



# Risk Leadership Programme

AIRMIC: IN PARTNERSHIP WITH  
THE BUSINESS SCHOOL (FORMERLY CASS),  
CITY, UNIVERSITY OF LONDON

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A PROGRAMME DESIGNED TO HELP RISK  
MANAGEMENT PROFESSIONALS DEVELOP STRATEGY  
AND LEADERSHIP SKILLS AS THEIR RESPONSIBILITIES  
AND CAREER POTENTIAL INCREASE



airmic

# THE AIRMIC RISK LEADERSHIP PROGRAMME

## THE 2021/22 PROGRAMME

Welcome,

Organisations are transforming their business models to ensure resilience, value and growth in the digital age. Walking the roads to the digital revolution is an existential must, and business leaders will need to reskill and introduce new mechanisms to ensure effective strategic leadership. This scenario also requires new risk management governance and capabilities, and people educated to use them. Risk leaders see courage as the future's most critical quality. Competence fuels confidence and confidence fuels courage. Risk professionals have an opportunity to step up and change their professional gear by developing deeper expertise to help their organisations to navigate these challenging times.

In its third year, we are pleased once again to offer the Risk Leadership Programme with The Business School (formerly Cass) – a triple-accredited institution, ranked in the top 1% of business schools worldwide. Together, we have developed a Programme that will see students experience cutting-edge thinking from academics and experts in organisational leadership, designed to help them build collaborative relationships, form influential networks, enhance their strategic decision-making qualities and appreciate the implications for leadership in the digital age.

Over a Programme spanning 12 months, delegates will embark upon a journey of academic learning, personal and professional development, and leadership progression. But they will not travel this journey alone and will join a cohort of risk professionals from diverse backgrounds and industries who will support them as their peers throughout this challenging but thrilling Programme.

This brochure provides essential information on what to expect from the Programme, which is made up of masterclasses, mentoring, 360° leadership feedback, special events and more.

Delegates will be provided with the additional knowledge and skills required to become Tomorrow's Risk Leaders and join the Risk Leaders' Alumni alongside graduates from previous Programmes.

We are encouraging relevant delegates from our Partner organisations to join this Programme – to reflect our working environment and the mobile nature of the profession.

We hope you will join the next Risk Leadership Programme.

Julia Graham  
Deputy CEO and Technical Director, Airmic

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AIRMIC'S OBJECTIVE IS TO PROVIDE HIGH FLIERS WITH EXECUTIVE EDUCATION AND THE CAPABILITY TO TAKE ON RISK LEADERSHIP ROLES. BY OFFERING A FLAGSHIP TWELVE-MONTH PROGRAMME OF LEADERSHIP DEVELOPMENT, AIRMIC WILL PROVIDE ITS MEMBERS WITH THE ADDITIONAL KNOWLEDGE AND SKILLS THEY REQUIRE

# THE AIRMIC RISK LEADERSHIP PROGRAMME

## The context

This is a time of rapid change for businesses and the risk community, with new and emerging risks, changing business models as a result of digital and technological disruption, and new regulations in risk governance. With about 1,200 members, including professionals within 65% of the FTSE 100, Airmic represents the largest network of corporate risk and insurance professionals in the UK, who benefit from industryshaping thought leadership, CPD-accredited events and peer-support networking groups. Airmic is a not-for-profit association for everyone with a responsibility in risk and insurance, including students undertaking a degree, postgraduate qualification or any other course in a related field.

## The challenge

Risk managers often pursue professional development of a technical nature, making them subject matter experts. To perform well in higher profile roles, risk managers require skills that have not formed part of their functional training and development – specifically leadership capabilities – which, in exactly the same way as technical expertise, need to be learnt and perfected through practical application. It is important for risk professionals to acquire these skills quickly, to meet the higher level of expectation associated with their enhanced role. Risk managers are increasingly interacting and walking the same corridors as directors and being called on to provide high-quality advice to senior management. Rather than the historic requirement to offer subject matter expertise when asked, risk managers are now expected to be ‘front and centre’, be strategically aware, and play a leading role on issues of value protection and creation. For ambitious risk professionals, taking to a back seat role is not an option.

## The opportunity

This is a time of rapid change for business. This is a golden age for the profession and an opportunity for Airmic to crystallise and promote the benefits of pursuing a career in risk management, as part of its strategy for growing the profession, and proving its value to existing members. Airmic’s objective is to provide its high fliers with the capability to take on risk leadership roles. By offering a flagship twelve month Programme of leadership development, Airmic will provide its members with the additional knowledge and skills they require.

A large, white, stylized quotation mark icon.

THIS IS A GOLDEN AGE FOR THE PROFESSION AND AN  
OPPORTUNITY FOR AIRMIC TO CRYSTALLISE AND PROMOTE THE  
BENEFITS OF PURSUING A CAREER IN RISK MANAGEMENT AS PART  
OF ITS STRATEGY FOR GROWING THE PROFESSION.

## The objective

### Deliver:

- > Organisational leadership
- > Personal leadership and career development
- > Thought leadership

### Through:

- > Full-day masterclasses from a leading business school
- > Full-day masterclass from Airmic research thought leaders
- > Airmic-led sessions at the start, mid point and end of the Programme
- > 360° feedback
- > Quarterly sessions with interspersed but consistent mentoring
- > 'Graduation' on completion of the Programme

### Outcome:

- > Knowledge, improved networking skills, greater impact, influence and confidence

## The benefit:

### From a candidate perspective, the Programme offers you the opportunity to:

- > Improve your performance and profile as leaders
- > Promote the relevance of risk management in the work of your organisation
- > Increase and improve the profile of risk management and the profession
- > Gain skills in the following areas
  - Collaboration and networking
  - Strategic decision-making
  - Digital transformation
  - Understanding corporate crises and how to prevent and manage them
- > Be supported by professionals who will provide:
  - A 360° assessment of capabilities
  - Mentoring and coaching
  - Opportunities to network with peers and risk professionals from different organisations

### From an employer perspective, the Programme offers you the opportunity to:

- > Improve the strategic awareness and skill base for one of your key managers
- > Develop your current manager into a future leader for the business
- > Enhance the performance of risk management in the business
- > Strengthen and add value to the overall business
- > Provide a team member with development and recognition at a highly competitive price
- > Help retain key people at a time of pressure on talent



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AN ANNUAL 12 MONTH PROGRAMME CULMINATING WITH  
GRADUATION ON SUCCESSFUL COMPLETION



# THE PROGRAMME JOURNEY

Date	Activity	Duration	Location
<b>Autumn 2021 – date tbc</b>	<b>Programme launch</b> – welcome, networking, lunch with guest speaker and previous cohort	Two hours	The Business School (formerly Cass), Aldersgate campus, London
<b>Autumn 2021 – date tbc</b>	<b>360° feedback questionnaires</b> from CRSystems released		Agreed between delegate and CRSystems
<b>Autumn 2021 – date tbc</b>	<b>Individual 360° degree feedback</b> reports released		Agreed between delegate and CRSystems
<b>Autumn 2021 – date tbc</b>	<b>Masterclass 1 The Business School (formerly Cass)</b> <i>'Strategic Decision Making for Leaders' with Dr Emre Soyer (PhD)</i>	Full day	The Business School (formerly Cass), Aldersgate campus, London
<b>Autumn 2021 – date tbc</b>	<b>Mentoring meeting 1</b>	Agreed between mentee and mentor	
<b>Autumn 2021 – date tbc</b>	<b>Masterclass 2 - The Business School (formerly Cass)</b> <i>'Digital Transformation for Leaders' with Professor Gianvito Lanzolla</i>	Full day	The Business School (formerly Cass), Aldersgate campus, London
<b>Autumn 2021 – date tbc</b>	<b>Mentoring meeting 2</b>	Agreed between mentee and mentor	
<b>Autumn 2021 – date tbc</b>	<b>Masterclass 3 - The Business School (formerly Cass)</b> <i>'Collaboration and Networking' with Professor Santi Furnari</i>	Full day	The Business School (formerly Cass), Aldersgate campus, London
<b>Autumn 2021 – date tbc</b>	<b>Dissertation project, paper title and scope</b> agreed with mentor and Airmic	Ongoing	Webinar
<b>Autumn 2021 – date tbc</b>	<b>Mentoring meeting 3</b>	Agreed between mentee and mentor	
<b>Autumn 2021 – date tbc</b>	<b>Masterclass 4 - Airmic</b> <i>'Repurposing, Responsibility &amp; Reputation' plus Collaborative Business Game and Personal Development Planning</i>	Full day	The Business School (formerly Cass), Aldersgate campus, London
<b>Autumn 2021 – date tbc</b>	<b>Dissertation paper completed</b> and delivered to Airmic		Email
<b>Autumn 2021 – date tbc</b>	<b>Mentoring Sign off</b> – where next?	Agreed between mentee and mentor	
<b>Autumn 2021 – date tbc</b>	<b>Review and actions, and lunch with faculty, Airmic and future cohort</b>	Half day	The Business School (formerly Cass), Aldersgate campus, London
<b>Autumn 2021 – date tbc</b>	<b>Graduation</b> - students who completed the Programme receive their diplomas and a prize is awarded for the best dissertation paper	tbc	tbc

# THE PROGRAMME STRUCTURE: THE MASTERCLASSES

**A SERIES OF FOUR FULL-DAY MASTERCLASSES HELD  
AT THE BUSINESS SCHOOL (FORMERLY CASS)**

**200 ALDERSGATE, LONDON, EC1A 4HD  
EXECUTIVE EDUCATION CAMPUS**

## **MASTERCLASS ONE - STRATEGIC DECISION MAKING FOR LEADERS**

**Dr Emre Soyer**

**Date tbc**

**Breakfast from 8.30am**

**Masterclass 9.00am to 5.00pm**

### **CURRICULUM**

- Improving decision-making
- Enhancing decision quality
- Making decisions under uncertainty and navigating types of uncertainty
- Decision strategies to face 'unknown unknown' and 'known unknown' scenarios
- The co-operation problem and the aggregation of preference problem
- Are several heads better than one? Improving group decision-making
- Behind the scenes of organisational decision-making
- Types of organisational decision-making and why 50% of decisions fail in organisations
- Understanding decision failures: 'Sweep Mission' case study, bringing individual, group and organisation levels together
- Action planning and workshop review: an opportunity to reflect on key issues, identify the main 'takeaways' and set personal objectives



### **Dr Emre Soyer**

Dr. Soyer is a behavioural scientist and entrepreneur, providing talks, workshops, and projects on strategic and creative decision making. He has collaborated both with international business schools (incl. INSEAD, The Business School (formerly Cass) London, TU Munich, SDA Bocconi, St. Gallen) and companies from different sectors (incl. Google, Amazon, Microsoft, ING, BBVA, EY, Pfizer, Turkish Airlines, TBWA). He has also co-founded and managed multiple social enterprises. Beyond his scholarly work, he has written for *Harvard Business Review* and *MIT Sloan Management Review*. He is co-authoring a non-fiction book on learning from experience to be published in New York and distributed worldwide in September 2020.

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## MASTERCLASS TWO - DIGITAL TRANSFORMATION FOR LEADERS

Professor Gianvito Lanzolla

Date tbc

Breakfast from 8.30am

Masterclass 9.00am to 5.00pm

### CURRICULUM

- The digital revolution is over: long live the digital revolution!
- The structural changes and business implications
- Capturing value from digital transformation and business model innovation
- From standalone products and services to connected products and services and platforms
- From in-house corporate innovation to diffused ('open') innovation
- From supply chains to digital ecosystems
- The pitfalls in making digital transformation happen
- Reshaping resilience for the future: the principles and business enablers of resilience
- The transformation of managing risk in the digital age
- The impact of the digital age on corporate and business governance
- Action planning and workshop review: an opportunity to reflect on key issues, identify the main 'takeaways' and set personal objectives



#### Professor Gianvito Lanzolla

Professor Lanzolla is Head of the Faculty of Management, Professor of Strategy and the founding Director of the The Business School (formerly Cass) Digital Leadership Research Centre. Before joining The Business School (formerly Cass), he was a Research Fellow on the Faculty of the London Business School. Gianvito's research revolves around the competitive, strategic and organisational implications of technological change. His research articles have been featured in the media, including the Financial Times, The Wall Street Journal and The Economist, and published in leading journals, including the Harvard Business Review. Gianvito took the lead in the research that culminated in the publication of the Airmic thought leadership report 'Roads to Revolution' in 2018.

### MASTERCLASS THREE - COLLABORATION AND NETWORKING

**Professor Santi Furnari**

**Date tbc**

**Breakfast from 8.30am**

**Masterclass 9.00am to 5.00pm**

#### **CURRICULUM**

- Collaborative leadership, team behaviour and the inter-team competition
- Moving from distributive and competitive logics to generative and collaborative logics
- Handling stakeholder conflict and leveraging generative relationships
- Leveraging diversity and leading collaborative initiatives
- From hierarchies to networks
- From transactional to relational networking
- Leveraging reciprocity for collaboration
- A facilitated discussion of mutual gain strategies and dispersed strategies
- The 'Reciprocity Ring' – a rigorously tested, widely-used, group-based simulation to discover and practise the principle of generalised reciprocity for creating value through social networking
- Action planning and workshop review: an opportunity to reflect on key issues, identify the main 'takeaways' and set personal objectives



#### **Professor Santi Furnari**

Professor Furnari holds a PHD in Business Administration and Management from Bocconi University. Prior to joining Cass, Santi was at the Universities of Bocconi and Chicago. Santi has served as a consultant for a variety of large and start-up companies in a variety of sectors, including creative and high-tech industries. He has been involved in the design and delivery of several Executive Education and Strategic Leadership programmes for international corporations, including global banks, global executive search firms and high-profile UK public institutions. He is particularly interested in research on business models, organisation design, and the emergence of new industries and new organisational practices. He is also an expert in institutional theory and social network theory.

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## **MASTERCLASS FOUR - REPURPOSING, RESPONSIBILITY & REPUTATION**

**Date tbc**

**Breakfast from 8.30am**

**Masterclass 9.00am to 5.00pm**

### **REFRESHMENTS AND NETWORKING**

The first part of this Masterclass is based on Airmic thought leadership research and papers, and will be delivered by professors, expert witnesses and Airmic leaders involved in the research.

The second part of this Masterclass will use a business game designed to challenge the learning across the Risk Leadership Programme and provide an interactive and fun way of bringing the lessons learnt to a conclusion.

The third part of this Masterclass will be a facilitated discussion examining signposts for future learning and exploring, and 'where next'.

### **CURRICULUM**

- How businesses can ensure their future success against the growing array of risks
- The characteristics of the resilient business in the digital age
- From wizardry to psychology – what the business schools don't teach you
- The irresistible power of storytelling as a strategic business tool
- Travelling forward
- Increasing your momentum
- Understanding the deeper causes of crisis
- Planning for success
- Taking responsibility and planning to lead
- Action planning and workshop review: an opportunity to reflect on key issues, identify the main 'takeaways', and set personal objectives

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DELEGATES WILL EXPERIENCE CUTTING-EDGE THINKING FROM ACADEMICS AND EXPERTS IN ORGANISATIONAL LEADERSHIP, DESIGNED TO HELP THEM BUILD COLLABORATIVE RELATIONSHIPS, FORM INFLUENTIAL NETWORKS AND ENHANCE THEIR STRATEGIC DECISION-MAKING QUALITIES

# PROGRAMME COMPONENTS EXPLAINED

## **Individual 360° feedback**

Assessment of individual leadership styles to assess leadership competencies and actions

The process will include:

- A confidential online questionnaire completed separately by the student, their line manager, peers and direct reports
- Generation of a personal report tailored for each student

## **Mentoring and coaching**

A mentor who is a business leader will be matched to each student

The process will include:

- Webinars to train mentors and mentees
- A supporting guide to explain the respective roles
- Four sessions with interspersed but consistent mentoring

## **Dissertation**

The student will select a method for undertaking a study and writing up their findings

The process will include:

- Agreement of a title and scope
- A supporting guide that explains the format and timelines
- A supporting matrix that explains the assessment criteria

## **Networking**

- An exclusive annual networking event arranged by Airmic
- All students will be invited to attend a lunch with the next Programme's cohort of students
- All students who complete the Programme will be invited to attend the Airmic annual dinner
- All students who complete the Programme will be invited to attend the Airmic annual conference

## **Alumni**

- All students will be invited to be a member of the Airmic Leadership Programme Alumni
- The Alumni will develop over time as students from each Programme cohort join
- An annual Alumni event will be arranged by Airmic for all members of the Alumni
- Airmic will create an Alumni online library of material relevant to the Programme

# HOW THE PROGRAMME WILL OPERATE

## **ADMINISTRATION WILL BE MANAGED BY AIRMIC WITH THE BUSINESS SCHOOL (FORMERLY CASS)**

### **The location**

- Unless otherwise stated, all Programme activities will take place at The Business School (formerly Cass) Business School, 200 Aldersgate Street, London EC1A 4HD  
<http://www.city.ac.uk/visit/campuses/cass/200-aldersgate>

### **The cost**

- The cost of the Programme is £3,500 per student (VAT exempt), to be billed by Airmic
- Places will be allocated on payment of a non-refundable £250 deposit
- The remaining £3,250 will be billed by a given date closer to the start of the programme
- Alternative payment terms e.g. four equal instalments are available on request

### **Included**

- All materials, refreshments including dinners, fees payable to speakers, the mentoring webinar and networking and Alumni events and resources

### **Not included**

- Travel costs
- Overnight accommodation costs

### **Eligibility to join the Programme:**

- You are an Airmic member transitioning from the role of risk manager to the role of risk leader
- You are an employee of an Airmic Partner transitioning from the role of manager to the role of leader

### **What to do next if this Programme is for you:**

- Complete the form on the last page of this brochure and send this to the address indicated
- Places on the Programme are restricted to fourteen students
- Once places have been allocated for a Programme, the names of those who were unsuccessful will be held and they will be given the first option of a place on the next Programme.



I wish to confirm my expression of interest in the Programme  
which commences in Autumn 2021

Please send me an invoice for £250.00 which is a deposit  
and on payment, will secure my place

## PLEASE SAVE ME A PLACE

Complete these details and return them by email to  
[leadership@airmic.com](mailto:leadership@airmic.com)

Name:

Company:  Job Title:

Email:  Telephone:

Signature:  Date:

I AM A MEMBER OF AIRMIC: ☐ Yes ☐ No

MY BOSS SUPPORTS MY ATTENDANCE ON THIS PROGRAMME:

☐ Yes ☐ No

Name:

Company:  Job Title:

Signature:  Date:

### Questions?

Call or email:

**Adam Ireland**

L&D Manager

e: [adam.ireland@airmic.com](mailto:adam.ireland@airmic.com)

t: 07743 054858



## An Introduction to The Business School (formerly Cass)

The Business School (formerly Cass) is among the global elite of business schools that hold the gold standard of triple-crown accreditation from the Association to Advance Collegiate Schools of Business (AACSB), the Association of MBAs (AMBA) and the European Quality Improvement System (EQUIS).

### Leading Research Institution

The Business School (formerly Cass) fosters thought leadership with impact, serving as an intellectual resource for London and our global The Business School (formerly Cass) community. Our research shapes business practice, informs government policy and inspires learning. We emphasise three realms of impact, fusing the analytical rigour of financial services, the agility of strategic innovation, and the higher purpose of social business. The research The Business School (formerly Cass) academics publish in leading journals is reflected in the education we deliver across our highly ranked degrees and is applied to the problems we solve for business clients. The Faculty of Finance is one of the largest and most respected in Europe. The Faculty of Management conducts research in all of the main areas of management, placing great emphasis on relating theories to real-world practice.

## CRSystems

CRSystems Ltd has been designing and administering bespoke people related surveys and psychometrics since 1996, and are delighted to have been working with The Business School (formerly Cass) for the last five years.

CRSystems' focus is to provide their customers with feedback and development tools that fit their requirements perfectly. CRSystems are best known for our behavioural support range of products that includes 360° Feedback and associated development tools; micro 360s, development learning platforms, Competency Framework evaluation, and corporate

The Faculty of Actuarial Science and Insurance is one of the world's leading academic actuarial departments.

### Student Body and Programmes

The Business School (formerly Cass) has over 4,000 students: over 2,300 undergraduates studying on seven finance and management BSc courses; over 1,400 postgraduates studying 23 different Masters (full-time, part-time and online) in finance, insurance, actuarial science, management, shipping, energy, marketing, entrepreneurship, supply chain and real estate; over 400 MBA students and nearly 100 doctoral students.

### International Activities

As a leading global business school, the The Business School (formerly Cass) community of alumni spans over 160 countries. The Business School (formerly Cass) boasts study abroad partnerships and collaborations with leading institutions across five continents, giving our students valuable international exposure. To support our international efforts, we are guided by advisory boards in London, Dubai, New York and Beijing.



Changing more than a name

analysis. CRSystems also offer a range of corporate surveys including: Engagement, Satisfaction, Diversity, Wellbeing and Exit, and build custom solutions for clients wanting to develop their own survey and reporting requirements.

CRSystems are constantly experimenting and developing new products; in recent years, they have developed a best in class Performance Management platform, Assessment Centre platforms that allow the mashing of data from different publishers, and even a Point of Sale survey solution that engages customers and provide clients with deep feedback on NPS and ENPS.

The logo for airmic features the word "airmic" in a lowercase, sans-serif font. Above the letter "r" is a white graphic element consisting of two lines that meet at a point, forming a triangular shape that resembles a stylized roof or a mountain peak.

airmic



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