



# airmic

## Business Excellence Programme

2023

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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 QUALIFICATIONS AND EXPERIENCE TO MOVE THEM  
FORWARD TO THE NEXT STAGE OF THEIR CAREER



# WELCOME FROM AIRMIC

Disruption is the new normal and no industry is exempt from change. Life is faster, more complex, connected, more challenging – and more exciting! Although technology will facilitate change, people will take the decisions that drive change. This context creates new risks and new opportunities, and demands a shift in emphasis for the risk professional.

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 attainment of relevant technical competencies, the application of those technical competencies in a practical business environment, the development of management and business knowledge, and an 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. It provides an insight into peer functions, strategy, business models and governance.

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

This Programme is an Airmic member benefit and as such does not attract a charge. However, places are limited to 20 and delegates are expected to complete the Programme. To apply, complete the form on page 14 of this brochure. The deadline for applications is 10th December 2021. Those who sign up have an exceptional learning and development experience in store!

Julia Graham  
CEO, Airmic

# WELCOME FROM AXA XL



We are delighted to be continuing our sponsorship of this highly successful Programme along with Airmic and The 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 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.

We are committed 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 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!

Elie Hanna  
Chief Distribution Officer, AXA XL UK & Lloyd's

# GLASGOW SCHOOL FOR BUSINESS AND SOCIETY



The 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 thirty years' experience in the field. Since 1982, our programmes have attracted students from around the world. Working closely with partners 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. It remains the only university in the UK to offer an undergraduate degree in risk Management. In 1996, the postgraduate MSc programme was launched and continues to thrive producing graduates who are in demand by a diverse range of business sectors.

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



"THERE WILL BE VERY FEW JOBS FOR LIFE, MUCH LESS SECURITY AND VERY LITTLE PREDICTABILITY. THERE WILL BE AN EMPHASIS INSTEAD ON BEING ABLE TO LEARN, DEVELOP AND ADAPT RAPIDLY AS NEW ROLES AND TASKS ARISE."

**RICHARD SUSSKIND**

THE FUTURE OF THE PROFESSIONS: HOW TECHNOLOGY  
WILL TRANSFORM THE WORK OF HUMAN EXPERTS



# THE BUSINESS EXCELLENCE PROGRAMME

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

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## 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 to make effective decisions.

Over a period of twelve months, participants will be offered the opportunity to attend a short online induction and six half-day modules delivered by experienced academic and business leaders at different and inspiring London locations.

All delegates will receive a complimentary library of six top business books - one per module.

## Recognition

Programme modules provide continuous professional development (CPD) structured activity.

Achievement of the Programme will be recognised on completion of at **least five of the six modules** and successful delegates will be eligible to join the growing Programme Alumni and attend a Programme Graduation hosted by AXA XL and Airmic where they will receive a Certificate of Completion at the end of the programme.

Successful delegates may then want to consider Airmic's learning and development provision for senior leaders as outlined in Airmic's Professional Journey as a natural progression after the Business Excellence Programme.





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“RISK PROFESSIONALS MUST BE BETTER ALIGNED WITH BUSINESS PRIORITIES. THEY MUST DEMONSTRATE STRONG BUSINESS AND COMMERCIAL ACUMEN, AND ENGAGE MORE INTENSELY WITH THE ORGANISATION'S PURPOSE, STRATEGY, MAJOR OBJECTIVES AND INVESTMENTS. THIS WILL SHARPEN THEIR ABILITY TO DEVELOP VALUABLE INSIGHTS INTO EMERGING RISK CONCERNS AND HELP THEM DEVELOP INNOVATIVE RISK MITIGATION SOLUTIONS.”

**JULIA GRAHAM, CEO, AIRMIC**

# THE PROGRAMME

## **BENEFITS OF THE PROGRAMME**

### **From a delegate perspective:**

- Gain relevant acumen in finance, technology, business models, personal skills, governance and strategy
- Develop communication, relationship building, networking, collaboration and conflict resolution skills
- Increase personal currency with peers and business leaders
- Enhance your appreciation of risk management as a business enabler
- Benefit from the legacy of a business library and Alumni
- Improve performance as a business manager
- Prepare for the leadership stage of your career

### **From an employer perspective:**

- Benefit from 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
  - professional personal development
- Retain talent in a critical area of resource

## **A SUMMARY OF THE PROGRAMME**

Module	Subject	Date	
Induction (online)	Programme Induction	Thursday 12th January 2023	10am – 12 noon
Module 1	The Strategy & Corporate Purpose Dimension	Thursday 26th January 2023	9am – 1pm
Module 2	The Business Model Dimension	Thursday 23rd March 2023	9am – 1pm
Module 3	The Finance Dimension	Thursday 25th May 2023	9am – 1pm
Module 4	The Information & Technology Dimension	Thursday 27th July 2023	9am – 1pm
Module 5	The People Dimension	Thursday 28th September 2023	9am – 1pm
Module 6	The ESG Dimension	Thursday 23rd November 2023	9am – 1pm

- All modules will be led by senior academic and business professionals
- A subject-relevant text book will be provided for every delegate for each module as supporting reading
- All modules will take place in London at different business and institution venues
- 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
- Modules start at 09.00 and end at 13.00 plus time for breakfast, lunch and networking

**Applications to be submitted to [excellence@airmic.com](mailto:excellence@airmic.com) by 9th December 2022 using the online form at [www.airmic.com/excellence](http://www.airmic.com/excellence) or completing, printing and scanning the form at the back of this brochure**

# THE PROGRAMME STRUCTURE

## PROGRAMME INDUCTION

A short online induction welcoming delegates to the programme as well as providing coverage of its content and wider context. Delegates will have the opportunity to hear from Airmic, AXA XL and Glasgow Caledonian University, a previous programme graduate and also to meet fellow participants.

## MODULE ONE: THE STRATEGY AND CORPORATE PURPOSE DIMENSION

### Context and Focus

The building blocks of successful and sustainable business operations are an effective strategy and clear corporate purpose that demonstrate the values the organisation wishes to deliver against. Risk professionals need to understand this wider context in order to be effective business partners, help raise the profile of risk management, and to have real influence at boardroom level.

This module will include:

- models of business strategy and effective strategic management
- identification of the role and value of clear corporate purpose
- definition of business value and how it can be created and destroyed

## MODULE TWO - THE BUSINESS MODEL DIMENSION

### Context and Focus

There are four parts to the business model: organisations define value, create it, deliver it 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 business models continue to evolve in response to a changing environment
- How corporate purpose and business models are aligned to business success and high performance
- The importance of reputation and sustainability in long term business success
- Effective integration of managing risk and insurance as part of business models



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## MODULE THREE – THE FINANCE DIMENSION

### Context and Focus

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 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 business finance
- Uncertainties and instabilities in the business environment
- Taking account of what's not in our control – external macroeconomic impacts
- Why organisations should have a budget and how they should go about budgeting
- Statistical and non-statistical techniques to improve accuracy and reduce guesswork
- Capital investment and project budgetary and risk considerations
- Global and UK economic forecasts impacting business

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## MODULE FOUR – THE INFORMATION AND TECHNOLOGY DIMENSION

### Context and Focus

Walking the roads of digital transformation is not an option. Advances affecting customer experience, revenue and cost are increasingly compelling and shape how risk professionals can engage intensely with the strategic, tactical and operational transformation ambitions of organisations.

This module will include:

- How digital trends and practice are shaping business
- Emerging challenges, opportunities and associated risks for businesses that digital transformation both presents and potentially helps mitigate
- Changes in patterns and approaches to work driven by digital transformation
- Creative approaches to risk management through the effective use of technology
- Information and technological skills and knowledge in which the risk professional must further invest



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## MODULE FIVE – THE PEOPLE DIMENSION

### Context and Focus

Organisations are living through a transformation in work, workplace and workforce. The jobs people do, the way in which they work and where they work are all undergoing a fundamental shift now and in the future. People risk is a wide pervasive area of risk covering not only employee cyber incidents or health and safety risks but issues such as employee productivity, engagement and talent management, all impacting business value. The risk professional needs to grasp of all of these issues in order to continue to raise the profile of people risk in an organisation.

This module will include:

- Future work, workforce and workplace trends impacting business
- The range and extent of people risk factors
- The value and importance of effective people risk management to long term sustainable business success
- Ensuring organisation's are 'future fit' through effective people management and the development of appropriate knowledge, skills and talent
- Investing in one's own professional development to mitigate personal risk to a business



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## MODULE SIX – THE ESG DIMENSION

### Context and Focus

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. With ESG issues continually on the rise, every organisation and Board needs to be aware of the risks associated with poor governance and/or an inability to grasp opportunities to improve its environmental and social credentials with all stakeholders. This context presents a challenge for risk professionals moving from backstage to the spotlight.

This module will include:

- Good governance practice and corporate governance trends and their impact on business
- UK Corporate Governance Code principles and implications
- Approaches for embedding risk management effectively as part of corporate governance
- Latest thinking on environmental and social issues that should concern every organisation

**I wish to reserve a place on the 2023 Programme**

Applications to be submitted by 9th December 2022

## PLEASE SAVE ME A PLACE

**Complete this form and return to [excellence@airmic.com](mailto:excellence@airmic.com)  
or complete and submit the online form at [www.airmic.com/excellence](http://www.airmic.com/excellence)**

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?**

Email: [excellence@airmic.com](mailto:excellence@airmic.com)

**airmic**

Marlow House, 1a Lloyd's Avenue, London, EC3N 3AA



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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

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Airmic promotes and supports the planning, undertaking and subsequent recording, of Continuous Professional Development (CPD), offering a range of events, resources and other opportunities for professionals to develop. This programme is eligible for CPD points with each module representing 3.5 hours.



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