



Operational Risk Management for 1st Line

26 - 28 August 2026
Thailand

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In today's dynamic risk environment, the 1st Line of Defense plays a vital role in proactively managing operational risk. This hands-on workshop is specifically crafted for frontline business units and operational teams, equipping them with the knowledge and tools needed to take ownership of risk within their daily activities. The training builds foundational awareness, reinforces risk accountability, and empowers participants to use practical frameworks such as RCSA, KRI, and RCM to identify, assess, and mitigate operational risks effectively.

Overview

Operational risk starts with the 1st Line. This three-day workshop equips business and process owners with the tools and mindset to manage risk proactively—through RCSA, KRIs, and risk control matrices (RCMs). Participants will learn to:

- Identify risk triggers and early warning signs
- Apply RCSA and strengthen preventive controls
- Use KRIs and RCMs to drive accountability and risk ownership.

Who should attend

This course is suitable for:

- 1st Line of Defense professionals across business units and operations
- Department heads, team leads, and supervisors responsible for daily controls
- Staff in operations, client servicing, finance, HR, procurement, and IT
- Internal control owners or process owners across front- and mid-office functions
- Anyone keen to strengthen their operational risk ownership and understanding.

Methodology

This highly interactive program includes:

- Case-based discussions and team challenges
- Mini-exercises on RCSA, KRIs, and RCM design
- Role-play and simulation-based learning
- Peer reviews and guided feedback for continuous improvement.

Trainer

Delivered by a senior consultant with 35+ years of experience in operational risk, internal audit, and governance. He brings deep subject matter expertise from serving in senior roles across the banking and financial services industry, including contributions to global risk management frameworks and thought leadership in the APAC region.

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Course Content

Module – 1

Foundations of Operational Risk & the Role of the 1st Line

- What is operational risk? (with examples)
- Differences between operational, credit, and market risk
- Overview of the Three Lines of Defense model
- Why the 1st Line must own and manage risk proactively

Interactive: Quick poll/quiz: Who owns this risk?

Module – 2

Risk Categories, Triggers & Risk-Aware Culture

- Types: People, Process, Systems, External
- Triggers: errors, breakdowns, fraud, disruptions
- Early warning signs and behavioral red flags
- Building a culture of openness and accountability

Interactive: Group discussion on red flags in mini-case scenarios

Module – 3

RCSA & Designing Practical Risk Controls

- What is RCSA and why it matters
- How to map risks to controls
- Preventive, detective, corrective controls
- Common control weaknesses and how to fix them

Interactive: Mini-exercise: Perform a sample RCSA for a common department task

Module – 4

KRIs, Monitoring & Incident Reporting

- Defining and tracking KRIs vs. KPIs
- Interpreting thresholds and early warnings
- What to report: incidents, near misses, loss events
- Root cause analysis and escalation protocols

Interactive: KRI matching activity (risk scenarios → suggested KRIs)

Module – 5

Practical Workshop – Build a Risk Control Matrix (RCM)

- Overview of RCM components (risk, control, owner, gap)
- Team activity: Create an RCM for a sample process
- Group presentations and peer feedback

Interactive: Group exercise + team reflection

