

AGENDA
POST ERM Roundtable Workshop: *Anticipating and Managing Emerging Risks*
Renaissance Raleigh North Hills Hotel
April 25-26, 2019

The Post ERM Roundtable will consist of four interactive, discussion-focused sessions centered on the challenge of anticipating and managing risks on the horizon and techniques entities are using to strengthen their oversight of emerging risks.

THURSDAY, APRIL 25, 2019

3:45 – 4:00 PM **Welcome and Brief Overview of Workshop**
Mark Beasley
Professor and Director of the ERM Initiative
Poole College of Management, North Carolina State University

4:00 – 5:00 PM **Session 1**
**Executive Perspectives About Emerging Issues on the Horizon:
Is Your Organization Ready?**
Jim DeLoach,
Managing Director, Protiviti Inc.

This session will provide an in-depth understanding of top risks on the minds of executives as they look out over the near-term horizon. These insights are based on joint research conducted by Protiviti and NC State's ERM Initiative. The session will highlight executive and board top risk concerns and how those vary across industry, size of organization, geography, and executive positions. Topping the list of potential emerging risks include concerns about whether an organization's technology and other processes are sufficiently agile to compete with upstart, "born-digital" businesses and other disruptive innovators. Jim will provide insights about other top 10 risks on the minds of executives, which should help participants assess the completeness of their organization's list of top risks.

5:15 – 7:00 PM **Networking and Cocktail Reception**
Renaissance Hotel

FRIDAY, APRIL 26, 2019

7:30 – 8:30 AM **Networking Breakfast**

8:30 – 9:45 PM **Session 2**
Developing Effective Key Risk Indicators to Monitor Emerging Risks
Bonnie Hancock
Professor of Practice and Executive Director, ERM Initiative
Poole College of Management, North Carolina State University

While management reports and dashboards are often loaded with key performance metrics that summarize the organization's performance over time, often those dashboards are not linked to risks and therefore may not provide forward-looking information about how risks may be trending. This session will highlight real-world examples of how different companies have developed key risk indicators (KRIs) to monitor emerging risks. The examples are based on a recently completed case study of several real-world company applications of KRIs. The session will highlight examples and include best practice suggestions for how to design and implement effective KRIs.

9:45 – 10:05 AM

Break

10:05 – 10:55 AM

Session 3

Integrating ERM and Sustainability to Identify Risks Emerging Over Longer-Term Horizons

Bruce Branson

Professor of Accounting and Associate Director, ERM Initiative
Poole College of Management, North Carolina State University

Most ERM processes engage management and the board in discussions about risks on the horizon, but so often those processes mostly focus on near-term risks (e.g., risks over the next 2-3 years). Stakeholder expectations are growing for boards and C-suite executives to pay more attention to longer-term risks that may impact the organization, particularly issues that may be tied to issues that may impact the long-term sustainability of the entity, such as evolving risks related to the environment, social change, and governance issues. Some organizations have dedicated efforts related to sustainability, but often those efforts and the ERM efforts are disconnected. This session will highlight emerging best practices that illustrate the benefits of integrating ERM and sustainability thinking, including COSO's recently issued thought paper, *Enterprise Risk Management: Applying ERM to Environmental, Social, and Governance-related Risks*.

10:55 – 11:10 AM

Break

11:10 – 12:00 PM

Session 4

Pinpointing Opportunities to Strengthen Your Organization's Oversight of Risks on the Horizon

Mark Beasley

By this point in the program, participants will have heard insights from the ERM Roundtable Summit and the Post Roundtable sessions. Hopefully, a number of possibilities have emerged for how their organization's ERM process can be strengthened. To ensure that participants gain the most value from their participation and engagement, this session will guide participants through a hands-on set of activities to help them pinpoint more explicit next steps for when they return to their offices following the workshop. Participants will work individually on pinpointing "low hanging fruit" to strengthen their organization's risk oversight efforts.

12:00 PM

Adjourn