Enterprise risk workshop playbook

A 90-minute session for decisions that cross functions

Use this when leaders hold different assumptions about the operating plan and can act on the result. Collect independent input first. Use the meeting to test the scenarios and agree what happens next.

90 minutes 6 to 10 participants

A starting design to adapt to the decision, evidence and people involved.

How to use this playbook

01 Set the boundary

Complete the setup on page 2. Name the objective, time horizon and decision before inviting participants.

02 Prepare independently

Send the prework request. Consolidate eight to twelve draft scenarios while preserving different assumptions.

03 Facilitate the discussion

Use the agenda on page 3 and prompts on page 4. Examine a few priority scenarios in depth.

04 Record the decision

Duplicate the blank masters on pages 5 and 6. Pages 7 and 8 show a completed illustrative example.

What the session should produce

Priority scenarios, accountable owners, dated actions and operational escalation triggers. Keep a record of evidence still missing and disagreements that could change the decision.

When a smaller session is better

Use interviews or targeted analysis when the question is technical, only a few people hold the evidence, or leadership has no decision to make. A workshop is one input to an assessment, not the entire assessment.

KRG design choices, not requirements of a risk standard. Editable Word file with no macros. Version 2.0, September 25, 2026.

Workshop preparation

Setup field	Complete before sending
Objective	[Plan, investment or commitment we are assessing]
Horizon and boundary	[Period, entities and exclusions]
Decision to inform	[What leadership must be able to decide]
Sponsor and authority	[Sponsor, approver and actual approval limits]
Facilitator and recorder	[Names and responsibilities]
Prework and meeting dates	[Prework deadline] / [Meeting time and location]

Participant email

Subject: Input for our [objective] risk workshop

We are reviewing what could prevent [objective] over [period]. Please send up to three scenarios by [deadline]. Work independently before discussing them with the group. Allow 15 to 20 minutes.

For each scenario, describe what happens, how it affects the plan and what limits our response. Include your evidence, what we already do about it and what remains uncertain. A category such as “talent” is too broad to test.

We will use the meeting to challenge assumptions and agree actions, owners and escalation points. We will record material disagreements and assign follow-up.

Send sensitive details through [approved channel]. Materials will go to [authorized participants].

Facilitator preparation

- Consolidate duplicates without deleting distinct causes or dissent.
- Check the finance assumptions and existing approval authority.
- Bring the operating plan and relevant evidence. Send the decision context and agenda before the meeting.

Keep a clean master. Replace every bracketed field before distributing a company version.

The 90 minute agenda

Review the shortlist, then spend the time on scenarios that need a decision. The segment labels below show minutes per stage.



Use the longer middle stages for challenge. Keep the closing stages for commitments.

Agenda in detail

Time	Facilitator action	Required output
0 to 10	Confirm objective, horizon and authority.	One agreed decision context.
10 to 25	Review independent input. Check omissions and duplicates.	Eight to twelve draft scenarios.
25 to 50	Trace priority scenarios through the KRG Risk Chain.	Trigger, transmission, constraint and financial outcome.
50 to 70	Challenge exposure, controls, response capacity and evidence.	Priority rationale, confidence and open questions.
70 to 85	Assign owners, actions and escalation thresholds.	Named owners, dates, authority and evidence required.
85 to 90	Read back decisions, dissent and the next review.	A confirmed decision record.

Protect the final twenty minutes

Move unresolved analysis to a follow-up list with an owner and deadline. Keep the closing time for authority, actions and an accurate read-back. Record approval pending when the decision belongs outside the room.

Within one business day

Send the decision record to the agreed audience. Ask owners to confirm assignments and correct factual errors. Retain material dissent. Set the next review, with earlier escalation when a trigger is met.

The timing is a facilitation choice. A planned action does not establish that exposure has fallen.

Facilitation prompts

A label replaces a scenario

“What happens, over what period, and which part of the plan changes?”

Record a cause and effect statement.

The first speaker anchors the group

“Take two minutes to write what we have missed before we discuss it.”

Collect independent additions before debate.

Leaders disagree on severity

“Which assumptions differ? What evidence would change either view?”

Retain both views and assign an evidence owner.

The discussion gets stuck on scores

“Would either score lead to a different decision?”

Record the consequence and decision rule.

A control is treated as certain

“When did we last test it under these conditions?”

Record the test date, coverage and limitations.

An owner lacks authority

“Which budget or team can this owner direct?”

Name the sponsor who resolves the authority gap.

Everything becomes a priority

“Which items need action before the next review, and why?”

Use timing, materiality and dependencies to explain priority.

The group wants to erase uncertainty

“What must we verify before we rely on this decision?”

Keep the conditions and open assumptions visible.

Confidence needs a reason. High: recent evidence directly supports the estimate. Medium: relevant evidence exists but a material assumption remains. Low: mainly judgment or missing data. Adapt these working definitions.

Risk scenario worksheet

Risk ID and as of date

[Stable ID] / [Specific scenario] / [Date]

Objective and horizon

[Business commitment, entity and period]

KRG Risk Chain	Describe the scenario
Trigger	[What event starts it?]
Transmission	[How does it reach other functions or commitments?]
Constraint	[What prevents recovery or substitution?]
Financial outcome	[Revenue, contribution, cash or other objective affected. State units and period.]

Exposure estimate and assumptions

[Amount or range, calculation, evidence source and date. Separate revenue, profit and cash.]

Current response and evidence

[Control or response, last test, coverage and remaining uncertainty]

Confidence and material disagreement

[High, medium or low, reason, differing views and evidence needed]

Accountable owner and authority

[Named person, decision rights, constraints and escalation approver]

Trigger and review

[Metric, exact boundary, observation frequency, recipient and response time]

Link this worksheet to the decision record. A proposed response describes a target until effectiveness is demonstrated.

06 BLANK MASTER TO DUPLICATE

Decision and follow up record

Session and linked scenarios

[Workshop] / [Date] / [Recorder] / [Risk IDs]

Recommendation and rationale

[Choice, scope, amount, conditions and decision deadline. Why act now?]

Authority and decision status

[Approver, actual authority, proposed or approved status, and approval evidence]

Action and completion evidence	Owner	Due and status
[Action and evidence of completion]	[Name]	[Date / status]
[Action and evidence of completion]	[Name]	[Date / status]
[Action and evidence of completion]	[Name]	[Date / status]

Unresolved assumptions and dissent

[Evidence needed, who will verify it and by when]

Escalation and next review

[Exact trigger, recipient, response time, review date and accountable owner]

What changed because of this discussion

[Decision, priority, owner, assumption or resource changed]

Distribution: [Authorized recipients] Record location: [Controlled link]

Keep proposal, approval, implementation and evidence of effectiveness distinct. Use a separate record when actions need more space.

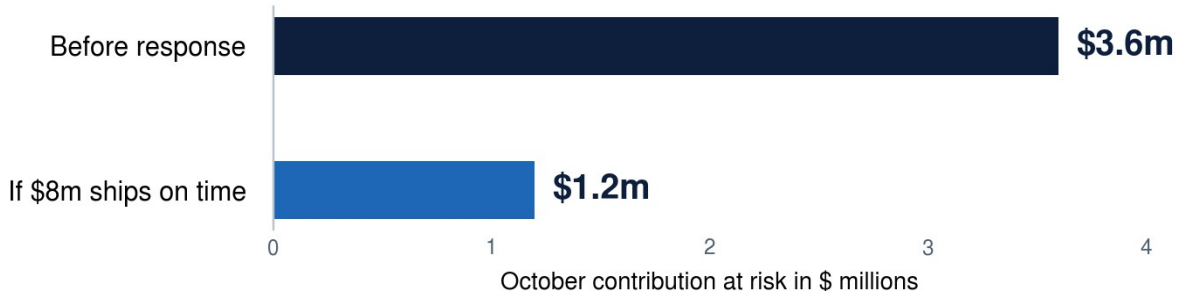
07 ILLUSTRATIVE SCENARIO

Supplier delay example

Constructed manufacturer with $200 million annual revenue. R-01, as of September 25, 2026. All figures, roles and evidence are illustrative.

KRG Risk Chain	Completed example
Trigger	A supplier reports a four-week component delay.
Transmission	Assembly is interrupted, exposing $12 million of October orders to late shipment.
Constraint	A substitute cannot be qualified before October. Expedited allocation may protect $8 million of orders, but written confirmation is pending.
Financial outcome	$3.6 million of October contribution at risk at an assumed 30% contribution margin.

Conditional October contribution exposure



$12.0m × 30% = $3.6m. If $8.0m ships on time: ($12.0m − $8.0m) × 30% = $1.2m.

Up to $250,000 of expedite expense is separate and excluded from the $1.2 million. These are conditional scenario amounts, not expected losses. Timing may move contribution between periods. Check cancellations, cash timing and cost behavior.

Evidence and ownership

Confidence is medium because supplier allocation remains unconfirmed. Operations expects recovery; Finance requires written commitment. The COO owns the exposure. Procurement owns the allocation action, while the CFO validates the economics. Replace titles with named people in an actual record.

No KRG client engagement is represented. Revenue and contribution exposure must not be added together.

Decision record example

October shipment readiness, September 25, 2026. R-01. All details are constructed.

$250,000 requested expense cap

Approval pending. Decision due September 28.

Release spending only after written supplier allocation and a feasible production schedule. In this example, management authority ends at $100,000, so board approval is required.

Action and evidence	Owner	Due and status
Confirm allocation for $8m of shipments. Supplier commitment and order mapping.	Procurement Director	Sep 28 / Open
Validate margin, cash timing and expense cap. Finance review.	CFO	Sep 28 / Open
Confirm production and freight feasibility. Approved schedule.	Operations Director	Sep 28 / Open
Record approval and conditions before spending. Approval record.	Corporate Secretary	Sep 28 / Pending

Escalation and review

Procurement checks daily. If written confirmation is absent at noon Central on September 28, inform the COO and CFO that day before the decision deadline. They decide whether to revise the request.

If the response forecast leaves more than $1.2m of October contribution exposed, the COO and CFO review the plan and notify the board chair within one business day. If expense exceeds $250,000, the CFO seeks renewed approval before additional commitment. The COO reviews on October 2, or earlier when a trigger is met.

These are illustrative decision conditions. They do not establish company-wide risk appetite. Supplier capacity and shipment timing remain open. Verify actual shipments before reporting that the response worked.

Use and source notes

Original KRG worksheets. Adapt for internal business use. Share the article link for the current original. COSO connects ERM with strategy and performance. New Zealand digital-government guidance covers stakeholder workshops for information-system risk. Neither source prescribes this agenda or endorses this template.

coso.org/guidance-erm
digital.govt.nz/standards-and-guidance/privacy-security-and-risk/risk-management/risk-assessments/identify/workshop
Current version: kennedyriskgroup.com/blog/enterprise-risk-workshop