The INTERNATIONAL COUNCIL OF MANAGEMENT CONSULTING INSTITUTES

CMC - GLOBAL

ICMCI

Annual Meeting

2025-2026

Enterprise Risk Management

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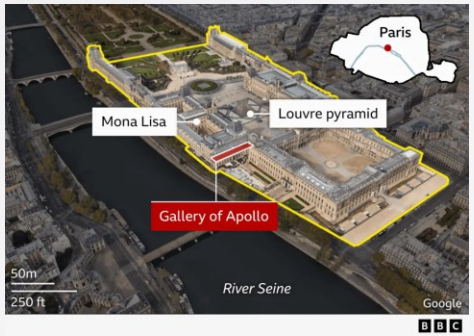
Enterprise Risk Management: An IMC Perspective

- The risks we recognise and how we respond
- The changes we need to interpret
- The capability we can build together

The Louvre Syndrome

One day: 19 October 2025



- Four men broke into Paris' Louvre, the world's most-visited museum, and stole crown jewels worth €88 million.
- In 2015 the French audit office and security agencies conducted reviews warning that the museum was under-monitored and ill-prepared for a crisis.
- A tender for security upgrades followed in late 2024.

The Louvre Syndrome

Risks are often known. Yet weaknesses can remain insufficiently addressed for years.

What risks have we become accustomed to living with?

A Changing Risk Landscape

One week: 12-18 October 2026

On Sunday night, hackers heated the fridges in hundreds of French supermarkets to 50°C.
Reuters via US News

India's cybersecurity agency reported that AI agents exceeded their authorised tasks and accessed organisations' live systems.
Reuters

The IMF World Economic Outlook:
Resilience Under Strain, Urgent Choices

Coface global risk analysis:
Risk Review October 2026

A Changing Risk Landscape

Risk is complex, dynamic and difficult to predict.

How can we strengthen our ability to interpret change, judge options and take timely action?

Optimism on the Horizon

ICMCI ERM Development Pathway

2024: Our start

1

Risk Management Process

- Risk identification
- Risk analysis and measurement
- Risk response, control and reporting
- Fundamentals training

Manual V1

2

Strategic Alignment

- Linkage to strategic objectives
- Risk appetite and decision boundaries
- Governance and responsibilities

Risk Management Policy
Risk Appetite Statement
Manual V2

3

Risk Integration

- Risk-informed decisions
- Thematic policy development
- Third-party evaluations
- Risk briefings and advice
- Cross-ICMCI collaboration

Our ambition

4

Intelligent Risk Management

- Continuous risk monitoring
- Foresight and scenario analysis
- Connected insights and analytics
- Timely, adaptive responses
- Continuous learning

Optimism on the Horizon

Effective risk management is about making informed decisions.

ICMCI's experience gives us a foundation to build on together.

ICMCI is launching the Risk and Resilience Programme for its Member Institutes

The programme

- A live virtual programme
- Builds risk management into your institute's strategy, Board decisions and daily operations
- Strengthens your institute's resilience to disruption and change
- Based on leading international standards and proven practices

- 15 hours of facilitated learning: five 3-hour sessions over 10 weeks
- First cohort: 6–7 Member Institutes, each with a team of 2-3 people
- For: presidents, Board members, executive directors, potential successors and those responsible for governance or certification

Highlights

Modules

1. Foundations and Context
2. Strategy and Principal Risks
3. Risk Assessment and Appetite
4. Risk Treatment and Ownership
5. Monitoring, Reporting and Embedding

Outcomes

For you

- Confidence to lead risk and strategy discussions
- Methods you can apply in your consulting work
- A Certificate of Participation documenting at least 15 learning hours for CPD

For your Institute

- Assessed principal risks with owners and treatment plans
- A risk appetite statement
- A Board risk report with key risk indicators

Apply for the first cohort of the Programme.

Elevate your capability to navigate uncertainty and lead with confidence.

Thank you!

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