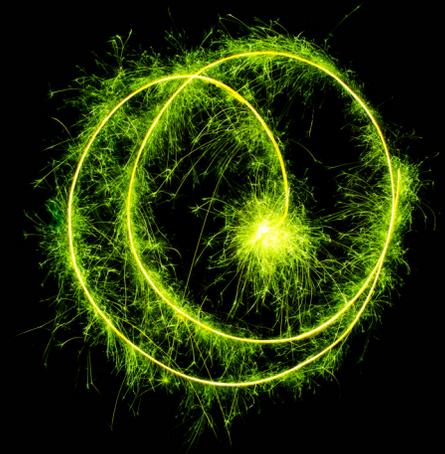




Mastering the art of operational risk management

Real-world insight strengthens C-suite decisions



Losses and fines caused by operational risk breakdowns have skyrocketed over the last few years — putting the C-suite in the hot seat. As a C-level executive, do you have a 360° view of your operational risk landscape? Are you equipped to spot emerging risks? And are you up-to-speed on new technologies and trends that can help you mitigate risks and prevent losses?

Preempt risks, reach your goals

With our Mastering the Art labs, Deloitte Risk and Financial Advisory helps you tackle these tough questions. Each workshop is carefully crafted to help you address the unique challenges facing your organization—whether it's improving risk governance and reporting, enhancing management decision making, or preemptively managing risk and mitigating exposure to losses.

Our immersive workshops take you out of your everyday work environment and give you the time and space to focus on problem-solving. We will guide you and your teams through real-life scenarios in a confidential setting, help you reimagine your approach to operational risk management, and identify the tools and techniques that can help you to achieve your goals. Along the way, you will align operational risk to strategic goals and objectives, manage operational risk within defined thresholds, and use it as a strategic enabler. When we're through, you'll be on the path to operational excellence—armed with a program that can effectively and efficiently balance risk, performance, and cost.

Learn by doing

Each Mastering the Art workshop combines:

- Research-based content
- Immersive methods and exercises
- Relevant subject matter specialists
- Trained facilitators
- A safe and confidential environment

When the workshop is over, you'll walk away with a customized plan that can enable you to:

- Define and communicate your priorities
- Assess and develop a strategy for your team
- Understand and influence key stakeholders
- Develop a game plan for your next 180 days
- Ask the right questions and get the right input from operational leaders and governance functions
- Set continuous risk transparency and visibility expectations

Workshop snapshot



Who: C-suite and operational risk executives.



What: Deloitte Risk and Financial Advisory's immersive Mastering the Art workshops are designed to help you address your most pressing operational risk management challenges.



Why: People typically learn best in environments where they can problem-solve and experiment without the fear of failure. Our workshops are designed for quick learning through hands-on exercises, real-world scenarios, and practical approaches.



When: Scheduled at your convenience. The lab experience lasts two to three days. Pre- and post-lab preparation and material development spans two months.



Where: Deloitte Greenhouse Labs, with several locations across the US.

Reimagine your operational risk management program

Our Mastering the Art labs series helps executives tackle critical operational risk issues head-on. We emphasize learning by doing and offer a combination of real-world scenarios and leading insight. Workshop topics include:

- **Risk governance:** Our risk governance workshops help you provide right-fit governance strategy and structure — and drive your risk management efforts and culture across the enterprise. We leverage actual client scenarios to demonstrate practical approaches for enabling effective operational risk

governance. We also help you establish the “tone at the top” and spread that message throughout the organization.

- **Risk decisioning:** This workshop series explores multiple decision-making scenarios and investigates tools that can help you make decisions at both the business and organization levels. Working in the lab on actual decision exercises, we provide case studies, discuss potential ways to use risk data, and demonstrate tactics to make informed and calculated business decisions. We also look at the effects of your decisions to identify whether they are consistent, thoughtful, impactful, and clear.

- **Risk reduction and mitigation:** In this set of workshops, we leverage visualization tools and scenario planning to help you preemptively identify potential risks and mitigate impact. We ask you to share specific operational risk perspectives or past event failures. Then we help you chart a course to mitigate or reduce the impact of current or emerging risks and show you how the results could affect your organization. We also equip you with the tools to help you mitigate risk on a day-to-day basis — and preempt risk on the horizon.

Deloitte Risk and Financial Advisory's operational risk management services

We help organizations become more resilient by strengthening their operational risk programs. To that end, we offer enterprise-wide solutions in four categories:



Design: Strategy and solutions to help clients build resilient operational risk programs.



Operate: Managed services to help boost performance and transform risk management into a core strategic enabling function.



Master: Mastering the Art workshops are designed to help improve risk management governance and decisioning to drive effective and risk-based operational performance.



Transform: Technology transformation solutions that can change the way organizations experience risk management.

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