



Business Excellence Programme

PROGRAMME TWO: JULY 2019 - MAY 2020

**AIRMIC IN PARTNERSHIP WITH AXA XL AND
GLASGOW SCHOOL FOR BUSINESS AND SOCIETY,
GLASGOW CALEDONIAN UNIVERSITY**

A PROGRAMME DESIGNED FOR THE RISK PROFESSIONAL
WHO IS READY TO USE A FOUNDATION OF PROFESSIONAL
QUALIFICATIONS AND EXPERIENCE TO MOVE THEM
FORWARD TO THE NEXT STAGE OF THEIR CAREER.



University for the Common Good

WELCOME FROM AIRMIC

At their core, the words "profession" and "professional" are indicators of trust and expertise. Professional expertise is about using natural talents coupled with the knowledge, skills and behaviours developed as a professional travels their professional journey. Risk professionals follow the same journey.

Risk professionals are regarded as business partners who build strong external relationships and who work collaboratively with business functions, thereby exercising the ability to add value and influence strategic decisions. Risk professionals with different backgrounds will add different business value, but key to all professionals is a sound basis of technical knowledge, experience, business acumen and leadership capability.

The Airmic Professional Journey involves the attainment of relevant technical competencies, the application of technical competencies in a practical business environment, the development of management and business knowledge, and the ability to operate as a leader at a strategic level.

The Business Excellence Programme is designed for the risk professional who is ready to use a foundation of professional qualifications and experience to move forward to the next stage of their career.

Airmic would like to thank AXA XL whose continued financial and professional support have made this programme possible, and Glasgow School for Business and Society, Glasgow Caledonian University, for its academic oversight.

This programme is an Airmic member benefit, but places are limited to 20. How to apply can be found at page 14 of this brochure. The deadline for applications is 30th April 2019. For those of you who sign up, I know that you have a professional treat in store!

Julia Graham
Deputy CEO and technical director, Airmic

WELCOME FROM AXA XL

We are delighted to be continuing our sponsorship of this highly successful programme along with Airmic and Glasgow School for Business and Society, Glasgow Caledonian University.

The programme has been created specifically for risk and insurance professionals who are established in their roles and are keen to advance their careers. It offers a valuable opportunity to learn from experts in their fields as well as to network with peers, share experiences and establish long-term relationships.

As a leading insurer and reinsurer, AXA XL helps clients to move their world forward by finding answers to their most complex risks. Our position in the market has been gained from decades of working closely with industrial, commercial and professional firms, insurance companies and other enterprises globally.

The merger between AXA and XL strengthens our commitment to engaging proactively with our clients to move us from claims payer to risk partner. This willingness to work in partnership to learn, create and develop is absolutely complementary to the spirit of this programme.

By continuing our support of this programme, and through sharing our knowledge and expertise, we aim to provide valuable insights, strengthened by our merger, to help you move forward in your career.

We look forward to welcoming you to the next programme cohort and hope to see you there!

Paul Greensmith

UK country leader and CEO of Catlin Underwriting Agencies Limited & XL Catlin Insurance Company Limited

GLASGOW SCHOOL FOR BUSINESS AND SOCIETY

Glasgow School for Business and Society, Glasgow Caledonian University, is one of the world's leading centres for the provision of risk management education, consultancy and research, with more than twenty years' experience in the field. Since 1982, our programmes have attracted students from around the world. Working closely with colleagues in industry and commerce, as well as the main professional and trade bodies, including Airmic, the university developed the first undergraduate degree in Risk Management in Europe. In 1996, the postgraduate MSc programme was launched. Glasgow Caledonian University is the only university in the UK to offer an undergraduate degree in risk management, producing graduates who are in demand by a wide range of different business sectors.

We are pleased to offer our oversight and support of this innovative programme for risk professionals.

A blue-tinted photograph of three business professionals in an office. On the left, a man with a beard and short dark hair, wearing a light-colored shirt and dark tie, looks towards the center. In the middle, a woman with long blonde hair and black-rimmed glasses, wearing a white patterned top, looks down at a document. On the right, a man with dark hair, wearing a light-colored shirt and dark tie, is partially visible, looking towards the center. They are gathered around a desk with a laptop and several papers.

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“BEFORE YOU ARE A LEADER, SUCCESS IS ALL ABOUT GROWING
YOURSELF”

JACK WELCH

THE BUSINESS EXCELLENCE PROGRAMME

**A PARTNERSHIP BETWEEN AIRMIC, AXA XL AND
GLASGOW SCHOOL FOR BUSINESS AND SOCIETY,
GLASGOW CALEDONIAN UNIVERSITY**

The Professional Journey

The challenges of managing risk faced by organisations are increasing. Risk is more complex and connected and the velocity of change is increasing. This context has resulted in greater expectations by the Board and the Executive of those who manage risk in their organisation. To respond, risk professionals must not only be technically proficient, but creative, assertive and agile in such a fluid business environment. However, risk professionals cannot operate in silos. To achieve effective enterprise-wide risk management, they must work in collaboration with their peers and equip themselves with the ability to ask intelligent questions and make informed responses. With the right knowledge and skills, risk professionals should be well positioned to design, develop and deliver. Airmic members have told Airmic they are prepared to embrace these new challenges. They are on a professional journey to develop their knowledge, learn new skills, achieve their potential,

and satisfy professional ambitions. As organisations adopt emerging technologies, experiment with new business models and are increasingly rated by the value of their intangible assets – such as reputation, data and intellectual property – the greater is their need to update and develop some of the more traditional approaches to identifying, assessing and transferring risk, including insurance. Risk professionals must prepare themselves for further change as new priorities and demands will continue to emerge.

Business Excellence

The Business Excellence Programme provides a series of modules designed to build on a foundation of professional qualifications, technical knowledge, experience and learning achievements typical of the Airmic fastTrack Programme. This next stage in the Airmic Professional Journey involves developing the ability to understand how the different parts of an organisation work, how to define

and obtain essential information, and how to use this make effective decisions. Starting in July, over a period of twelve months, twenty Airmic members will be offered the opportunity to attend six half-day modules delivered bi-monthly at different and inspiring London locations. The programme will be supported by a reading list of materials and a series of top business books. Glasgow School for Business and Society, Glasgow Caledonian University, provides academic input and advice in the design and fulfilment of the programme modules. Achievement of the programme will be recognised on completion of at least five of the six modules and successful candidates will be eligible to join the programme Alumni. Awards for programme completion will be presented at the annual Airmic conference. A natural progression for successful candidates will be the Airmic Risk Leadership Programme delivered in partnership with Cass Business School.



THE PROGRAMME

BENEFITS OF THE PROGRAMME

From a delegate perspective:

- Relevant acumen in finance, technology, business models, personal skills, governance and strategy
- Communication, relationship building, networking, collaboration and conflict resolution skills
- Increased personal currency with peers and business leaders
- Appreciation of risk management as a business enabler
- The legacy of a business library and Alumni
- Improved performance as a business manager
- Preparation for the leadership stage of your career

From an employer perspective:

- Improved business acumen of a key professional through their:
 - increased awareness in the relationship between risk, business models and strategy
 - improved communication, networking, collaboration and conflict resolution skills
 - knowledge in governance, the position of risk, and the perspective of the Executive and Board of the organisation
 - personal development
- Retention of talent in a critical area of resource

A summary of the programme

Module	Subject	Date
One	Getting started An insight into global megatrends	3rd July 2019
Two	The finance dimension The perspective of the Finance Director	19th September 2019
Three	Business challenges of technology transformation The perspective of the CISO	7th November 2019
Four	Creation and capture of business value The perspective of the CEO	16th January 2020
Five	Soft skills as the new hard skills The perspective of the CPO	12th March 2020
Six	Corporate governance in the modern business world The perspective of the Board	7th May 2020

- ALL MODULES WILL BE LED BY SENIOR ACADEMIC AND BUSINESS PROFESSIONALS
- A SUBJECT-RELEVANT BOOK WILL BE PROVIDED FOR EVERY DELEGATE AFTER EACH MODULE
- ALL MODULES WILL TAKE PLACE IN LONDON AT A SUBJECT-RELEVANT VENUE
- THERE IS NO COST TO AIRMIC MEMBERS FOR TAKING PART IN THE PROGRAMME
- ENTRY TO THE PROGRAMME MUST BE SUPPORTED BY THE MEMBER'S EMPLOYER (see page 14)
- MODULES START AT 09.00 AND END AT 13.00 WITH TIME FOR BREAKFAST, LUNCH AND NETWORKING

Applications to be submitted to excellence@airmic.com by 30th April 2019

THE PROGRAMME STRUCTURE:

MODULE ONE - GETTING STARTED AND SETTING THE CONTEXT

3RD JULY 2019

Context and Objectives

Risk professionals are business partners who need to build strong external relationships and who must work collaboratively with business functions. This enables their ability to add value and influence strategic decisions. Risk professionals with different backgrounds will add different business value, but key to all professionals is a sound basis of technical knowledge, experience, business acumen and leadership capability.

This module will include:

- How this programme operates as part of the Airmic Professional Journey
- Welcome from AXA XL
- Risk management education perspective from Glasgow School for Business and Society
- Introduction of the programme delegate group and their personal objectives
- How personal learning objectives can be set and reported
- A context-setting thought leadership lecture
- An opportunity for delegate Q & A

Agenda

08.30 – 09.00

- Arrival and breakfast

09.00 – 10.45

- Welcome and introduction by Airmic
- Why AXA XL supports the Business Excellence Programme
- The future of risk management education from Glasgow School for Business and Society
- Delegate personal introductions and individual three main learning objectives
- My learning journey by a programme one Business Excellence graduate

10.45 – 11.15

- Break

11.15 – 12.30

- Strategic trends shaping our times - lecture with Q & A

12.30 – 13.00

- Mapping a development plan and setting and tracking learning objectives
- Module two explained
- Distribution of module one book and pre-reading for module two

13.00 – 13.30

- Lunch and networking



MODULE TWO – THE FINANCE DIMENSION

19TH SEPTEMBER 2019

Context and Objectives

Business acumen is more than finance, but financial literacy is a good place to start. Financial literacy will help determine challenges and questions before seeking answers, and a grasp of finance metrics and language will help raise a risk professional's credibility with finance peers. This module will not turn the risk professional into a finance professional, but it will provide signposts for relevant further finance-related learning.

This module will include:

- Key roles of finance
- Uncertainties and instabilities in the business environment
- Taking account of what's not in our control: external macroeconomic impacts
- Why have a budget and how should we go about creating one?
- Science not guesswork – statistical and non-statistical techniques to improve accuracy
- Capital investment and project budgetary and risk considerations

Agenda

08.30 – 09.00

- Arrival and breakfast

09.00 – 09.10

- Introduction

09.10 – 10.30

- Finance Essentials Masterclass – Part One

10.30 – 10.45

- Break

10.45 – 12.00

- Finance Essentials Masterclass – Part Two

12.00 – 12.45

- What a Finance Director expects from a risk management professional
- Risk and insurance metrics – speaking the language of finance
- Q & A

12.45 – 13.00

- Module three explained
- Distribution of module two book and module three pre-reading

13.00 – 13.30

- Lunch and networking

MODULE THREE – THE INFORMATION AND TECHNOLOGY DIMENSION

7TH NOVEMBER 2019

Context and Objectives

Walking the roads of digital transformation is not an option. Advances affecting customer experience, revenue, and cost are increasingly compelling. How can risk professionals engage intensely with the organisation's strategic transformation ambitions?

This module will include:

- Emerging concerns and associated risks
- New data science and automation techniques in the context of risk
- Changes in patterns and approaches to team working driven by transformation
- Creative approaches to risk management enabling risk professionals to engage with peers
- Appreciation of emerging risks for which evidence may be limited or conflicting
- Knowledge, skills and tools in which the risk professional must further invest

Agenda

08.30 – 09.00

- Arrival and breakfast

09.00 – 09.10

- Introduction

09.10 – 10.45

- Digital transformation challenges and opportunities – Guest lecturer
- Q & A

10.45 – 11.00

- Break

11.00 – 12.00

- Implications of digital transformation for managing risk and insurance – Guest lecturer
- Q & A

12.00 – 12.45

- The perspective of the Chief Information Security Officer
- Risk professionals adding business value
- Q & A

12.45 – 13.00

- Module four explained
- Distribution of module three book and module four pre-reading

13.00 – 13.30

- Lunch and networking



MODULE FOUR – THE BUSINESS MODEL DIMENSION

16TH JANUARY 2020

Context and Objectives

There are four parts to the business model: organisations define, create and deliver value, and capture residual value. Stakeholders who provide resources and help turn them into outputs (e.g. suppliers and employees) are key for value creation; however, customers are the stakeholders to whom value is delivered. The organisation captures residual value to share among providers of capital, government, senior executives and for reinvestment. The parts of the business model are linked and aligned. Risk professionals have an opportunity to engage with all parts of the model.

This module will include:

- How purpose and business models can be aligned to opportunities and performance
- Understanding of the importance of trust and sustainable business performance
- Exploration of the business dimensions of quality and trust
- Review mechanisms for tracking performance and triggers for when things go off-line
- Changes in response mechanisms and those who might respond
- How managing risk and insurance can be integrated into the model

Agenda

08.30 – 09.00

- Arrival and breakfast

09.00 – 09.10

- Introduction

09.10 – 11.00

- Case study delivered from a business school MBA programme – Guest lecturer

11.00 – 11.15

- Break

11.15 – 12.00

- Case study discussion

12.00 – 12.45

- The perspective of the Chief Executive Officer
- Risk professionals adding business value
- Q & A

12.45 – 13.00

- Module five explained
- Distribution of module four book and module five pre-reading

13.00 – 13.30

- Lunch and networking

MODULE FIVE – THE PERSONAL SKILLS DIMENSION

12TH MARCH 2020

Context and Objectives

Organisations are living through a transformation in the way their people work. They are moving from 'up and out' of the organisation resource policy towards offering multiple internal career paths. In this context, people are developing knowledge and skills that make them agile and resilient to change. Whilst knowledge and skills in areas such as Big Data and analytics or 'hard' skills are increasingly high profile, 'hard' personal and/or 'soft' skills are not mutually exclusive. Communication, problem-solving, conflict resolution, collaboration and cultural sensitivity are also must-have skills.

This module will include:

- An awareness of key future knowledge and skills generally
- An understanding of key knowledge and skills in risk management and insurance
- Implications of job disruption for risk management and insurance professionals
- An insight into areas beneficial for 'soft' skills development

Agenda

08.30 – 09.00

- Arrival and breakfast

09.00 – 09.10

- Introduction

09.10 – 10.45

- Soft skills crucial to organisation and personal success – lecture
- Q & A

10.45 – 11.00

- Break

11.00 – 12.00

- Cross-organisation collaboration and teamworking - workshop

12.00 – 12.45

- The perspective of the Chief People Officer

12.45 – 13.00

- Module six explained
- Distribution of module five book and module six pre-reading

13.00 – 13.30

- Lunch and networking

MODULE SIX – THE CORPORATE GOVERNANCE DIMENSION

7TH MAY 2020

Context and Objectives

A Board should promote the long-term sustainable success of a company by identifying opportunities to create and preserve value and establishing oversight for the identification and mitigation of risks. Whilst risk-taking is a fundamental driving force in business, the cost of risk management failures is still often underestimated – there remains a cultural challenge in some organisations in getting business leaders to engage fully with risk management. This context presents a challenge for risk professionals.

This module will include:

- An explanation of the requirements of the FRC Corporate Governance Code
- Discussion on the Principles of the Code and the reporting on Code Provisions
- A review of the associated Guidance on Risk Management
- Examples of good practice
- An awareness of the Wates Corporate Governance Principles for Large Private Companies
- Consideration of corporate governance trends
- Approaches for embedding risk management as part of corporate governance
- Ideas for achieving Board level engagement and effective communication and reporting

Agenda

08.30 – 09.00

- Arrival and breakfast

09.00 – 09.10

- Introduction

09.10 – 10.30

- Corporate governance and current practice and trends – lecture
- Q & A

10.30 – 10.45

- Break

10.45 – 11.45

- Board level engagement, communication and risk reporting – lecture
- Q & A

11.45 – 12.30

- Perspectives from the Board – FTSE Non-Executive Director
- Q & A

12.30 – 13.00

- Programme review and actions

13.00 – 13.30

- Lunch and networking

I wish to reserve a place on the 2019/2020 programme which commences 3rd July 2019

Applications to be submitted to excellence@airmic.com by 30th April 2019

PLEASE SAVE ME A PLACE

**Complete this form and return it to
excellence@airmic.com**

Name:

Company: Job Title:

Email: Telephone:

Signature: Date:

I AM A MEMBER OF AIRMIC: ☐ Yes ☐ No

MY MANAGER SUPPORTS MY ATTENDANCE ON THIS PROGRAMME:

☐ Yes ☐ No

Name:

Company: Job Title:

Signature: Date:

Questions?

Call or email:

Julia Graham

Deputy CEO and technical director

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“LEADERSHIP IS NOT MAGNETIC PERSONALITY - THAT CAN JUST AS WELL BE A GLIB TONGUE. IT IS NOT ABOUT MAKING FRIENDS AND INFLUENCING PEOPLE - THAT IS FLATTERY. LEADERSHIP IS LIFTING A PERSON'S VISION TO HIGHER SIGHTS, THE RAISING OF A PERSON'S PERFORMANCE TO A HIGHER STANDARD, THE BUILDING OF A PERSONALITY BEYOND ITS NORMAL LIMITATIONS”

PETER DRUCKER

The logo for 'airmic' features the word 'airmic' in a lowercase, sans-serif font. Above the 'i' and 'r' is a white, stylized roofline or mountain peak shape.



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