



Risk Leadership Programme

**AIRMIC: IN PARTNERSHIP WITH
CASS BUSINESS SCHOOL**

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



airmic

THE AIRMIC RISK LEADERSHIP PROGRAMME

THE 2018/19 PROGRAMME

Welcome,

This brochure explains the next Airmic Risk Leadership Programme, starting in September 2018.

In its second year, we are pleased once again to offer this Programme with Cass Business School – a triple-accredited institution, ranked in the top 1% of business schools worldwide. Together, we have developed a Programme, which will see delegates experience cutting-edge thinking from academics and experts in organisational leadership, designed to help them build collaborative relationships, form influential networks, enhance 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 – made up of masterclasses, mentoring, 360 degree^o leadership feedback, special events and more.

Delegates will be provided with the additional knowledge and skills they require to become Tomorrow's Risk Leaders, and join the Risk Leader's Alumni alongside graduates from the 2017 Programme.

We hope you will join the 2018 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 FTSE100, Airmic represents the largest network of corporate risk and insurance professionals in the UK, who benefit from industry-shaping 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, post-graduate 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 which have not formed part of their functional training and development – specifically leadership capabilities which, in exactly the same way as technical expertise, have 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', strategically aware, and playing a leading role on issues of value protection and creation. For ambitious risk professionals, returning 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.

The background of the page is a solid teal color. Overlaid on this is a faint, high-angle photograph of a modern office interior. In the center, there is a long, dark wooden conference table. Several black office chairs are arranged around the table. In the background, a large whiteboard is mounted on a stand, and a desk lamp is visible on the left. The overall atmosphere is professional and contemporary.

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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 Masterclasses from Airmic research thought leaders
- Airmic-led sessions at the start, mid point and end of the programme
- 360 degree° self-appraisal
- Quarterly sessions with interspersed but consistent mentoring
- “Graduation” on completion of the programme

Outcome:

- Knowledge, improved networking skills, greater impact, influence & 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 degree ° assessment of capabilities
 - Provide mentoring and coaching
 - Network with peers and risk professionals from different organisations

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

- Improve the strategic awareness and skill base for one of their key managers
- Develop a 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 PROGRAMME STARTING EACH YEAR IN SEPTEMBER
WITH GRADUATION IN DECEMBER THE FOLLOWING YEAR

THE PROGRAMME STRUCTURE

Organisational Leadership

Deliver:

- Four Full Day Masterclasses
Completed by: Cass Business School and Airmic
- Executive Education Diploma
Awarded by CASS

Thought Leadership

- Expert Speakers
- Dedicated Conference Workshop
- Networking Sessions
- Supervised completion of dissertation
- Mentoring Programme
- Alumni

Personal Leadership and Assessment

- Individual 360° degree Report and Review
- Training

THE PROGRAMME JOURNEY

Month	Activity	Time	Location
September	➤ Introduction, Programme launch and lunch with faculty and Airmic representatives	½ Day and lunch	Cass Business School
September or October	➤ 360° degree Feedback Questionnaire released to nominated respondents, introduction call, arranged via a Doodle Poll	Two hours	Cass Business School
	➤ Mentoring meeting	Two hours	Usual business site
January	➤ Cass Masterclass, 'Strategic Decision Making for leaders'	Full day	Cass Business School
February	➤ Mentoring	Two hours	Usual business site
March	➤ Dissertation Project, 5,000 word paper agreed	Ongoing	Usual business site
April	➤ Cass Masterclass, 'Leading in the Digital Age'	Full day	Cass Business School
May	➤ Mentoring	Two hours	Usual business site
June	➤ Workshop for all delegates, programme and project review	Two hours and lunch	Airmic Annual Conference
July	➤ Airmic Masterclass, Roads to Ruin to Roads to Revolution	Full day	Cass Business School
August	➤ Dissertation Project, 5,000 word paper completed	-	Delivered to Airmic
September	➤ Mentoring ➤ Review, actions and dinner with faculty, Airmic and incoming delegates	Two hours Half day and dinner	Cass Business School
September/ October	➤ 360° degree feedback call	45 minutes	Telephone
December	➤ Graduation, receive diplomas and award prize for the best paper	Dinner	Airmic Annual dinner

THE PROGRAMME STRUCTURE: THE MASTERCLASSES

**A SERIES OF FOUR FULL DAY MASTERCLASSES
HELD AT CASS BUSINESS SCHOOL**



MASTERCLASS ONE

Enhancing Collaboration and Leveraging Networking for Leaders

- 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 practice 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



MASTERCLASS TWO

Strategic Decision-Making for Leaders

- Improving decision making
- Enhancing decision quality
- Making decisions under uncertainty and navigating types of uncertainty
- Decision strategies to face "unknown unknowns": 'Black Swan' 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: case study 'Sweep Mission' 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



MASTERCLASS THREE

Digital Transformation for Leaders

- 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 product and services to connected product 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



MASTERCLASS FOUR

The Roads from Ruin to Revolution and Beyond

This Masterclass is based on Airmic reports and delivered by Business School Professors and experts involved in the relevant research. Brought together as a faculty team for the first time, this Masterclass will give delegates a unique learning experience.

- Understanding the deeper causes of crisis
- How business' 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
- Planning for success
- Taking responsibility and planning to lead

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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 STRATEGIC DECISION-MAKING QUALITIES

Individual 360° degree feedback

Assessment of individual leadership styles to assess leadership competences. The process will include:

- One-on-one introductory phone call with each delegate
- A confidential online questionnaire completed separately by the delegate, their line manager, peers and direct reports
- Generation and production of a personal report tailored for each delegate
- 360° report review meeting to take each delegate through their report and agree an action plan
- Review meetings held at Cass Business School

Mentoring and Coaching

Every student will be allocated a mentor which will be personally selected and matched to the students profile. The process will include:

- Quarterly sessions with interspersed but consistent mentoring
- Thought leader presentations at opening and closing events
- Webinar to train mentors and their mentees

Networking

- Opportunities to network offering mutual support and advice will be arranged
- An annual networking event will be arranged by Airmic

Alumni

- All delegates will be invited to be a member of the Airmic Leadership Programme Alumni
- The Alumni will develop over time as delegates from each annual Programme join
- Graduating delegates will be invited to attend the opening dinner with new delegates on the next Programme
- An annual Alumni event will be arranged by Airmic for all members of the Alumni
- Airmic will create an Alumni on-line library of material relevant to the Programme

HOW THE PROGRAMME WILL WORK

ALL ADMINISTRATION WILL BE MANAGED BY AIRMIC

The Location

Unless otherwise stated all Programme activities will take place at Cass Business School, 200 Aldersgate Street, London EC1A 4HD

<http://www.city.ac.uk/visit/campuses/cass/200-aldersgate>

The Cost

The cost for the Programme is £3,950 per delegate (VAT exempt), to be billed by Airmic. Places will be allocated on a first come, first served basis on payment of a non-refundable £250 deposit. The remaining £3,700 will be billed by 30 June 2018. Alternative payment terms may be 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

This Programme is for you if:

- You are an Airmic member transitioning from the role of risk manager to the role of risk leader
- You are a technical specialist who needs to broaden your knowledge and expertise in preparation for a leadership role
- You are looking for the challenges of working with and guiding the leadership of your organisation. You are ready to develop a high-level networking community where news and work challenges and expert views are shared.

What to do next

- If this Programme is for you, then you need to let Airmic know by completing the form on the last page of this brochure
- Places on the Programme are restricted to twelve delegates each year
- Once places have been allocated for a Programme, the names of those who were unsuccessful will be held over to the following Programme and they will receive the first options on places for that Programme.

I wish to confirm my expression of interest in the 2018/2019 programme which commences 25th September 2018

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

PLEASE SAVE ME A PLACE

Complete these details and return them to
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:

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An Introduction to Cass Business School

Cass Business School 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

Cass fosters thought leadership with impact, serving as an intellectual resource for London and our global 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 Cass's 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. The Faculty of Actuarial Science and Insurance is one of the world's leading academic actuarial departments.

Student Body and Programmes

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 Cass community of alumni spans over 160 countries. 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.

An Introduction to Purely People

Purely People UK Limited provide a professional service with strong expertise in Management and Leadership development. Purely People is led by Lisa Capaldi and Jim Hicks and their Associates. As a company, Purely People believe that leadership and management development is key to improving performance and achieving goals. These main outcomes outline what purely people strive to accomplish when working in partnership with organisations. They consider self-development and empowerment vital to achieving an end goal, and through our Leadership and Management development sessions, these essential qualities can be nurtured and enhanced. It is to build positive working relationships with the professionals who are partners, as this aids the development of potential in people through a level of trust, openness and mutual respect. Purely People work in partnership across many different types of organisation and with individuals from a diverse range of backgrounds and abilities. As well as this, they believe that respect and honesty are fundamental to bringing about personal and professional growth.



The Transition from Manager to Leader

The transition from Manager to Leader often requires new approaches, new thinking, different skills, behaviours and mind-set. Those new to leadership often need to step up and into a role that requires the confidence, behaviours and skills to make decisions in changing contemporary environments. Purely people will provide support to enhance, develop and support the transition from being an Operational Manager to a Strategic Leader.

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

airmic



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