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AUDITING AND GOVERNANCE RISK AND COMPLIANCE | AGRC-060

Risk Culture Assessment and Improvement

Contact

+31 85 7444446

info@aractech.com

https://aractech.com

Address

Waarderweg 50, 2031 BP Haarlem - Netherlands.

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Course content

Why Attend

Policies, procedures and controls only work when people choose to follow them and speak up when something is wrong. Many major corporate failures have been traced not to missing rules but to cultures that discouraged challenge, rewarded excessive risk taking or tolerated misconduct. Regulators and boards are therefore paying increasing attention to risk culture.

This Risk Culture Assessment and Improvement training course explains what risk culture is, how it can be assessed and how it can be strengthened. Participants explore the drivers of risk culture, including leadership, incentives, accountability and communication, and learn practical assessment methods such as surveys, interviews, focus groups, behavioural indicators and document review.

Course Methodology

• The course is interactive and reflective. Participants analyse case studies of cultural failure, design assessment instruments, practise conducting culture interviews and focus groups, interpret sample survey results and build an improvement plan. Discussion draws heavily on participants' own experience.

Course Objectives

• Define risk culture and explain why it matters

• Identify the key drivers and indicators of risk culture

• Select appropriate methods for assessing risk culture

• Design surveys, interviews and focus groups on risk behaviours

• Use behavioural indicators and data to evidence culture

• Interpret findings and communicate them sensitively

Target Audience

• Risk managers and chief risk office staff

• Internal auditors and audit managers

• Compliance and ethics professionals

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• HR and organisational development professionals

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Course outline

Detailed course outline

Day-by-day outline for Risk Culture Assessment and Improvement.

Day 1 - Understanding Risk Culture

- 09:00-09:39 | Definitions of organisational culture and risk culture
- 09:39-10:18 | Why culture drives risk outcomes
- 10:18-10:57 | Lessons from culture-related corporate failures
- 10:57-11:00 | Regulatory and governance expectations on culture
- 11:00-11:30 | Coffee break
- 11:30-12:06 | Regulatory and governance expectations on culture (continued)
- 12:06-12:44 | Subcultures across departments and locations
- 12:44-13:22 | The relationship between culture, ethics and conduct
- 13:22-14:00 | Self-assessment of the culture in your organisation

Day 2 - Drivers and Indicators of Risk Culture

- 09:00-09:34 | Tone from the top and the tone in the middle
- 09:34-10:08 | Accountability and ownership of risk
- 10:08-10:42 | Incentives, performance management and remuneration
- 10:42-11:00 | Openness, challenge and willingness to speak up
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Openness, challenge and willingness to speak up (continued)
- 11:46-12:20 | Learning from errors and near misses
- 12:20-12:53 | Behavioural and data indicators of culture
- 12:53-14:00 | Workshop: selecting culture indicators

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Day 3 - Assessment Methods

- 09:00-09:30 | Choosing between surveys, interviews and focus groups
- 09:30-10:30 | Designing culture survey questions that work
- 10:30-11:00 | Conducting confidential culture interviews
- 11:00-11:30 | Coffee break
- 11:30-12:00 | Running focus groups and facilitation techniques
- 12:00-12:30 | Document review and observation of meetings
- 12:30-13:00 | Ensuring confidentiality and trust in assessments
- 13:00-14:00 | Role play: a risk culture focus group

Day 4 - Analysis and Communication of Results

- 09:00-09:34 | Analysing qualitative and quantitative culture data
- 09:34-10:08 | Identifying patterns, strengths and concerns
- 10:08-10:42 | Triangulating evidence from different sources
- 10:42-11:00 | Communicating sensitive findings to leadership
- 11:00-11:30 | Coffee break
- 11:30-11:46 | Communicating sensitive findings to leadership (continued)
- 11:46-12:20 | Avoiding blame while driving accountability
- 12:20-12:53 | Presenting culture insight to boards
- 12:53-14:00 | Exercise: interpreting sample survey results

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Day 5 - Improving and Monitoring Risk Culture

- 09:00-10:07 | Designing targeted culture improvement actions
- 10:07-10:41 | Leadership behaviours and role modelling
- 10:41-11:00 | Aligning incentives and consequences with desired behaviours
- 11:00-11:30 | Coffee break
- 11:30-11:45 | Aligning incentives and consequences with desired behaviours (continued)
- 11:45-12:19 | Embedding culture in training, recruitment and onboarding
- 12:19-12:53 | Ongoing monitoring of culture indicators
- 12:53-13:27 | Integrating culture into audit and risk reviews
- 13:27-14:00 | Personal action plan for strengthening risk culture

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Seminar dates

Available seminar dates

Live dates and pricing for Risk Culture Assessment and Improvement generated from the course details page.

Date	Location	Format	Fee
21 - 25 December 2026	London	Classroom	**€2,915**
7 - 11 December 2026	Barcelona	Classroom	**€2,275**
14 - 18 December 2026	Frankfurt	Classroom	**€2,175**
18 - 22 January 2027	London	Classroom	**€2,915**
25 - 29 January 2027	Barcelona	Classroom	**€2,275**
4 - 8 January 2027	Frankfurt	Classroom	**€2,175**
11 - 15 January 2027	Amsterdam	Classroom	**€3,215**
22 - 26 February 2027	London	Classroom	**€2,915**
1 - 5 February 2027	Barcelona	Classroom	**€2,275**
8 - 12 February 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Live dates and pricing for Risk Culture Assessment and Improvement generated from the course details page.

Date	Location	Format	Fee
15 - 19 February 2027	Cape Town	Classroom	**€1,825**
1 - 5 March 2027	London	Classroom	**€2,915**
8 - 12 March 2027	Barcelona	Classroom	**€2,275**
15 - 19 March 2027	Frankfurt	Classroom	**€2,175**
22 - 26 March 2027	Dubai	Classroom	**€2,845**
12 - 16 April 2027	London	Classroom	**€2,915**
19 - 23 April 2027	Barcelona	Classroom	**€2,275**
26 - 30 April 2027	Frankfurt	Classroom	**€2,175**
5 - 9 April 2027	Geneva	Classroom	**€3,315**
17 - 21 May 2027	London	Classroom	**€2,915**

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Seminar dates

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Date	Location	Format	Fee
24 - 28 May 2027	Barcelona	Classroom	**€2,275**
3 - 7 May 2027	Frankfurt	Classroom	**€2,175**
10 - 14 May 2027	Istanbul	Classroom	**€2,825**
21 - 25 June 2027	London	Classroom	**€2,915**
7 - 11 June 2027	Barcelona	Classroom	**€2,275**
14 - 18 June 2027	Frankfurt	Classroom	**€2,175**
5 - 9 July 2027	London	Classroom	**€2,915**
12 - 16 July 2027	Barcelona	Classroom	**€2,275**
19 - 23 July 2027	Frankfurt	Classroom	**€2,175**
26 - 30 July 2027	Madrid	Classroom	**€3,400**

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Seminar dates

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Date	Location	Format	Fee
9 - 13 August 2027	London	Classroom	**€2,915**
16 - 20 August 2027	Barcelona	Classroom	**€2,275**
23 - 27 August 2027	Frankfurt	Classroom	**€2,175**
2 - 6 August 2027	Munich	Classroom	**€2,425**
20 - 24 September 2027	London	Classroom	**€2,915**
6 - 10 September 2027	Barcelona	Classroom	**€2,275**
13 - 17 September 2027	Frankfurt	Classroom	**€2,175**
25 - 29 October 2027	London	Classroom	**€2,915**
4 - 8 October 2027	Barcelona	Classroom	**€2,275**
11 - 15 October 2027	Frankfurt	Classroom	**€2,175**

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Seminar dates

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Date	Location	Format	Fee
18 - 22 October 2027	Rome	Classroom	**€2,830**
1 - 5 November 2027	London	Classroom	**€2,915**
8 - 12 November 2027	Barcelona	Classroom	**€2,275**
15 - 19 November 2027	Frankfurt	Classroom	**€2,175**
22 - 26 November 2027	Vienna	Classroom	**€3,425**
13 - 17 December 2027	London	Classroom	**€2,915**
20 - 24 December 2027	Barcelona	Classroom	**€2,275**
27 - 31 December 2027	Frankfurt	Classroom	**€2,175**
6 - 10 December 2027	Amsterdam	Classroom	**€3,215**
21 - 25 December 2026	Online / Live	Online / Live	**€1,625**

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Seminar dates

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Live dates and pricing for Risk Culture Assessment and Improvement generated from the course details page.

Date	Location	Format	Fee
7 - 11 December 2026	Online / Live	Online / Live	**€1,625**
14 - 18 December 2026	Online / Live	Online / Live	**€1,625**
18 - 22 January 2027	Online / Live	Online / Live	**€1,625**
25 - 29 January 2027	Online / Live	Online / Live	**€1,625**
4 - 8 January 2027	Online / Live	Online / Live	**€1,625**
11 - 15 January 2027	Online / Live	Online / Live	**€1,625**
22 - 26 February 2027	Online / Live	Online / Live	**€1,625**
1 - 5 February 2027	Online / Live	Online / Live	**€1,625**
8 - 12 February 2027	Online / Live	Online / Live	**€1,625**
15 - 19 February 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
1 - 5 March 2027	Online / Live	Online / Live	**€1,625**
8 - 12 March 2027	Online / Live	Online / Live	**€1,625**
15 - 19 March 2027	Online / Live	Online / Live	**€1,625**
22 - 26 March 2027	Online / Live	Online / Live	**€1,625**
12 - 16 April 2027	Online / Live	Online / Live	**€1,625**
19 - 23 April 2027	Online / Live	Online / Live	**€1,625**
26 - 30 April 2027	Online / Live	Online / Live	**€1,625**
5 - 9 April 2027	Online / Live	Online / Live	**€1,625**
17 - 21 May 2027	Online / Live	Online / Live	**€1,625**
24 - 28 May 2027	Online / Live	Online / Live	**€1,625**

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3 - 7 May 2027	Online / Live	Online / Live	**€1,625**
10 - 14 May 2027	Online / Live	Online / Live	**€1,625**
21 - 25 June 2027	Online / Live	Online / Live	**€1,625**
7 - 11 June 2027	Online / Live	Online / Live	**€1,625**
14 - 18 June 2027	Online / Live	Online / Live	**€1,625**
5 - 9 July 2027	Online / Live	Online / Live	**€1,625**
12 - 16 July 2027	Online / Live	Online / Live	**€1,625**
19 - 23 July 2027	Online / Live	Online / Live	**€1,625**
26 - 30 July 2027	Online / Live	Online / Live	**€1,625**
9 - 13 August 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
16 - 20 August 2027	Online / Live	Online / Live	**€1,625**
23 - 27 August 2027	Online / Live	Online / Live	**€1,625**
2 - 6 August 2027	Online / Live	Online / Live	**€1,625**
20 - 24 September 2027	Online / Live	Online / Live	**€1,625**
6 - 10 September 2027	Online / Live	Online / Live	**€1,625**
13 - 17 September 2027	Online / Live	Online / Live	**€1,625**
25 - 29 October 2027	Online / Live	Online / Live	**€1,625**
4 - 8 October 2027	Online / Live	Online / Live	**€1,625**
11 - 15 October 2027	Online / Live	Online / Live	**€1,625**
18 - 22 October 2027	Online / Live	Online / Live	**€1,625**

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Date	Location	Format	Fee
1 - 5 November 2027	Online / Live	Online / Live	**€1,625**
8 - 12 November 2027	Online / Live	Online / Live	**€1,625**
15 - 19 November 2027	Online / Live	Online / Live	**€1,625**
22 - 26 November 2027	Online / Live	Online / Live	**€1,625**
13 - 17 December 2027	Online / Live	Online / Live	**€1,625**
20 - 24 December 2027	Online / Live	Online / Live	**€1,625**
27 - 31 December 2027	Online / Live	Online / Live	**€1,625**
6 - 10 December 2027	Online / Live	Online / Live	**€1,625**