



Decision & Risk Management

For the Financial Executive

ABOUT DECISION RISK MANAGEMENT FOR THE FINANCIAL EXECUTIVE

Today, Corporate leaders demand more and more that financial executives participate in performance decisions affecting the firm's growth and profitability. Likewise, financial leaders face more decisions that increase their exposure to personal liability. More understanding of risk, knowing why investment decisions were made, and providing an audit on these decisions to invest in market expansion, new products or services, major technology investments, and much more have become a concern of every financial leader. Unfortunately, few tools exist that provide the verification processes that offer financial leaders the confidence they need to defend their actions. There is a solution to this dilemma: a controlling decision quality framework called **Decision & Risk Management**.

The Seminar Modules

1. Initial Discussion

Participants are introduced to ideas that explain the unfavorable effects of encouraging decision-making on the basis of adversarial advocacy and unwarranted precision including how collaborative exploration within a framework of decision quality provides a better pathway for conducting business case analysis to make good decisions and to satisfy fiduciary duty of care.

2. Decision Simulation – Let's Make a Deal

By having the opportunity to bid and win a valuable reward, each stage of the bidding process will be discussed in terms of its decision quality characteristics to include the meaning of such concepts as preferences, expected value, sunk cost, and value of information.

3. Clarifying Objectives

Participants learn how to establish the context around a potential project by properly framing it and identify the set of metrics that should be used to compare projects on an objective, consistent basis. This discussion will also include a class exercise in which participants practice developing a simple objectives hierarchy, the clarifying tool introduced in this discussion.

4. Generating Creative Alternatives

Participants learn how to partition strategic decisions from policy and tactical decisions by using information inherent to the focus decisions to generate creative options that can be exercised as alternatives to achieve their objectives.

5. Clarifying the Sources and Effects of Uncertainty

This discussion will include a class exercise in which participants practice developing a simple influence diagram and the means for identifying subject matter experts.

6. Understanding Risk & Uncertainty

How and why uncertainty exposes us to risk, and what the difference is between a measurement and an assumption will be discussed. Participants will learn and also practice conducting an expert interview with selected uncertainties.

7. Taking Uncertainty into Account

Participants will learn how to interpret the results from a simulation and how those results can guide other planning groups to optimize the value of the projects assessed.

8. Rolling It All Up

Once the individual project value is understood, participants integrate those results into a portfolio consideration and for communication to various stakeholders to achieve commitment to action.



Organizational Benefits of Decision and Risk Management

- ◆ Justifiable
 - Resolves ambiguous and/or conflicting values
 - Clearly communicates the purpose and aims of executive decisions
 - Supports the fiduciary duty of care with an auditable trail
- ◆ Transparent
 - Based on collaborative expertise and rationale
 - Aligns organizational agendas
 - Clearly identifies the implications of uncertainty, tradeoffs, complexity, and risk
- ◆ Transferable
 - Does not rely on one individual's special insight
 - Promotes systemic thinking and comprehension
 - Builds an environment for effective and ethical collaboration

Organizational Benefits of Decision and

Eligible Participants in the Program include *current* or *future* finance executives at the Vice President, Director/Manager Level who have been identified as high potential professionals for broader roles in Finance

Program Schedule: The Program offers 14 hours of CPE over two consecutive days: 8:00am – 3:30pm. A working lunch is included.

Program Level: Advanced

Delivery Method: Group Live

Prerequisites: No Prerequisite courses are required – must meet eligibility requirements stated above

Cost: \$3,500

Further Information: For more information regarding program policies such as eligibility, program cancellation, refunds and/or concerns, please contact our offices at 770-696-5312.

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