



Business Excellence Programme

PROGRAMME THREE: JULY 2020 – MAY 2021

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.

The Programme is designed to support lifelong learning and continuous professional competence. Those attending the Programme should reflect on their role, learning needs, and what knowledge and skills they are developing. If you consider this Programme relevant to your professional development needs, it is recommended that you keep a record of this activity for use as evidence, as you may be asked from time to time to provide this by organisations with whom you hold professional designations.



University for the Common Good

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 these 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 30th April 2020. Those who sign up have an exceptional learning and development experience in store!

Julia Graham
Deputy CEO and Technical Director, Airmic

Each Module provides 3.5 hours of Structured Continuous Development (CPD)

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 address 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!

John Pickersgill

Head of Global Client Management and Interim Head of UK Client and Distribution

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 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 business sectors.

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

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“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 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 to 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 by experienced academic and business leaders at different and inspiring London locations.

All delegates will receive a complimentary library of six top business books.

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 candidates will be eligible to join the Programme Alumni.

A natural learning and development progression following completion of this Programme is 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
 - professional personal development
- Retention of talent in a critical area of resource

A summary of the programme

Module	Subject	Date
One	Getting started and setting the context	1st October 2020
Two	The finance dimension	3rd December 2020
Three	The information and technology dimension	21st January 2021
Four	The business model dimension	11th March 2021
Five	The people dimension	20th May 2021
Six	The corporate governance dimension	1st July 2021

- 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 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 (see page 14)
- 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 by 30th April 2020

THE PROGRAMME STRUCTURE:

MODULE ONE - GETTING STARTED AND SETTING THE CONTEXT

1ST OCTOBER 2020

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 and module two books

13.00 – 13.30

- Lunch and networking



MODULE TWO – THE FINANCE DIMENSION

3RD DECEMBER 2020

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 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 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

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 professionals adding business value
- Risk and insurance metrics – speaking the language of finance
- Q & A

12.45 – 13.00

- Module three explained
- Distribution of module three book

13.00 – 13.30

- Lunch and networking

MODULE THREE – THE INFORMATION AND TECHNOLOGY DIMENSION

21ST JANUARY 2021

Context and Objectives

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

This module will include:

- Emerging challenges, opportunities and associated risks
- The balance between tangible and intangible assets
- Data science and automation techniques in the context of risk
- Changes in patterns and approaches to work 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 four and module five books

13.00 – 13.30

- Lunch and networking



MODULE FOUR – THE BUSINESS MODEL DIMENSION

11TH MARCH 2021

Context and Objectives

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 purpose and business models are aligned to business opportunities and performance
- Understanding of the importance of trust and sustainable business performance
- Exploration of the business dimensions of quality and trust
- Review of mechanisms for tracking performance and triggers for when things go off-line
- Changes in response mechanisms and those who might respond
- Integration of managing risk and insurance as part of business models

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 C-Suite
- Risk professionals adding business value
- Q & A

12.45 – 13.00

- Module five explained

13.00 – 13.30

- Lunch and networking

MODULE FIVE – THE PEOPLE DIMENSION

20TH MAY 2021

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 data and analytics are increasingly high profile, communication, problem-solving, conflict resolution, collaboration and cultural sensitivity are also must-have skills for the future.

This module will include:

- Future work and life patterns
- Future gazing the professions
- The concept of lifelong learning
- Investing in personal success

Agenda

08.30 – 09.00

- Introduction

09.10 – 10.00

- Living and working in an age of longevity – presentation and discussion

10.00 – 11.15

- Knowledge and skills fit for the future

11.15 – 11.30

- Break

11.30 – 12.00

- Cracking the Cambridge Code – discussion

12.00 – 12.45

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

12.45 – 13.00

- Module six explained
- Distribution of module six book

13.00 – 13.30

- Lunch and networking



MODULE SIX – THE CORPORATE GOVERNANCE DIMENSION

1ST JULY 2021

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 moving from back stage to the spotlight.

This module will include:

- The UK Corporate Governance Code principles and implications
- A review of the associated Guidance on Risk Management
- The concept of Stewardship
- The role of the Non-Executive Director
- Examples of good governance practice
- Corporate governance trends
- Approaches for embedding risk management as part of corporate governance

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 Boardroom
- Q & A

12.30 – 13.00

- Programme review and actions

13.00 – 14.30

- Programme lunch

I wish to reserve a place on the 2021 programme which commences 21st January 2021.

Applications to be submitted to excellence@airmic.com by 30th September 2020.

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

e: julia.graham@airmic.com

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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

airmic



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