

# RISK CULTURE

## Practitioner Development Program

A program for risk professionals to supplement traditional risk management skills with practices that strengthen partnerships and deepen influence with all risk stakeholders.





# INTRODUCTION

Despite nearly two decades of investment in risk management, there remains a significant disconnect between the quality of risk capabilities and the quality of risk outcomes – well documented by the Global Financial Crisis, reinforced by subsequent governmental inquiries, and underscored almost weekly by headlines in the financial and business press.

Investment in traditional risk management approaches has not resulted in better risk outcomes. This program introduces risk professionals to seven practices that complement technical risk skills. Each practice includes frameworks and tools for putting them into practice.

Armed with both technical and adaptive capabilities, risk professionals can be the bridge between great risk capabilities and great risk outcomes.



**MODE**  
Online



**COHORT SIZE**  
8 - 15



**DURATION**  
3 Months  
9 Sessions

## PROGRAM OBJECTIVES

Our objective is to support risk professionals who wish to supplement their traditional risk management skills with a set of capabilities for more effective partnerships at all levels of their organisation.

Participants will be equipped with 7 adaptive practices and over 30 frameworks and tools they can start using immediately after every session.



## WHO SHOULD ATTEND?

This program would be a great fit for risk professionals who:

- Have formal or informal accountabilities to embed risk management in the organisation or an interest in risk culture
- May feel 'stuck' in a risk policing role and are seeking a pathway to being a truly trusted risk advisor
- Can see greater potential for risk understanding, risk embedment, or risk culture in their organisation
- Realise that traditional risk management approaches alone are insufficient to bring about meaningful and lasting improvement in risk behaviours and risk outcomes
- Have an interest and desire to develop new approaches to support business partnering

Over nine sessions, participants will explore seven adaptive capabilities and gain 30 new tools to complement their traditional risk management skills as part of a small cohort of like-minded risk professionals.

# PROGRAM OVERVIEW

## 1. Program Launch & Foundational Concepts

We introduce a set of concepts and frameworks which underpin the subsequent tools and practices in the program. As we explore, practice, and adopt them in our ways of working, our full potential to positively influence and lead on risk takes shape and accelerates.

## 2. Mindset & Perception

We consider the unintended consequences of tightly held expert mindset and explore the benefits of a learning mindset. We uncover how we subconsciously listen and form assumptions about people and situations, thus limiting – or expanding -- our ability to effectively influence. We hold a mirror up to ourselves to consider how we are experienced by others, based on our mindsets, assumptions, and behaviours.

## 3. Working with Complexity

Many of us have been trained to see complexity as a threat, something to be ‘untangled’ or broken down into manageable parts; yet, expanding our comprehension of organisational systems in their full complexity is an important capability for progressing risk culture. In this module we dive into the inherent complexity of organisations and introduce frameworks for working successfully with and within complexity.

## 4. Making Space for Shared Ownership

Creating the conditions for shared ownership of risk is one of the most challenging cultural experiences for risk professionals. An understanding of complexity and systems thinking helps illuminate why this is. In this module, we consider practices that can help create the conditions for a genuine sense of risk ownership to emerge in others, as well as how risk professionals can sometimes be obstacles to greater shared ownership.

5.

## Effective Influence

Change work can be deeply personally fulfilling and professionally rewarding. At times it is also frustrating and discouraging. This is in part because we cannot 'create' change, since we cannot control others' thoughts, feelings, and willingness to participate in change. Yet we can create environments where change is more likely to occur and the conditions that enable risk culture evolution are present.

6.

## Stories & Language

Successful change agents are aware of the power of stories and use them intentionally. Similarly, the language we use says so much about who we are, how we see the world, and what it is like to work with us. By becoming aware of our language and becoming more intentional about what and how we speak, we can impact how we are experienced by others and how we influence others. In this module, participants will write the story of risk culture in their organisation.

7.

## Learning with Internal Case Studies

We consider how our organisations could learn from several well-known risk culture case studies and the enablers and inhibitors to deep retrospectives and root cause analyses. We also explore and co-design questions that could encourage deeper reflection and applied learning from internal case studies.

8.

## Working with Organisational Development

Just as human beings grow and evolve, organisations also evolve as they develop new capacities to address changing external and internal context, the organisation's strategy, and its purpose. In this module we review the Adaptive Cultures Framework for how organisations evolve through a risk culture lens.

9.

## Reflection, Planning & Program Close

Participants reflect on their developmental experience during the program, identifying key insights, learnings, and how they have put learnings into practice in their day-to-day role. Each participant will prepare a brief reflection to share with the cohort during our final group session.

# PROGRAM TIMELINE



# MEET THE FACULTY



## ANDREW BROWN

### Director & Co-Founder

Andrew is a director and co-founder of Adaptive Cultures. Adaptive Cultures has been recognised by senior executive and board levels as ‘turning around’ cultures, leadership behaviours and results, helping leaders to make changes with a substantial positive impact on the wider organisation and community.

Andrew has lectured, written and worked extensively in the field of risk management and risk culture. He believes that how we think about (and what we believe about) risk and consequences has a profound impact on ourselves, our organisations, our society and our planet.

Andrew has held executive positions across the Asia Pacific region. These include Chief Actuary for AXA Life Singapore, Chief Financial Officer for Philippine AXA Life and Head of Learning and Leadership Development for AXA Asia Pacific Holdings. Andrew was previously a director for the Actuaries Institute (AI), and has also been a member of the global AXA Learning and Development Board.

### Connect with Andrew



[andrew@adaptivecultures.co](mailto:andrew@adaptivecultures.co)



## DEANNA BURTON

### Risk Culture Practice Lead

DeAnna Burton is Risk Culture Practice Lead with Adaptive Cultures. She works with organisations to deepen the alignment of risk management, risk culture, and risk outcomes.

She has over 20 years’ experience in Financial Services in the US, Mexico, and Australia with a solid foundation and executive positions in business operations, project and program management, and strategy development and delivery.

Most recently DeAnna was Head of Culture, Organisational Development & Learning with a large general insurer in Australia.

DeAnna is an NLP Practitioner and an endorsed Adaptive Cultures Practitioner. She has applied adaptive approaches to work as varied as culture integration for a complex merger, designing a risk culture framework and engagements to uplift risk culture maturity, engagement survey design, the design and facilitation of senior leadership development programs, and coaching.

### Connect with DeAnna



[deanna@adaptivecultures.co](mailto:deanna@adaptivecultures.co)

# APPLICATION PROCESS

1

Submit your expression of interest [here](#)

2

We'll contact you to answer any of questions you might have about the program

3

We'll schedule a 30-minute conversation to ensure this program is right for you

4

You'll receive an invitation to the program

5

Pay in Australian dollars or Euros

[Start your application process](#)

## COST AND PAYMENT OPTIONS

Choose to pay in either Australian dollars or Euros:

**\$6,000 AUD**

**\$3,600 Euro**

## CONNECT



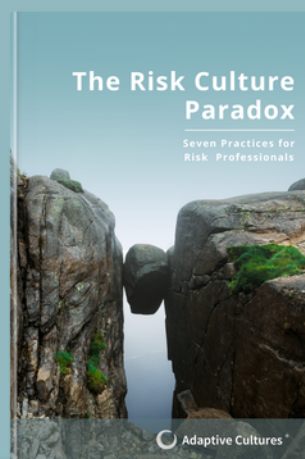
[info@adaptivecultures.co](mailto:info@adaptivecultures.co)



[www.adaptivecultures.co](http://www.adaptivecultures.co)



(+61) 488 014 537



Download our Greenpaper '*The Risk Culture Paradox*' for an overview of the program topics

[DOWNLOAD](#)