



## ERM Tabletop Exercises

*Innovative & Comprehensive Risk Management Solutions.*

Boards of directors are increasingly focusing on the duty to understand and monitor the company's risk profile. The need for independent board retained expert advice is becoming critical for many boards who seek to test assumptions and help them formulate, and answer, the "right questions". Tabletop exercises will help the board understand the design and effectiveness of the risk management system, and provide independent guidance as to where additional inquiry or oversight may be required. AMXi professionals work with board members, executives, managers and key employees to develop realistic exercises that test and stress the organization's corporate governance, risk management and compliance policies, processes, procedures, response, and recovery capabilities. Our exercises simulate events that could result in material or major damage to the enterprise and its stakeholders.

In addition to peace of mind among board members and executives, tabletop exercises provide an excellent opportunity for business unit managers, risk process owners and key employees to practice working together in response to a single incident or a series of cascading events that unfold over time. Preparing for the exercise increases awareness of tone at the top, enterprise objectives and strategies, major risks, corporate and business unit risk appetites, key risk indicators, reports, decision making, and the organization's risk culture. Exercise participants learn first-hand about the scope, magnitude and implications of the risks facing the organization, and take away enhanced risk management, event management and recovery skills. Executives gain valuable insight into the company's risk management environment and continuous improvement opportunities.

### We Help Organizations

- Develop tabletop exercise strategies ranging from common risk management failures, to cascading interdependencies risks, to global emerging risks, to black swans.
- Plan tabletop exercises that validate the enterprise risk management program, corporate risk appetite statement, business unit risk appetite statements, and the organization's ability to respond to an event and avoid material or major damage to the enterprise and its stakeholders.
- Identify scenarios and develop exercises involving: corporate finance, internal controls, customers, supply chains, quality, reputation, shareholders, board members, executives, rogue employees, corporate governance, compliance, operations, environmental, data breaches, social media, communications, insurance, key risk indicators, reports and dashboards, interdependencies, global emerging risks, black swans, etc.
- Lead tabletop exercises and facilitate meaningful dialog among participants through each movement.
- Increase awareness: tone at the top, corporate risk appetite, business unit risk appetites, enterprise risk management, and their importance to business performance, resiliency and growth.
- Determine strengths and weakness in the enterprise risk management program including: gaps, overlaps, silos, event management, communications, key performance and key risk indicators, GRC software, reports, etc.
- Conduct confidential one-on-one lessons learned interviews with exercise participants and prepare tabletop exercise reports with continuous improvement recommendations.