



GRC for Senior Leaders: Frameworks, Models, & Best Practices

Creating Organisational Value & Driving Business Performance with Strategically
Integrated GRC Frameworks

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Course Overview

Volatility in global markets and ever-dynamic changes in key value drivers increasingly influence strategic decision making across all organisations globally.

The identification of key risks and opportunities is fundamental to formulating value-adding strategies. Governance frameworks play a vital role in providing the necessary direction to ensure the effective and efficient implementation of these strategies, whilst compliance frameworks provide the critical assurances related to the effectiveness of risk management and governance structures.

When integrated in a GRC framework, the governance, risk management and compliance activities in an organisation can be structured to focus on driving higher levels of short-, medium- and long-term business performance and improved business sustainability.

This five-week programme is specifically designed to provide decision makers with knowledge on how GRC frameworks can support their focus on value creation and business sustainability.

Participants will be introduced to elements of globally accepted frameworks and gain an understanding of how these can be incorporated in GRC frameworks to support higher levels of short-, medium- and long-term business performance and improved business sustainability.

What You Will Learn

- Understand the fundamental principles of a strategically aligned governance, risk management and compliance (GRC) framework.
- Acquire the knowledge necessary to promote the linking of performance management to the GRC framework and the organisational strategy.
- Learn how to adopt globally accepted frameworks and effective models to ensure a methodical approach toward an effective GRC implementation.
- Explore how risk management efforts can be improved through implementing systems and structures that follow fundamental principles.
- Build competence in formulating meaningful governance frameworks and operating models that are supported by appropriate involvement at the board level.

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IFF

On successful completion of the course, you will be awarded the IFF digital badge. Share your achievement with your colleagues and peers on your LinkedIn profile and other social profiles.

Key Benefits of Attending

- Align your GRC framework based on the key value drivers and strategic risks and opportunities in your organisation.
- Adopt globally accepted frameworks and effective models to ensure a performance-focused and strategically aligned approach
- Deliver performance-based outcomes by linking your performance management systems to the organisations' strategic objectives and the GRC framework.
- Establish governance structures that form the foundation for a risk-intelligent approach to create stakeholder value.
- Explore opportunities for improving how strategy implementation is monitored by creating enhanced agendas.
- Improve risk and opportunity management efforts with the implementation of principle-based frameworks.

How You Will Learn

This blended programme is completed over a five-week period; with content delivered on-demand and live online across 20 hours.

Duration: 5 weeks

Course Level: Advanced

Delivery Format: Distance Learning with Live Online workshops.

- **Weeks 1 to 4: On Demand**
 - Modules released weekly via our Virtual Learning Environment (VLE).
 - 3 hours of study per week
- **Week 5:** 2 days of live online facilitation in a workshop-based approach involving delegate participation.
 - 3 sessions per day covering 4 hours of application-based learning.
 - Guided by the course expert, you will learn how to apply the knowledge gained in Weeks 1 to 4, to your work environment.

Who Should Attend

This course is designed for members of boards and board sub-committees, and executives and senior-level managers that are involved in addressing the complex external and internal influences of businesses and those involved in formulating and implementing business and functional-level strategies.

The programme content will highly benefit people in leadership roles and decision makers from inter-alia, the following departments/areas of the business:

- Board and C-suite
- Business Strategy and Operational Excellence
- Corporate Governance Management
- Enterprise Risk Management
- Compliance Management
- Internal Audit
- Legal and Regulatory
- Information Telecommunications (IT) and Security
- Human Resources
- Finance and Accounting

Programme Outreach

- **Cross-sectoral:** This programme is suited for the following sectors:
 - Public and private businesses
 - The government, government departments and government agencies
 - Non-profit based entities.
- **An international context:** The concepts covered are applicable to key risk and opportunity drivers across a global basis and all industries.
- **Built for Leaders and Decision-makers:** Specifically designed for leadership and management professionals who will benefit through an increased understanding of how integrated GRC frameworks can support strategic outcomes and organisational sustainability.

Course Requirements and Digital Badge

Participants must complete the weekly knowledge checks and attend all the live sessions in week 5 to be eligible for an IFF / Informa Connect Academy Digital Badge.

Study Online With IFF

- **100% Online:** Specifically structured to accommodate learning around your busy schedule.
- **On demand learning in Weeks 1 to 4:** With a requirement of approximately three hours of study time per week, you will have the opportunity to manage your learning and pose questions and interact with your experts and peers via the discussion forum.
- **Knowledge Checks:** Verify your understanding with online quizzes as you progress through the course.
- **Live online learning in Week 5:** Engage with decision-makers and your course expert in Week 5 to put your learning into practice.
- **Guest lectures:** Join focused webinars to leverage the latest trends and approaches from thought leaders in Business Strategy, Stakeholder Engagement, Digital Transformation and Risk Management – within the context of GRC.

Entry Requirements

This advanced level programme is specially designed for Board members, senior leaders and management. To make the most of the learning, it is highly recommended that participants hold senior leadership positions.

Alternatively, participants should have at least three years' experience in a senior management role, or one year experience in a senior management role with at least five years' overall career experience in the areas of governance, risk management, or compliance.



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Course Leader



Peter Hofmann

Peter Hofmann is a business management consultant and professional skills management trainer. He is an Executive Director of a South African-based consulting practice, which he established in 2004 using the extensive experience gained through his exposure to the holistic corporate financial services environment, where he spent the first twenty years of his career.

Peter has extensive business management and strategic and operational management consulting experience in the metallurgical research, manufacturing, mining, infrastructural development, construction, property management, and retail industries. Consulting services have included strategic, operational, business development, change management, human capital development and sustainability services for globally based clients.

Since 2004, Peter has been designing, developing, and delivering skills programs and, as a senior associate of Informa, successfully facilitated various training programmes over the past twenty years.

In his roles in the corporate and consulting environments, Peter's focus has included supporting the assessment of key environmental, social and governance drivers together with business unit performance strategies to provide for the design of governance frameworks and operating models.

Peter's senior line management and consulting experience has provided him methodologies and frameworks, and the experience on their effective application and implementation. His wealth of experience within the management consulting environment provides a basis for incorporating meaningful practical examples in the training programmes that he facilitates.

Peter has a degree in Commerce and holds various certifications in human capital management processes, cost and management reporting systems. He has presented at various conferences and is an engaging facilitator.

Education Partner



Established in 1996, The CPD Certification Service is the independent CPD accreditation centre working across all sectors, disciplines and further learning applications and supports policies of institutional and professional organisations globally.

CPD is the term used to describe the learning activities professionals engage in to develop and enhance their abilities and keep skills and knowledge up-to-date. This course is an accredited Continuing Professional Development (CPD) training which means it meets CPD standards and benchmarks. The learning value has been scrutinised to ensure integrity and quality.

Course Agenda

WEEK 1

GRC AS A MANAGEMENT MODEL

Week 1 introduces GRC as a management framework, providing participants with an understanding of the key concepts that apply to these strategically focused frameworks and how key drivers relevant to creating value are identified.

Topics of Study

- Fundamental concepts of GRC frameworks
 - Strategic framework
 - Principled performance
 - Competitive positioning
- Organisational culture and GRC frameworks
 - Cultural context
 - Corporate citizenship
- GRC and the organisational strategy
 - Resource Planning
 - Linking resources to objectives
 - Long-term planning
- Value creation and mapping techniques
 - Identifying value drivers
 - Mapping strategic initiatives
 - Stakeholder value mapping

Take Away

IIRC <IR> Framework

Guest Session

Strategy Management

Using strategic models to provide insight into the governance framework elements to support strategic outcomes.

WEEK 2

GOVERNANCE AND GRC

Week 2 focuses on governance as the first element of GRC frameworks and includes the introduction of internationally recognised governance frameworks, stakeholder engagement and performance measurement systems.

Topics of Study

- The role of governance within a GRC framework
- Key global governance frameworks
 - Governance frameworks
 - ESG frameworks
- Governance frameworks and operating models
 - Organisational structure
 - Policies and procedures
- Linking stakeholder engagement and governance
 - Stakeholder identification
 - Stakeholder dimensions
- Linking performance management measurement and governance
 - Strategic, operational and tactical measurement
 - Human resource measurement

Case Study

The impact of a lack of governance structures

Take Away

Creating value through a forward-looking board agenda

Guest Session

Stakeholder Engagement

Using stakeholder engagement strategies and processes to create value for the organisation

Course Agenda

WEEK 3

RISK AND GRC

Week 3 focuses on risk management as the second element of GRC frameworks. Risk intelligence and the establishment of risk-intelligent capability are introduced with a focus on understanding how drivers that influence risk and opportunity are identified to allow for strategically focused value creation.

Topics of Study

- The role of risk within a GRC framework
- Creating stakeholder value through establishing risk intelligence
 - Risk governance
 - Key risk indicators
- Identifying key risk and opportunity drivers
 - Identifying key drivers
 - Analysis and planning
- Using risk-based information to support strategic decision-making.
 - Unrewarded vs. rewarded risk
 - TARA framework

Take Away

1. Create a risk intelligent governance approach
2. Board actions to support optimal risk oversight

Guest Session

Business Innovation

How AI and workforce automation, as key change drivers, are influencing the strategic environment and the formulation of business strategies across industries.

WEEK 4

COMPLIANCE AND GRC

Week 4 focuses on compliance as the final element of GRC frameworks. Ethics and compliance frameworks are introduced with an emphasis on the mandatory and voluntary compliance-based framework elements to provide multi-level assurances.

Topics of Study

- The role of compliance within a GRC framework
- Establishing an ethics and compliance framework
 - Principles and standards
 - Codes of best practice
- Legislative and regulatory risks and mandatory compliance requirements
 - Compliance management systems
 - Key compliance indicators
- Establishing voluntary compliance structures to enhance organisational efficiency and effectiveness.
 - Compliance management systems
 - Key compliance indicators
- Establishing an organisational combined assurance model
 - Management assurance
 - Risk and compliance assurance
 - Independent assurance

Case Study

The impact of a lack of compliance structures

Guest Session

Risk Management

Incorporating risk-based audit planning into organisational compliance frameworks to support the strategic objectives of the organisation.

Course Agenda

WEEK 5

ESTABLISHING GRC FRAMEWORKS

Week 5 focuses on a review of the key aspects covered in Weeks 1 through 4, together with workshop-based application to provide participants with an ability to incorporate this within their working environments once having completed the programme. Elements of value creation, governance, risk management and compliance are covered during the live online sessions, across two days.

Day 1

Session 1: 90 Minutes.

The session provides for a review of the content covered in Week 1, together with an introduction of the use of SWOT analyses in supporting the development of GRC frameworks.

- Fundamental concepts of GRC frameworks
- SWOT analysis and GRC frameworks

Break: 30 minutes

Session 2: 90 Minutes

This session reviews two key approaches (through practical applications) to identifying key areas for establishing risk and governance structures within the organisation.

- Value-chain analysis and GRC
- Strategy mapping techniques

Break: 30 minutes

Session 3: 60 Minutes

The last session of Day 1 provides an introduction to key globally accepted governance frameworks, followed by the practical application of the principles related to identifying the key elements of governance frameworks so as to establish the necessary governance structures within the organisation.

- Key global governance frameworks
- Formulating governance frameworks and operating models

Schedule: Week 5 - Day 1		Time Zone: GMT		Time Zone: GST		Time Zone: CET/SAST	
		8:00 to 13:00		12:00 to 17:00		10:00 to 15:00	
Session 1	Fundamental concepts of GRC frameworks	08:00	09:30	12:00	13:30	10:00	11:30
	SWOT analysis and GRC frameworks						
Break - 30 minutes							
Session 2	Value-chain analysis and GRC	10:00	11:30	14:00	15:30	12:00	13:30
	Applying strategy mapping techniques						
Break - 30 minutes							
Session 3	Key global governance frameworks	12:00	13:00	16:00	17:00	14:00	15:00
	Formulating governance frameworks and operating models						

Course Agenda

WEEK 5

ESTABLISHING GRC FRAMEWORKS (CONTINUED)

Day 2

Session 1: 90 Minutes

This session introduces key concepts that apply to performance monitoring systems and their integration into GRC frameworks. The practical application focuses on the process of establishing key performance indicators.

- Performance monitoring and GRC
- Establishing key performance indicators

Break: 30 minutes

Session 2: 90 Minutes

This session reviews key risk and opportunity drivers within the context of organisational strategy. The practical application focuses on the process of identifying these key drivers.

- Key risk and opportunity drivers
- Identifying key risks and opportunities

Break: 30 minutes

Session 3: 60 Minutes

The final session introduces and considers the practical application of the United Nation's Sustainable Development Goals within the context of organisational GRC frameworks.

- UN Sustainable Development Goals
- Application of SDGs within a GRC framework

Schedule: Week 5 - Day 2		Time Zone: GMT		Time Zone: GST		Time Zone: CET/SAST	
		8:00 to 13:00		12:00 to 17:00		10:00 to 15:00	
Session 1	Performance monitoring and GRC	08:00	09:30	12:00	13:30	10:00	11:30
	Establishing key performance indicators						
Break - 30 minutes							
Session 2	Key risk and opportunity drivers	10:00	11:30	14:00	15:30	12:00	13:30
	Identifying key risks and opportunities						
Break - 30 minutes							
Session 3	UN Sustainable Development Goals	12:00	13:00	16:00	17:00	14:00	15:00
	Application of SDGs within a GRC framework						

About IFF

IFF | INTERNATIONAL FACULTY OF FINANCE

Providing Elite Academic Education and Training for Banking and Finance Professionals

The International Faculty of Finance is one of the world's leading specialist financial training organisations, providing participants in the global financial markets with intensive technical training programmes designed to help them succeed on the global stage. Established in 1991 we have grown our business internationally and now deliver services both in person and virtually globally.

In-Company Training

IFF's bespoke training solutions will help you address your specific key business challenges. The programme is designed for you, with content focusing on the issues you and your teams are facing. The course can then be delivered at your choice of location face-to-face, digitally or a combination of the two.

- Tailored content - 100% targeted to cover your needs
- No travel or time out of the office – we will come to you
- Value for money – train teams of staff at the same time
- Risk free – we've been doing this for over 30 years

For more information, contact us at:
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About Informa Connect Academy

Informa Connect Academy

Informa Connect Academy is a premier provider of global education and training solutions that caters to a diverse range of professionals, industries, and educational partners. We are dedicated to promoting lifelong learning and are committed to offering learners expert guidance, training, and resources to help them stay competitive in a rapidly changing world.

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