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# Operational Risk Management Masterclass

Wednesday 4 – Thursday 5 June, 2025

with Ariane Chapelle



# Overview

From risk framework to AI applications to risk management, from risk appetite to climate risk scenario assessments, the course covers in breadth and depth the most topical elements of operational and enterprise risk management and its challenges in all industries.

Design and run by Ariane Chapelle, a widely recognised expert in the field, the course is a must-have for all risk managers wishing to benchmark their current practice, exchange new ideas and meet peers.

It is also a fantastic opportunity for newcomers to gain a comprehensive overview of what modern operational risk managers need to know.

Delegates will leave the course equipped with a new network of professionals, a wealth of content, additional references and readings, and an open line for further questions if needed.

## Key Objectives and Learning Outcomes

After the course, participants will know about:

- ▶ Risk Management Framework
- ▶ Maturity Criteria in Risk Management
- ▶ Recent and upcoming trends in non-financial risk management
- ▶ AI applications to risk management
- ▶ Risk Governance
- ▶ Fostering a positive risk culture
- ▶ Defining and monitoring risk appetite
- ▶ Climate risk scenarios for operational risk and their reporting
- ▶ Designing and running useful RCSAs
- ▶ Linking root cause analysis and preventive KRIs
- ▶ Incident data collection and risk reporting
- ▶ Third party management and resilience

All sessions include class interaction, case studies and sharing of experience

## Session titles

### Day 1

- ▶ Session 1: Risk Framework & Governance
- ▶ Session 2: Trends risk management & AI applications
- ▶ Session 3: Risk Appetite & Monitoring
- ▶ Session 4: Climate Risks & Scenario Analysis

### Day 2

- ▶ Session 5: Effective RCSAs & control design and assessment
  - ▶ Session 6: Key risk indicators and root cause analysis
  - ▶ Session 7: Incident data collection & reporting
  - ▶ Session 8: TPRM & Resilience
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# Day 1

## Outline Detail

### Session 1: Risk Management Framework and Governance

- ▶ Risk management framework: building blocks and consistency
- ▶ Maturity criteria of risk management
- ▶ Risk governance: roles and responsibilities of the three lines
- ▶ Fostering a positive risk culture: positive risk management and the invisible framework

### Session 3: Risk appetite Structure, Statements and Monitoring

- ▶ Designing an actionable risk appetite
- ▶ Risk Appetite Statements: Features, Template and Examples
- ▶ The role of taxonomy
- ▶ Risk appetite and KRIs monitoring

### Session 2: Recent trends and development in risk management

- ▶ Recent trends in ORM
- ▶ What to expect in the coming years
- ▶ AI risks, opportunities and its applications to risk management
- ▶ Risk connectivity and portfolio approach

### Session 4: Climate risk and scenarios analyses

- ▶ Regulatory expectations on climate risks: assessing exposures and costs
- ▶ Operational risks consequences of climate change: a review
- ▶ Scenario assessment: structure and methodology
- ▶ Case studies: scenario assessments and ICAAP



# Day 2

## Outline Detail

### Session 5: Risk & Control Assessment & Design

- ▶ Designing cost effective RCSAs / RCA programmes
- ▶ Impact scales and risks ratings
- ▶ Control Types and Assessment
- ▶ Essentials of control testing

### Session 7: Incident data collection and risk reporting

- ▶ The role of incident data collection
- ▶ Three golden rules of reporting
- ▶ Content of risk reporting pack
- ▶ Aggregating and escalating risk data

### Session 6: Key risk indicators and root cause analysis

- ▶ Six steps to design leading KRIs
- ▶ Classifying KRIs: Environmental, Stress, Causal and Failure
- ▶ Bow-tie tool for root cause analysis: identifying patterns of failures
- ▶ KRI design, thresholds and reporting

### Session 8: Third party risk management and Resilience

- ▶ Framework for managing third party risks
- ▶ Third party selection and risk-tearing
- ▶ Contract design and monitoring
- ▶ Essentials on Resilience

### Concluding remarks and key take-aways



## Details

### Dr. Ariane Chapelle

Course Tutor

Ariane Chapelle is a recognised trainer, writer and advisor in Operational Risk Management, active in the field since 2000. She holds a PhD in Economics, master's degrees in business administration and Econometrics. She has been an Associate Professor at University College London for the course 'Operational Risk Measurement for Financial Institutions' from 2013 to 2023.

Dr. Chapelle founded ran her advisory and training practice, Chapelle Consulting, that became BDO Chapelle in October 2022, part of BDO Belgium. In 2019, her firm received the Risk.net Award for 'Outstanding Achievement in the Year in Operational Risk'. She has published extensively in risk management. Her textbook Operational Risk Management: Best Practices in the Financial Services Industry, published by Wiley Finance and translated in French by Pearson has been named "Book of the Year 2020" by risk.net

For Garp, Ariane Chapelle authored "Operational Risk and Regulation" (Pearson, 2022), the reference material for the related section of the 2023 Financial Risk Manager Certification (FRM, Garp).

- ▶ Febelfin Academy  
Boulevard du Roi Albert II –  
Koning Albert II-laan 19, 2nd floor  
1210 Brussels
- ▶ Dates:  
- Wednesday 4 – Thursday 5 June,  
2025
- ▶ Full Price €2200 (+ applicable VAT)

All participants will receive a signed copy of Ariane Chapelle's textbook "Operational Risk Management" (Wiley, 2018)

### Testimonials

- ▶ "The speaker did an amazing job making a dry subject entertaining and engaging. She was lively and explained concepts in a way that was applicable to all the people in the room. I learned a lot from this training."
- ▶ "Extremely enlightening and timely."
- ▶ "The course simplifies risk management in a practicable manner. "
- ▶ "I enjoyed the class very much and can't say enough about how effective the lessons were. I am already applying what I learned during the course and implementing a lot of your ideas. Thanks!"
- ▶ "Ariane is an exceptional trainer, engaging and she brings her subject to life with lots of examples from many different organisations."
- ▶ "Excellent! Incredibly knowledgeable trainer, who was engaging & inspirational in her delivery. Very practical course."
- ▶ "Ariane has been one of the few instructors I've met with a wealth of knowledge in operational risk pillar."
- ▶ "The ORM Masterclass was very interesting. It was very informative with a lot of practical examples to explain the methodology. Furthermore, Ariane has a really nice and positive energy and she explains with a lot of enthusiasm and passion."
- ▶ "Ariane is an excellent speaker and her broad expertise and enthusiasm helps a lot to explain the way the OPR framework can be brought to life in any organisation. The mix of participants also helps to learn from other organisations in different markets and their experience with ORM."
- ▶ "Ariane's Masterclass covers a wide range of important subjects, both classic and new. Her ability to explain & assess complex problems (even on the spot!) makes it a remarkable experience that has improved my understanding of (Operational) Risk Management."