

Consulting and Training | Reach New Heights

Course Name

Risk Appetite & Decision Making

Sector Name

Audit, Risk and Governance

Document Type

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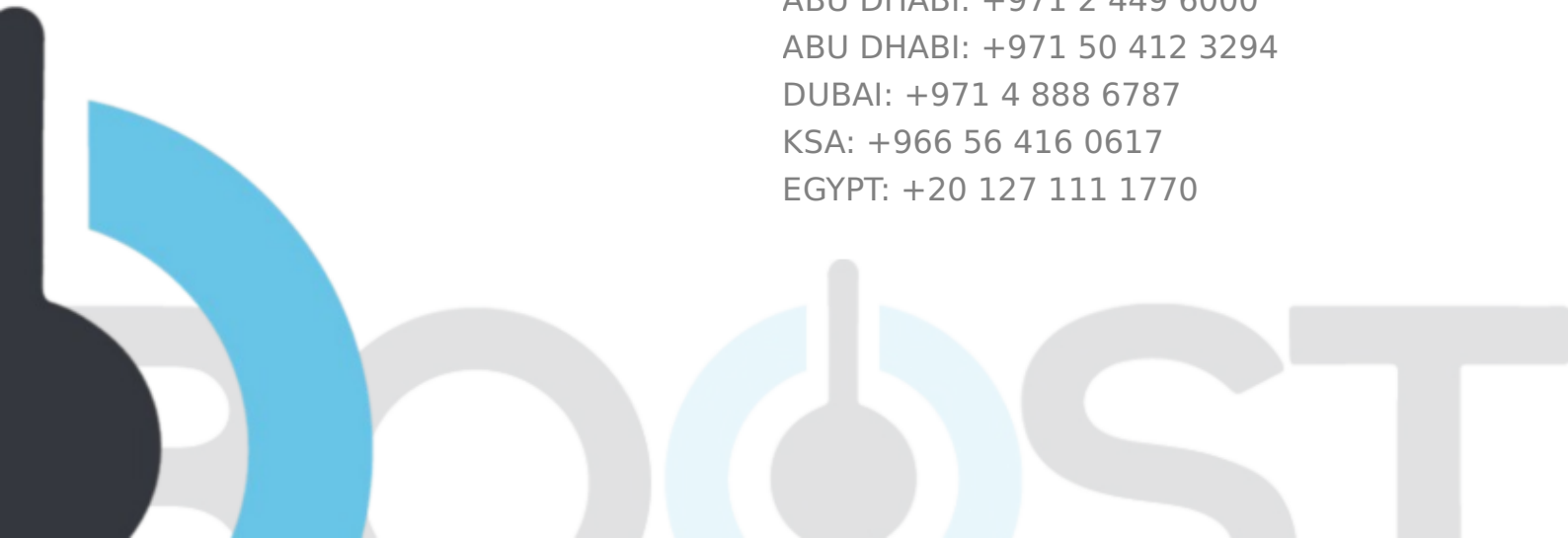
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Risk Appetite & Decision Making

Course Introduction

Organizations cannot pursue growth, innovation, investment, or operational performance without accepting some level of risk. The challenge is determining how much risk is appropriate, where greater exposure may be justified, and when a proposed decision moves beyond acceptable boundaries. Without clear risk appetite and practical thresholds, managers may either avoid valuable opportunities or accept exposures that the organization is not prepared to absorb.

Boost Consulting & Training offers this course to turn risk appetite from a high-level statement into a practical decision tool. Participants learn to distinguish risk capacity, appetite, and tolerance; translate appetite into measurable boundaries; develop thresholds and escalation triggers; evaluate risk-return trade-offs; and apply these parameters to strategic and operational choices. The course emphasizes situations where decisions must be made before outcomes are fully known.

The **main concept of this course** is to establish clear boundaries for risk taking and use them to guide decisions, escalation, and management action when organizational exposure approaches or exceeds acceptable levels.

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Target Audience

- ✓ Risk managers and enterprise risk professionals
- ✓ Strategy and corporate planning professionals
- ✓ Business unit leaders and decision-makers
- ✓ Governance, assurance, and internal control professionals

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Learning Objectives

- ✓ Distinguish risk capacity, risk appetite, risk tolerance, and operational limits.
- ✓ Connect risk appetite with organizational objectives and decision contexts.
- ✓ Translate qualitative appetite statements into practical decision boundaries.
- ✓ Develop measurable thresholds and indicators for significant risk exposures.
- ✓ Evaluate risk-return trade-offs when comparing alternative decisions.
- ✓ Determine appropriate responses when exposure approaches or exceeds established limits.
- ✓ Establish escalation triggers and decision responsibilities across management levels.
- ✓ Review and adjust risk appetite as organizational conditions and priorities change.

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Risk Appetite & Decision Making

Course Outline

✓ DAY 01

Defining the Boundaries of Risk Taking

Understanding Risk Capacity and Appetite

- ✓ Distinguish the maximum risk an organization can withstand from the risk it chooses to accept.
- ✓ Connect risk-taking boundaries with objectives, resources, obligations, and organizational constraints.
- ✓ Examine how different categories of risk may require different approaches to appetite.

From Appetite to Tolerance

- ✓ Translate broad appetite positions into more specific tolerance ranges.
- ✓ Distinguish acceptable variation from exposure requiring management attention.
- ✓ Complete a **Risk Boundary Exercise** comparing capacity, appetite, tolerance, and limits.

Risk Appetite & Decision Making

Course Outline

✓ DAY 02

Making Risk Appetite Measurable

Designing Practical Risk Thresholds

- ✓ Convert qualitative appetite language into measurable indicators where appropriate.
- ✓ Define green, warning, and unacceptable exposure ranges without creating unnecessary complexity.
- ✓ Select measures that reflect actual decision needs rather than convenient but irrelevant data.

Connecting Thresholds with Business Activity

- ✓ Apply appetite boundaries to operational, financial, strategic, and project decisions.
- ✓ Identify where aggregate exposure may differ from individual transaction or activity limits.
- ✓ Develop a **Risk Threshold Dashboard** for a simulated business environment.

Risk Appetite & Decision Making

Course Outline

✓ DAY 03

Using Risk Appetite in Decisions

Evaluating Risk and Reward

- ✓ Compare expected value, potential downside, uncertainty, and available risk capacity.
- ✓ Recognize when higher exposure may be justified by strategic opportunity.
- ✓ Avoid treating risk appetite as an automatic approval or rejection mechanism.

Testing Decisions against Risk Boundaries

- ✓ Evaluate proposed investments, initiatives, contracts, and operational choices against established appetite.
- ✓ Identify conditions or controls that could bring an otherwise unacceptable decision within boundaries.
- ✓ Complete a **Risk-Return Decision Challenge** involving competing business options.

Risk Appetite & Decision Making

Course Outline

✓ DAY 04

Managing Breaches and Escalation

Responding to Changing Exposure

- ✓ Recognize when risk indicators are approaching tolerance or limit thresholds.
- ✓ Determine whether exposure should be reduced, accepted, transferred, monitored, or escalated.
- ✓ Differentiate temporary deviations from material appetite breaches.

Building Escalation Logic

- ✓ Define decision authority at different levels of exposure.
- ✓ Establish triggers for management, executive, or board-level escalation.
- ✓ Complete an **Escalation Simulation** involving rapidly changing risk conditions and competing priorities.

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Course Outline

✓ DAY 05

Keeping Risk Appetite Relevant

Reviewing Appetite as Conditions Change

- ✓ Assess how strategy, performance, financial capacity, regulation, and external conditions can change acceptable risk levels.
- ✓ Identify when thresholds or tolerances no longer reflect the organization's actual circumstances.
- ✓ Use experience from previous decisions and breaches to improve future calibration.

Embedding Appetite into Management Decisions

- ✓ Integrate risk boundaries into planning, investment, performance, and operational decision processes.
- ✓ Communicating appetite in language managers can apply without relying on risk specialists for every decision.
- ✓ Complete a **Risk Appetite Decision Lab** in which participants set boundaries, evaluate a major decision, respond to a threshold breach, and recalibrate appetite as conditions change.



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Confirmed Sessions

FROM	TO	DURATION	FEES	LOCATION
Dec. 21, 2026	Dec. 25, 2026	5 days	4250.00 \$	UAE , Dubai

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