Course

3 – 7 January 2027
Kuala Lumpur

Chief Risk Officer and Risk Function Leadership Training Course

Ref: 3273_124693 **Date:** 3 – 7 January 2027 **Location:** Kuala Lumpur **Fees:** 4600 GBP

Chief Risk Officer and Risk Function Leadership is a 1-week training course for chief risk officers and heads of risk who face the board, and it produces a Board Risk Report and Risk Function Plan. Directors now expect the senior risk executive to speak on strategy, not only on controls. Jupiter Prime Training runs Chief Risk Officer and Risk Function Leadership for senior risk executives.

Why Chief Risk Officer and Risk Function Leadership Matters Now

Directors want an independent voice that can question growth plans, acquisitions and capital choices in the boardroom. Investors read risk oversight as a signal of resilience. Inside the organisation, specialist teams in cyber, conduct and third-party exposure need one leader who sets priorities and budgets. Senior risk executives who earn the board's trust shape decisions early; those who only report after the fact are bypassed. The course rests on widely used enterprise risk principles and a clear separation of ownership, oversight and independent assurance.

Who Gains Most from Chief Risk Officer and Risk Function Leadership

- Executives who hold the top risk seat and answer to the board risk committee
- Heads of risk preparing to step into the senior risk executive role
- Deputy risk leaders who run second-line specialist teams day to day
- Senior risk executives in subsidiaries who report into a group risk leader
- Leaders newly asked to build an independent risk function from a compliance base

A group risk leadership circle gains most when its senior risk executive and two or three subsidiary heads of risk attend together.

Chief Risk Officer and Risk Function Leadership Capabilities

Participants sharpen the judgement and influence a board expects from its senior risk voice.

- Frame appetite proposals the board can debate and approve — the risk committee
- Challenge strategic plans with scenario evidence and constructive dissent — the chief executive
- Design a risk function operating model with clear mandates and headcount — the finance director
- Build an emerging risk radar with horizon signals and owners — non-executive directors
- Communicate the overall risk profile in one concise board pack — the board chair
- Weigh independence against partnership with business leaders — first-line executives

Key Chief Risk Officer and Risk Function Leadership Terms

- Second line — the independent oversight function that sets risk standards and challenges the business.
- Board risk committee — the board subcommittee that oversees appetite and the risk profile.
- Emerging risk — a developing exposure with uncertain likelihood and impact, not yet captured in assessments.
- Constructive challenge — evidence-based questioning of a business proposal that tests its assumptions.
- Risk profile — the current picture of an organisation's principal exposures and their trend against limits.
- Operating model — the structure, mandates, skills and budget of the risk function.

Chief Risk Officer and Risk Function Leadership Day by Day

Day 1: The Senior Risk Seat and Its Mandate

- Role Charter Drafting — Mandate, Authority and Reporting Line to the Board
- Independence Safeguards — Direct Access to the Risk Committee Chair
- Stakeholder Influence Map — Directors, Executives, Investors and Supervisors
- Role Evolution Review — From Control Custodian to Strategic Adviser
- First Hundred Days Agenda — Priorities for a New Senior Risk Executive

Day 2: Setting Appetite With the Board

- Appetite Dialogue Design — Structuring Board Sessions on Risk Capacity
- Earnings and Capital Sensitivity — Linking Appetite to Financial Headroom
- Appetite Breach Narratives — Explaining Exceptions Without Losing Credibility
- Annual Appetite Refresh Cycle — Aligning With Budget and Strategy Rounds
- Committee Minute Discipline — Recording Decisions on Accepted Exposures

Day 3: Challenging Strategy and Major Decisions

- Strategic Plan Stress Testing — Severe but Plausible Scenarios for Growth
- Acquisition Risk Opinion — Independent View on Deals and Partnerships
- Pre-Mortem Facilitation — Surfacing Failure Paths Before Board Approval
- Dissent Escalation Protocol — When the Senior Risk Voice Disagrees
- Risk-Adjusted Performance Lens — Weighing Returns Against Exposure Taken

Day 4: Leading the Risk Function and Emerging Risks

- Function Operating Model — Specialist Teams, Mandates and Skills Mix
- Risk Budget and Resourcing Case — Justifying Headcount to the Finance Director
- Talent and Succession Grid — Building Bench Strength in Second Line
- Emerging Risk Radar — Horizon Signals, Owners and Review Rhythm
- Risk Culture Indicators — Signals of Speaking Up and Accountability

Day 5: Practising the Board Risk Report and Function Plan

- Board Pack Storyline — Applying Day 2 Appetite Positions to a Profile
- Strategy Challenge Rehearsal — Presenting a Day 3 Opinion to Peers
- Function Plan Drafting — Converting the Day 4 Operating Model Into Milestones
- Director Question Simulation — Banking and Energy Sector Board Cases
- Board Risk Report and Risk Function Plan — Finalising Both for Committee Use

Applying Chief Risk Officer and Risk Function Leadership After the Course

- Table the redesigned board risk report at the next risk committee and invite directors to rate its usefulness.
- Run an emerging risk radar session with second-line specialists and assign an owner to each horizon signal.

Chief Risk Officer and Risk Function Leadership Questions FAQ

What is chief risk officer and risk function leadership and why does it matter now?

It is the craft of holding the senior risk seat: shaping appetite with the board, challenging strategy and running the second line. Directors and investors now judge resilience partly by the strength of that voice.

Which roles gain most from chief risk officer and risk function leadership?

Sitting senior risk executives and heads of risk preparing for that seat gain most. Deputy and subsidiary risk leaders also benefit.

How does chief risk officer and risk function leadership differ from an enterprise risk management course?

It focuses on the person leading risk, not the method. An enterprise risk course teaches assessment; this subject covers boardroom influence, strategic challenge and function design.

What do you bring back from chief risk officer and risk function leadership?

You bring back a redesigned board risk report and a plan for your risk function. Both are drafted on your own organisation.

Chief Risk Officer and Risk Function Leadership: The Way Forward

The Board Risk Report and Risk Function Plan give directors a clear risk profile and give the senior risk executive a resourced route for the function. Its first use is the next risk committee's appetite discussion. Revisit the emerging risk radar after one quarter, once directors have tested which horizon signals deserve standing agenda time.