
Building organizational value through strategic risk management

A European perspective, made operational

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A familiar Monday morning

Three requests land at once

1

Approve the investment

before the risk picture is complete

2

Explain interdependencies

in one board-ready page

3

Protect independence

while helping the business deliver

**This white paper starts here,
not with another process
diagram.**

Why a white paper, and why now?

The profession has moved faster than its mandate

01

The context changed

Uncertainty is more frequent,
interconnected and consequential.

02

The role is ambiguous

ERM scope and definitions still vary,
creating uneven application.

03

The value is underused

Risk leaders are often involved too late to
shape key choices.

FERMA's response

Clarify the mandate • connect ERM to decisions • build shared capabilities • mobilise the ecosystem

Co-created with the European risk community

A practical reference, not a theoretical standard



12

national associations

2,900+

risk managers represented

External

governance and business voices

Result: five connected recommendations and ten golden rules

One idea. Five mutually reinforcing moves.

The logic: move risk management upstream, keep it independent, and make it useful at moments of choice.

1

Define

Corporate Risk
Management (CRM)

2

Empower

Responsibilities of
Leadership

3

Position

Governance and
relations with other lines

4

Equip

Capabilities of the
CRM Leader

5

Align

Mission Statement

Is ERM actually embedded, or merely adjacent?

A 60-second diagnostic

Strategy

Are risk and opportunity discussed before choices are locked?

Language

Does one risk universe create a consistent enterprise view?

Horizon

Do assessments cover strategic, tactical and operational horizons?

Decisions

Is risk appetite translated into real trade-offs?

If the answer is “sometimes”, the challenge is probably governance, not methodology.

The risk leader's hardest balancing act



INFLUENCE

Close enough to influence

Business-oriented language

Constructive challenge

AND

INDEPENDENCE

Independent enough to assure

Portfolio-wide line of sight

Direct access and transparency

Support the business. Do not become the business.

Five moments that reveal the real mandate

Look beyond the organisation chart

- 01 A strategic option is still open
- 02 Risk appetite affects investment
- 03 A portfolio view challenges local optimism
- 04 Control, audit and loss data tell different stories
- 05 The Board needs transparent assurance

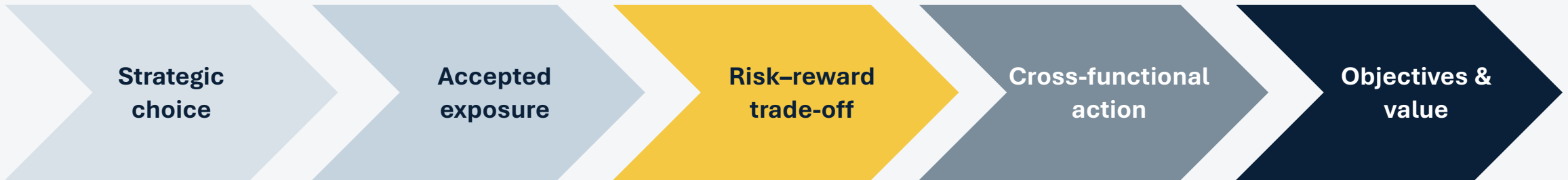
Mandate test

Can the CRM leader:

- enter early
- access the evidence
- challenge constructively
- escalate directly
- stay out of ownership

A mission statement that starts with strategy

Not with registers, reporting cycles or compliance



CRM coordinates the enterprise effort to understand which risks must be taken, managed or avoided to increase the likelihood of achieving strategic objectives.

The practical enablers: early involvement + access to people and data

Modern CRM capability is a portfolio

STRATEGIC

thinking & adaptability

ANALYTICAL

methods, systems, insight

INFLUENTIAL

leadership & relationships

TECHNOLOGICAL

digital and AI fluency

COMMUNICATIVE

audience-specific narratives

Technical excellence remains essential. It is no longer sufficient on its own

Translate recurring frustrations into design choices

The white paper as a management agenda

"We see decisions too late"



Create mandatory early-risk touchpoints

"ERM means different things here"



Agree one definition, universe and role map

"We are pulled into operations"



Set support boundaries and preserve oversight

"The Board wants one picture"



Build a portfolio view of exposures and options

"Training is too technical"



Develop strategy, influence and technology skills

The ten golden rules, condensed into three tests

POSITION

- 1 Independence & oversight
- 2 Embedded in governance & strategy
- 3 Clear and consistent ERM

PRACTICE

- 4 **Structured risk universe**
- 5 **Risks and opportunities**
- 6 **Strategic trusted adviser**
- 7 **Risk-aware culture**

PROFESSION

- 8 Collaboration across lines
- 9 Modern CRM capabilities
- 10 Shared standards & learning

Which test is currently weakest in your organisation?

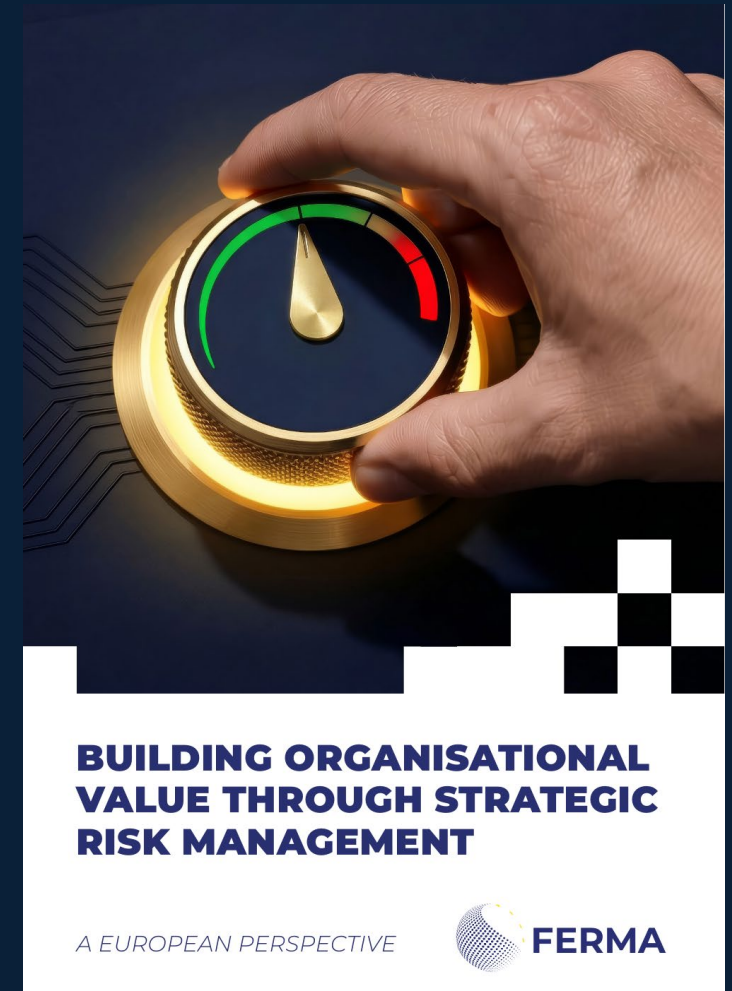
Your Monday-morning question

What must change so that risk insight arrives while the decision is still shapeable?

Use the 10 golden rules as the conversation starter.
Use the five sections as the design agenda.

Thank you

FERMA | Building Organisational Value through Strategic Risk Management



Put the paper against a live decision in your organization

Five minutes in pairs

1

Choose

a current strategic decision

2

Test

early access,
independence, evidence

3

Name

one governance or
capability gap

4

Commit

one intervention before
the next decision gate

Output: one sentence you can use on Monday morning