



ZAMBIA CENTRE FOR ACCOUNTANCY STUDIES (ZCAS) DIRECTORATE OF
RESEARCH AND CONSULTANCY
TRAINING PROGRAMME

Strategic Risk Leadership: Driving Resilience, Growth, and Competitive Advantage – Master Class

SEPTEMBER 16th – 18th 2026: LIVINGSTONE

Venue: The David Livingstone Safari Lodge

Fee: K 7,000 pp

Course Overview

In the current volatile, uncertain, complex, and ambiguous (VUCA) environment, risk has become a defining strategic concern for organisations. Driven by geopolitical instability, economic uncertainty, climate change, regulatory shifts, cyber threats, and technological disruption, organisations must move beyond treating risk as a compliance function and instead embed it within strategic decision-making. Strategic risk leadership focuses on anticipating and managing risks while identifying opportunities for growth, enabling organisations to build resilience, adapt quickly to change, and gain competitive advantage. Ultimately, it is not about avoiding risk, but about developing the intelligence and agility needed to thrive in an increasingly uncertain world.

Target Audience

This workshop is designed for senior leaders, managers, and professionals in risk, operations, projects, maintenance, finance, accounting, procurement, and logistics seeking to strengthen their risk management capabilities.

Learning Objectives

By the end of the workshop, participants will be able to:

- Analyze the evolving strategic risk landscape
Integrate risk leadership into corporate strategy
- Identify frameworks, tools, and practices that enable firms to anticipate, absorb, and adapt to systemic shocks while maintaining continuity.
- Explore how to leverage risk intelligence for growth.
- Enhance executive-level decision-making
- Foster a culture of strategic risk leadership

Training Methodology

This highly practical and results oriented programme is designed to enhance innovation, growth and competitive advantage in an organisation. The facilitators will give plenty of input and then help participants to make sense of the themes through discussions and practice. It will incorporate short inspiring demonstrations, case studies, presentations and much practice to enhance learning.

Course Outline

Day One		
Understanding the Strategic Risk Landscape - Mr C. Chabu		Time
Learning outcome Provide participants with a clear understanding of the strategic risk landscape and why risk leadership is critical in volatile environments.	• Redefining strategic risk in volatile, uncertain, complex and ambiguous (VUCA) environments • Difference between risk management, risk leadership, and strategic foresight • Why strategic risk leadership is critical in volatile, uncertain, complex, and ambiguous (VUCA) environments • Global emerging megatrend risks shaping the C suite agenda • Leadership role in navigating the risk landscape • Risk appetite and tolerance in strategic context and link to growth, innovation and competitive advantage. • Case study: How Netflix turned disruption risks into market leadership • Case Studies on Strategic Shocks – Why some firms thrived (Apple, Microsoft, Toyota) while others collapsed (Kodak, Nokia, Lehman).	08:30 - 10:30
Health Break		10:30 - 11:00
Building Organisational Risk Resilience - Mr. C. Chabu		Time
Learning outcome To equip participants with knowledge and skills on risk resilience and its significance and impact on an organization.	• Risk resilience in the organisational context • Why risk resilience is critical for organisational success in the modern business landscape • Key characteristics of risk resilient organisations • Organisational culture and its impact on risk resilience • Case studies of organisations that struggled and thrived due to their resilience strategies	11:00 - 13:00
Lunch break		13:00 - 14:00
Risk Intelligence & Decision-Making - Mr. Gondwe		Time
Learning outcome To equip participants with knowledge and skills on risk intelligence and how it impacts	• Difference between risk management and risk intelligence • Why risk intelligence matters and key elements of risk intelligence	14:00 - 16:00

decision making in an organization.	- Shifting from risk avoidance to risk-informed decision-making. - Turning strategic risk into opportunities - Integrating data analytics, AI, and risk dashboards into strategic choices. - designing a “strategic risk radar.”	
Day Two - Driving Growth through Risk Leadership		
Risk-Driven Innovation & Growth - Mr. Gondwe		Time
Learning outcome To enable participants to have a deeper understanding of risk driven innovation and how it enhances growth in an organization.	- Key aspects of risk driven innovation and growth - Importance of fostering innovation risk driven and growth - Techniques for managing risk driven innovation within organisations - Using risk insights to capture market opportunities. - Risk as a driver of innovation and growth - Balancing innovation with regulatory, financial, and reputational risks. - Case examples: disruptive growth and strategic risk-taking.	08:30 - 10:30
Health Break		10:30 - 11:00
Financial & Strategic Risk Integration - Mr. Gondwe		
Learning outcome Equip participants develop skills to integrate strategic and financial risks to enhance growth in an organization.	- How to align financial and strategic risk management - Using integrated risk as a source of growth and competitive advantage - Combining financial KPIs with strategic KPIs - Using financial strength to seize opportunities when competitors retreat - Building a financial strategic risk integration framework - Case studies - Resilient firms that grew stronger through crises. - Benefits of integration of financial and strategic risks - Strategic leadership and risk appetite - Linking risk appetite to growth objectives. - Embedding foresight in leadership practices	11:00 - 13:00
Lunch break		13:00 - 14:00
Competitive Advantage through Risk Agility - Mr C. Chabu		Time
Learning outcomes To enable participants to acquire knowledge and skills on how organisations can enhance	- Understanding Risk agility and how it builds competitive advantage - Pillars of risk agility for competitive advantage - How agility builds competitive advantage - Competitor risk benchmarking and industry risk mapping.	14:00 - 16:00

competitive advantage through risk agility	- Strategic partnerships, M&A risks, and joint ventures. - Workshop: developing a playbook for risk-enabled competitive positioning.	
Day Three - Future-Proofing Strategy & Leadership		
ESG, Reputation & Stakeholder Risks - Mr. Gondwe		Time
Learning outcomes To equip participants to develop a deeper understanding of the C suite agenda	- Foundations of ESG and stakeholder risk - Understanding ESG dimensions and global trends as strategic disruptors - Linking ESG performance to financial and strategic risk - Case studies ESG failures (eg Volkswagen emissions) Vs ESG success (eg Unilever sustainability). - How ESG practices drive innovation and growth - Tools for integrating ESG into governance, reporting and risk management.	08:30 - 10:30
Health Break		10:30 - 11:00
Leadership & Governance in Risk Culture - Mr. C. Chabu		Time
Learning outcomes To equip participants with tools for risk culture and how to build a strong risk culture	- Foundations of risk culture - Governance in risk culture that drives sustainable value creation - Building a strong risk culture - Embedding risk ownership across business units. - Tools to embed, measure and reinforce risk culture - Case studies of risk culture failures Vs successes (eg Wells Fargo scandal Vs resilient firms).	11:00 - 13:00
Lunch break		13:00 - 14:00
Future Risk Leadership & Transformation - Mr. C. Chabu		Time
Learning outcomes Equip participants with knowledge and skills on future risk landscape, leadership and transformation.	- Understanding the future risk landscape - Case study how organisations misread future risks (eg Kodak, Nokia) Vs those who anticipated change (eg Amazon, Tesla). - Next-Gen Risk Leadership Capabilities - Transforming the risk function from risk reactive to strategic - Preparing for digital disruption, AI ethics, and cyber risk. - Strategic resilience in volatile global markets. - Case studies	14:00 - 16:00