

GOVERNANCE & COMPLIANCE | COURSE BROCHURE

Risk Culture and Behaviour

5 days | Classroom training | English

SMART HORIZON

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Course content

Why attend

Policies and controls fail if the culture encourages people to ignore risks or stay silent. This course explores risk culture: what it is, how behaviours and incentives shape risk-taking, leadership signals, measuring risk culture, speaking up, learning from errors and designing interventions to strengthen risk awareness.

Many major failures were cultural before they were technical. You will learn to assess and improve risk culture.

Professional Problems This Course Is Designed to Solve

- Difficulty translating subject knowledge into practical workplace decisions.
- Inconsistent approaches to the activities covered in the course outline.
- Lack of a structured plan for applying and reviewing new skills.

Course methodology

Behavioural case studies, culture assessment tools, workshops and intervention design.

Course objectives

By the end of this course, participants will be able to:
- Explain the concept of risk culture
- Identify behavioural drivers of risk-taking
- Recognise leadership and incentive effects
- Assess risk culture using multiple methods
- Encourage speaking up and learning from errors
- Design interventions to improve risk culture

Target audience

This course is suitable for:
- Risk and compliance managers
- HR and culture professionals
- Senior leaders
- Internal auditors
- Board members



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Target competencies

Participants will develop competencies in:

- Culture assessment
- Behavioural insight
- Leadership influence
- Intervention design
- Speak-up promotion

Course outline

Day 1: Risk Culture

09:00–10:08	Definitions
10:08–11:00	Culture and failures
11:00–11:30	**Coffee break**
11:30–11:45	Culture and failures (continued)
11:45–12:53	Case studies
12:53–14:00	Exercise

Day 2: Behaviour

09:00–10:08	Biases and pressures
10:08–11:00	Incentives
11:00–11:30	**Coffee break**
11:30–11:45	Incentives (continued)
11:45–12:53	Group dynamics
12:53–14:00	Workshop

Day 3: Leadership

09:00–10:08	Tone from the top and middle
10:08–11:00	Signals and stories
11:00–11:30	**Coffee break**



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11:30–11:45	Signals and stories (continued)
11:45–12:53	Accountability
12:53–14:00	Exercise

Day 4: Assessment

09:00–10:08	Surveys
10:08–11:00	Interviews and observation
11:00–11:30	**Coffee break**
11:30–11:45	Interviews and observation (continued)
11:45–12:53	Indicators
12:53–14:00	Case study

Day 5: Improvement

09:00–10:08	Speak-up
10:08–11:00	Learning from errors
11:00–11:30	**Coffee break**
11:30–11:45	Learning from errors (continued)
11:45–12:53	Intervention plan
12:53–14:00	Action plan

The timings provided are estimates and may vary depending on the number of participants and the discussions taking place during the sessions. They are indicative only and do not constitute a binding commitment.



Course content

Dates, venues and fees

Current published course plans. Fees are per participant in EUR, excluding unconfirmed taxes.

Venue	Start date	End date	Fee (EUR)
Frankfurt Confirmed dates	23 Nov 2026	27 Nov 2026	**€2,650.–**
Online Confirmed dates	23 Nov 2026	27 Nov 2026	**€1,250.–**
Rome Confirmed dates	7 Dec 2026	11 Dec 2026	**€2,450.–**
Online Confirmed dates	7 Dec 2026	11 Dec 2026	**€1,250.–**
Dubai Confirmed dates	11 Jan 2027	15 Jan 2027	**€3,150.–**
Online Confirmed dates	11 Jan 2027	15 Jan 2027	**€1,250.–**
Amsterdam Confirmed dates	1 Feb 2027	5 Feb 2027	**€2,540.–**
Online Confirmed dates	1 Feb 2027	5 Feb 2027	**€1,250.–**
Cape Town Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,890.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	22 Feb 2027	26 Feb 2027	**€1,250.–**
Paris Confirmed dates	15 Mar 2027	19 Mar 2027	**€2,860.–**
Online Confirmed dates	15 Mar 2027	19 Mar 2027	**€1,250.–**
Barcelona Confirmed dates	29 Mar 2027	2 Apr 2027	**€2,840.–**
Online Confirmed dates	29 Mar 2027	2 Apr 2027	**€1,250.–**
Cape Town Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,890.–**
Online Confirmed dates	19 Apr 2027	23 Apr 2027	**€1,250.–**
Istanbul Confirmed dates	10 May 2027	14 May 2027	**€2,650.–**
Online Confirmed dates	10 May 2027	14 May 2027	**€1,250.–**



Course content

Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Vienna Confirmed dates	31 May 2027	4 Jun 2027	**€2,940.–**
Online Confirmed dates	31 May 2027	4 Jun 2027	**€1,250.–**
Barcelona Confirmed dates	21 Jun 2027	25 Jun 2027	**€2,840.–**
Online Confirmed dates	21 Jun 2027	25 Jun 2027	**€1,250.–**
London Confirmed dates	5 Jul 2027	9 Jul 2027	**€2,450.–**
Online Confirmed dates	5 Jul 2027	9 Jul 2027	**€1,250.–**
Rome Confirmed dates	26 Jul 2027	30 Jul 2027	**€2,450.–**
Online Confirmed dates	26 Jul 2027	30 Jul 2027	**€1,250.–**
Dubai Confirmed dates	16 Aug 2027	20 Aug 2027	**€3,150.–**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Online Confirmed dates	16 Aug 2027	20 Aug 2027	**€1,250.-**
Vienna Confirmed dates	6 Sept 2027	10 Sept 2027	**€2,940.-**
Online Confirmed dates	6 Sept 2027	10 Sept 2027	**€1,250.-**
Dubai Confirmed dates	27 Sept 2027	1 Oct 2027	**€3,150.-**
Online Confirmed dates	27 Sept 2027	1 Oct 2027	**€1,250.-**
Cape Town Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,890.-**
Online Confirmed dates	11 Oct 2027	15 Oct 2027	**€1,250.-**
Kuala Lumpur Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,450.-**
Online Confirmed dates	1 Nov 2027	5 Nov 2027	**€1,250.-**



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Dates, venues and fees (continued)

Venue	Start date	End date	Fee (EUR)
Rome Confirmed dates	22 Nov 2027	26 Nov 2027	**€2,450.-**
Online Confirmed dates	22 Nov 2027	26 Nov 2027	**€1,250.-**
London Confirmed dates	13 Dec 2027	17 Dec 2027	**€2,450.-**
Online Confirmed dates	13 Dec 2027	17 Dec 2027	**€1,250.-**

Plan your next step

Dates, availability, exact venue, taxes, inclusions and payment terms require written confirmation. This brochure is not a quotation, registration, booking confirmation or visa invitation. Participants receive a Smart Horizon certificate of attendance; programmes are not externally accredited and do not award a professional qualification or designation. Confirm arrangements before booking travel.

For group or in-house training, contact our learning team to discuss your objectives and delivery arrangements.

Contact Smart Horizon

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