

RISK  
BEYOND  
2024

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Sustainable Symphony:  
Echoes of Change )))



# The Art of Risk Management

## *Transforming GRC through the Three Lines Model:*

***A Pathway to Enhance Oversight and Control***



Fadjar Proboseno



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ERMA - Enterprise Risk Management Academy  
[www.erm-academy.org](http://www.erm-academy.org)

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## Fadjar Proboseno

### Facilitator

CERG, QRGP, QCRO, QRMP, ERMAP, CRMP, CIAO, CIAL, CIAP, GRCP, GRCA, CCCO, ESG, CREL

Partner & Master Trainer and Trainer of **ERMA**, LSP MKS, CRMS, IFC, etc

Fadjar Proboseno, I am currently the CEO of Risk Resolution, overseeing Risk Management implementations in various industries, including organizations such as State Owned Enterprises, Private Conglomeration, Government Bodies, and Public Sectors. I also serves on the Risk Oversight Committee at IFG and as Audit Committee at IndoKordsa. I am a Technical Advisor and Master Trainer for **ERMA**, CRMS, LPK MKS, and Risk Resolution, with extensive experience with more than 8000 hours of trainings and more as consultant in Risk Management, and serves similarly for ERMA in Risk Management education and certification globally.



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# G R C

Governance

Risk Management

Compliance



# G R C

It's a comprehensive approach organizations use to align their governance, manage risks, and ensure they comply with laws, regulations, and internal policies. Here's a breakdown:

**1. Governance:** The framework of rules and practices by which an organization ensures accountability, fairness, and transparency in its relationships with stakeholders.

**2. Risk Management:** The process of identifying, assessing, and controlling threats to an organization's capital and earnings. These risks could stem from various sources, including financial uncertainties, legal liabilities, strategic management errors, accidents, and natural disasters.

**3. Compliance:** The act of adhering to external laws and regulations as well as internal policies and procedures. It ensures that an organization operates within the legal boundaries and follows the ethical standards set by regulatory bodies.

By integrating GRC, organizations can improve decision-making, increase operational efficiency, and create a more effective strategy for meeting objectives and managing risk.



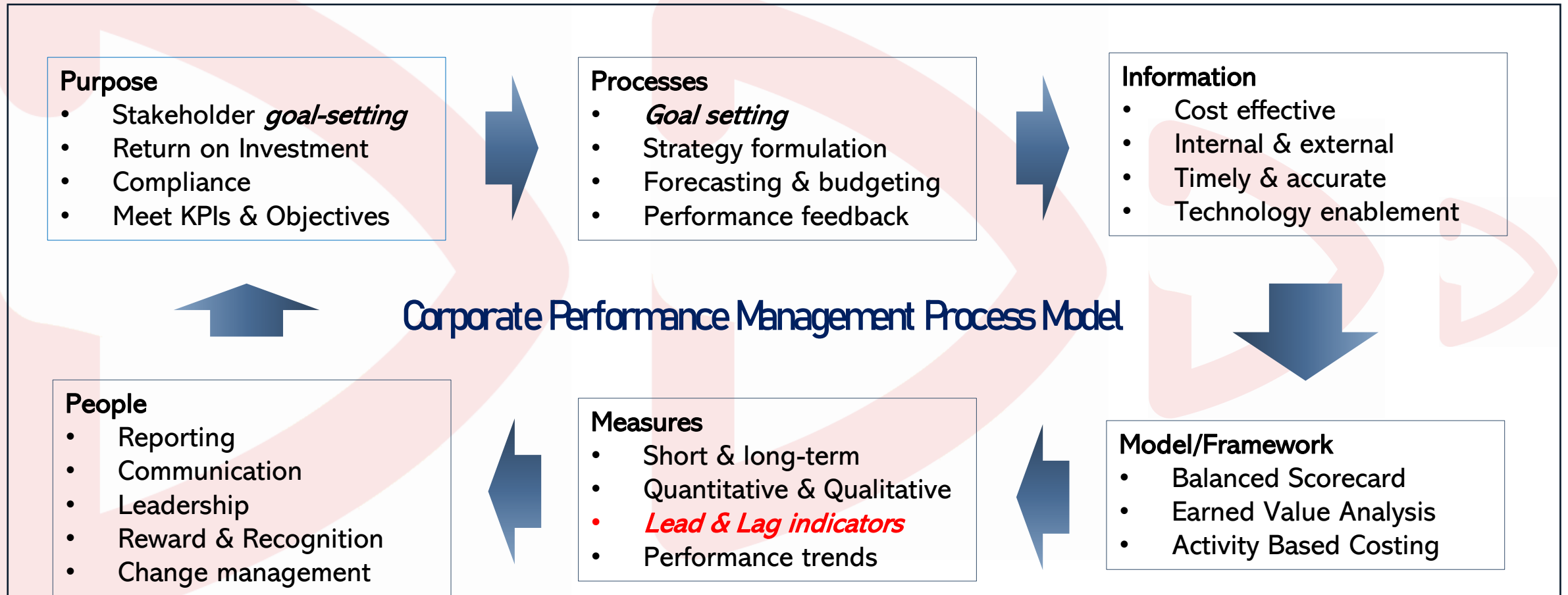
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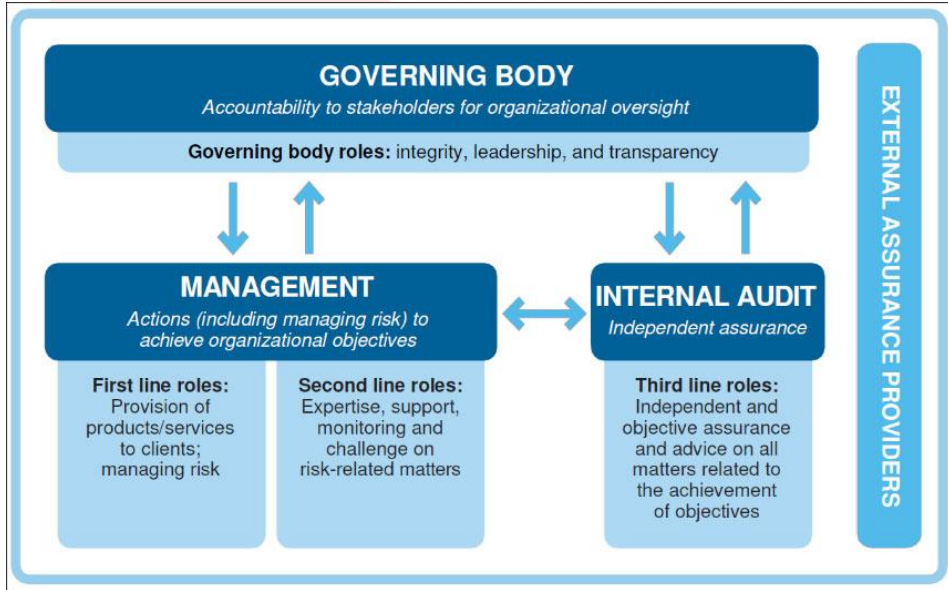
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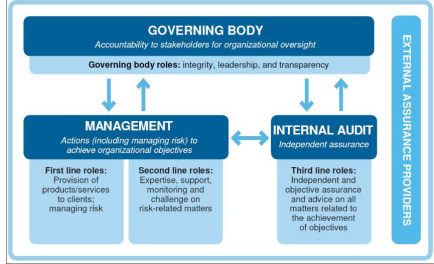
# ISO Framework Three Lines Model



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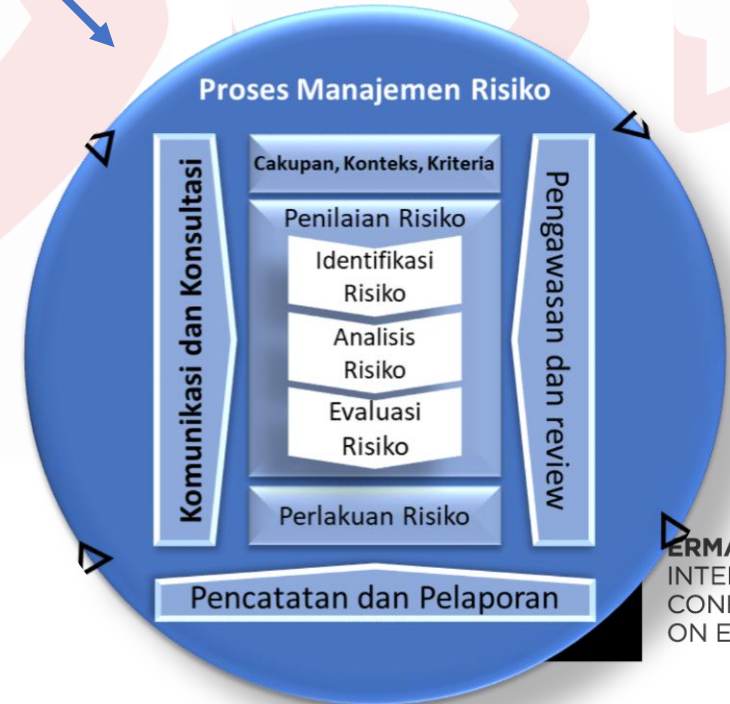


Kerangka Kerja



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Risk Management Accountability

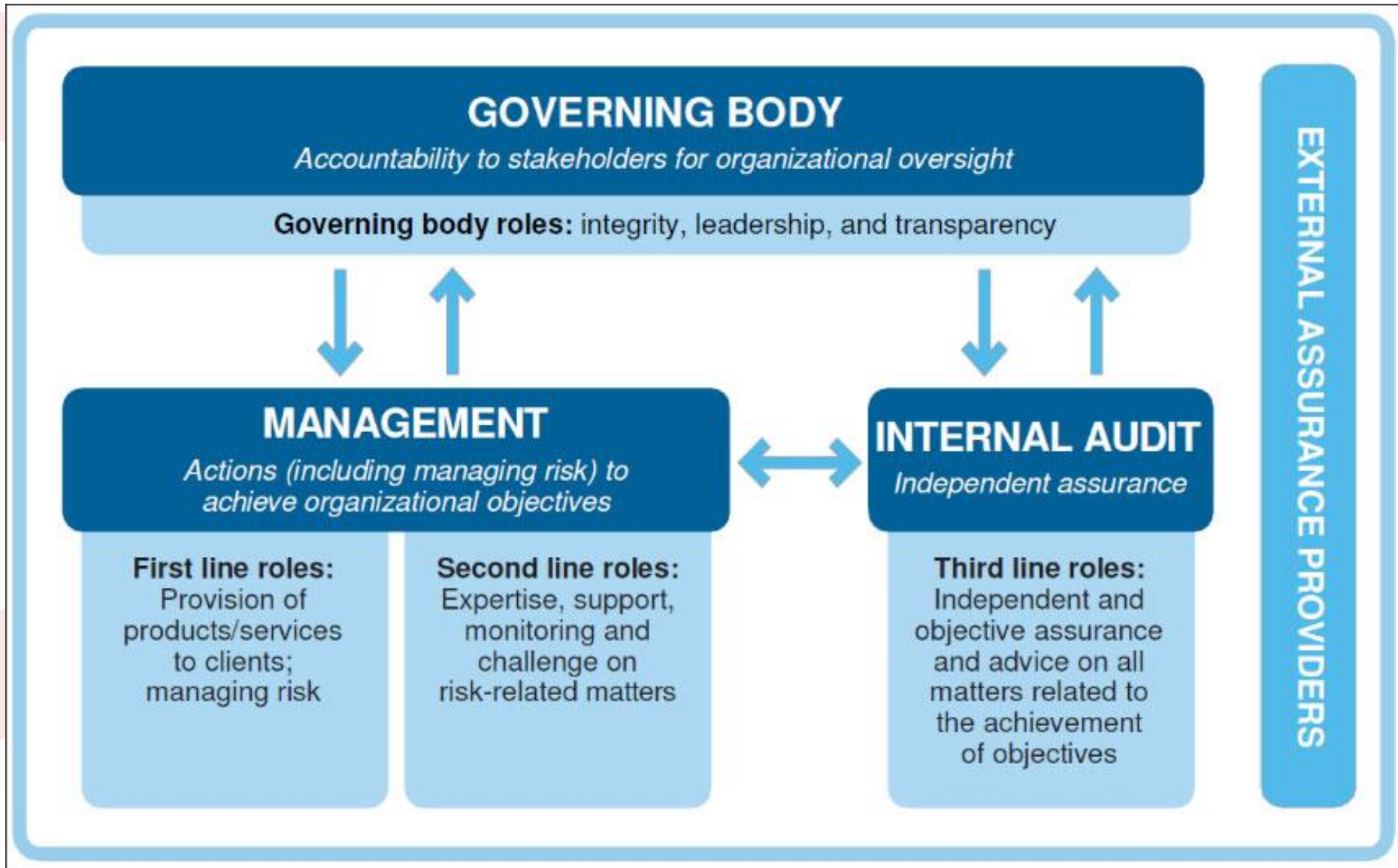
Risk owner and Stakeholders

Risk management unit

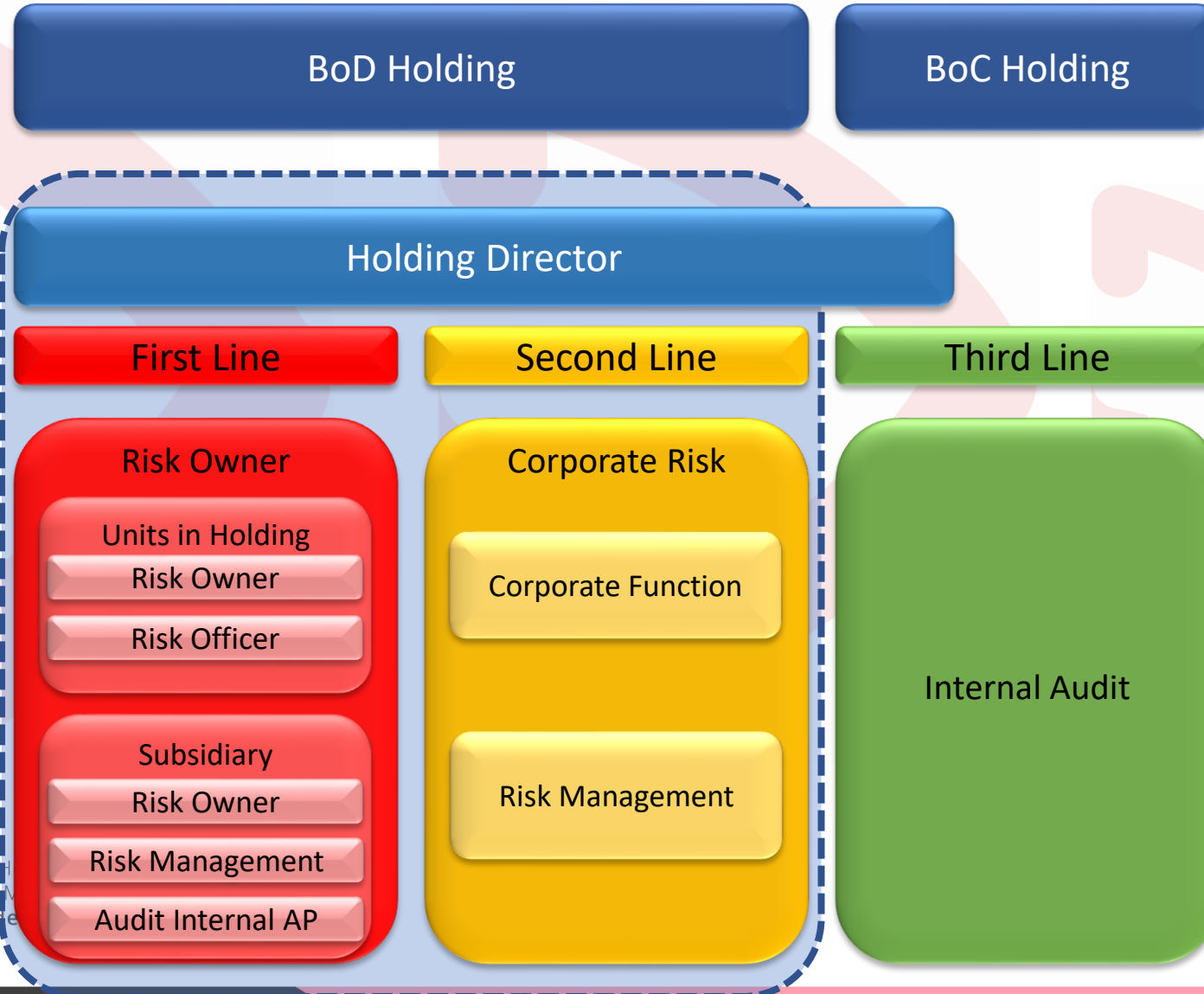
Assurance unit



# Risk Management Integration



# Three Lines Model in Your Organization -Indonesia context-



# Accountability and Responsibility

**Responsibility** and **accountability** of the board refer to the obligations and responsibilities of the board of directors or executive body in an organization. It involves an obligation to act in the best interests of the organization, stakeholders, and society at large.

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**Accountability**

**Risk  
Owner**

**Responsibility**

# Risk Ownership

= *Person or entity with the **accountability** and **authority** to manage risk*



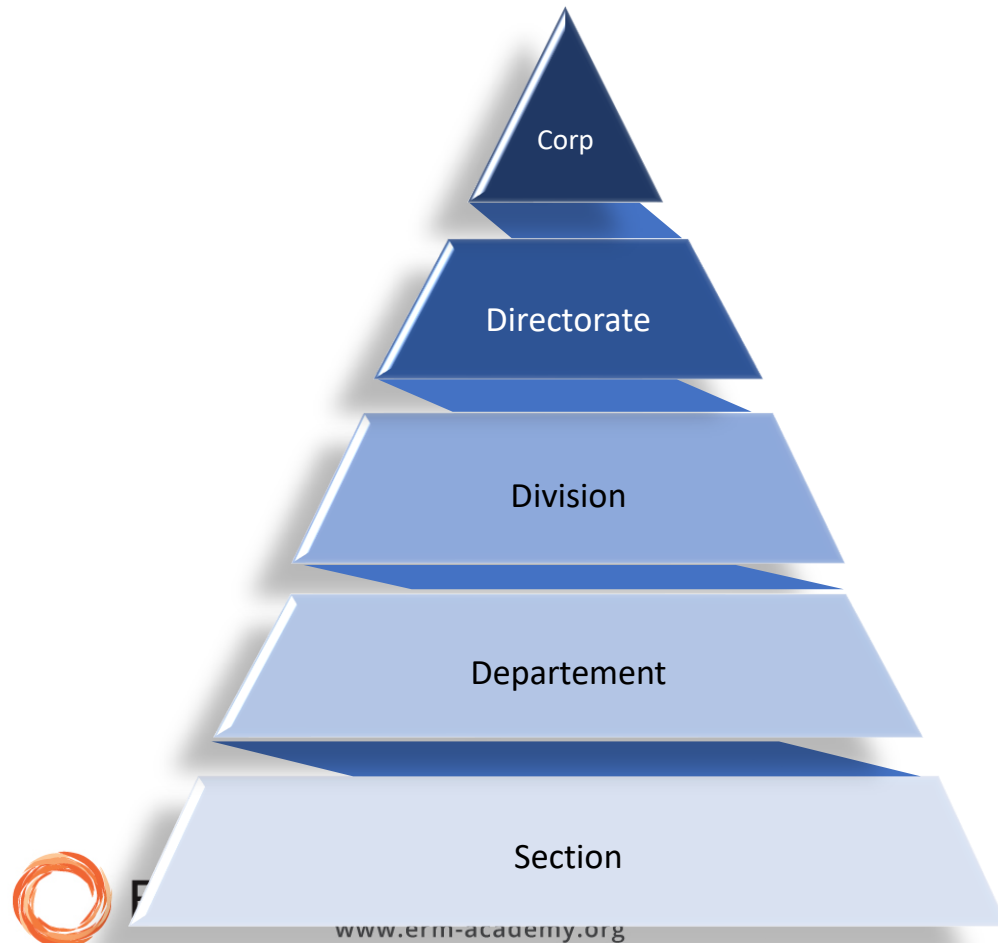
# Accountability and Responsibility



Objective Hierarchy

Objective

Risk Owner



Corporate Objective

Directorate Objective

Division Objective

Department Objective

Section Objective



Director and Commisionare

Directors

Division Head

Department Head  
RESPONSIBILITY  
Control

Section Head

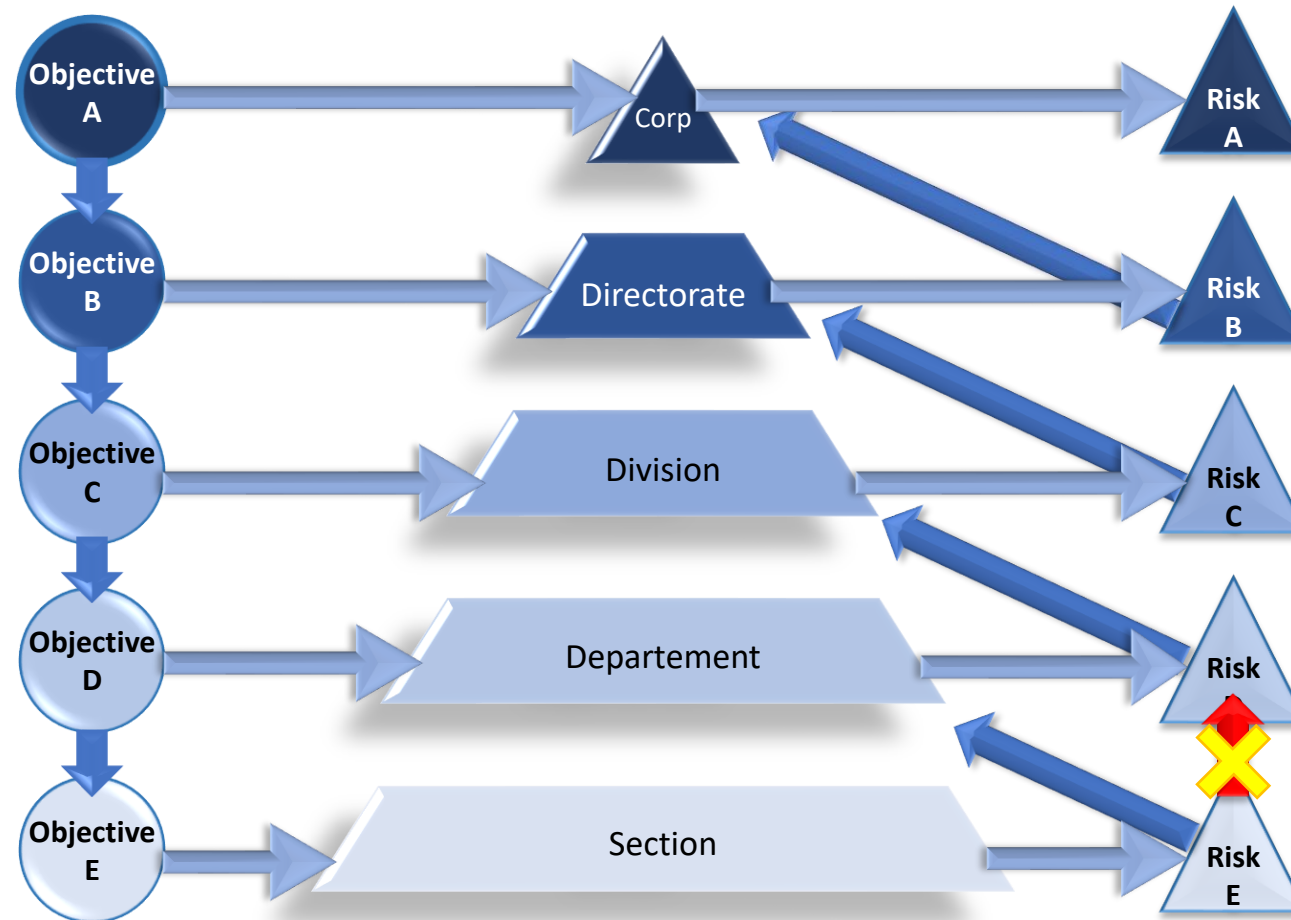
ACCOUNTABILITY  
RISK



ACCOUNTABILITY

RESPONSIBILITY

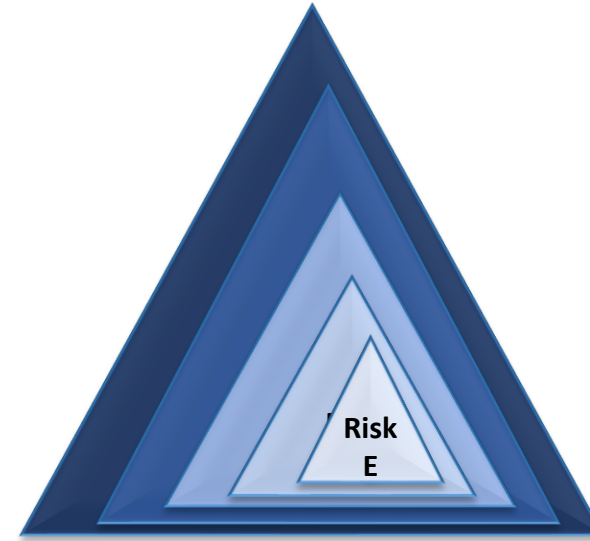
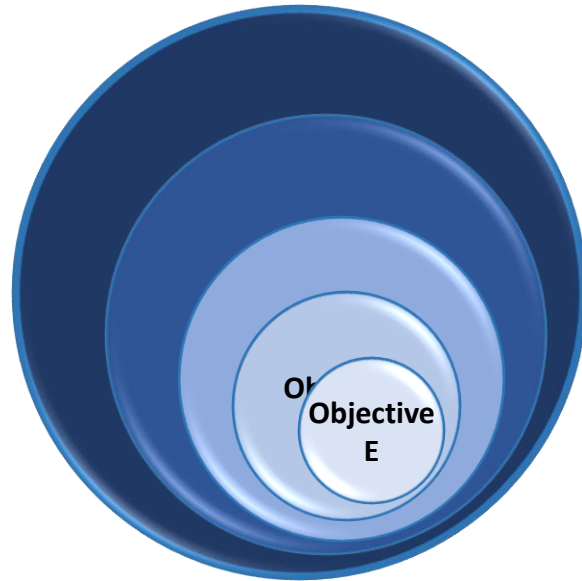
# Accountability and Responsibility



# Accountability and Responsibility



# Accountability and Responsibility

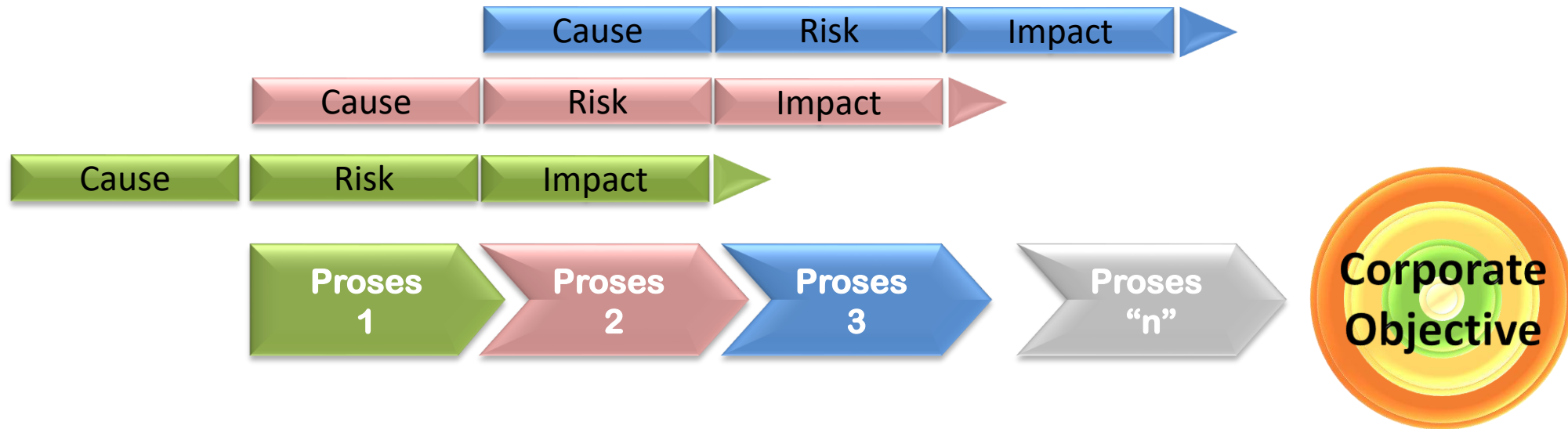




# Accountability and Responsibility

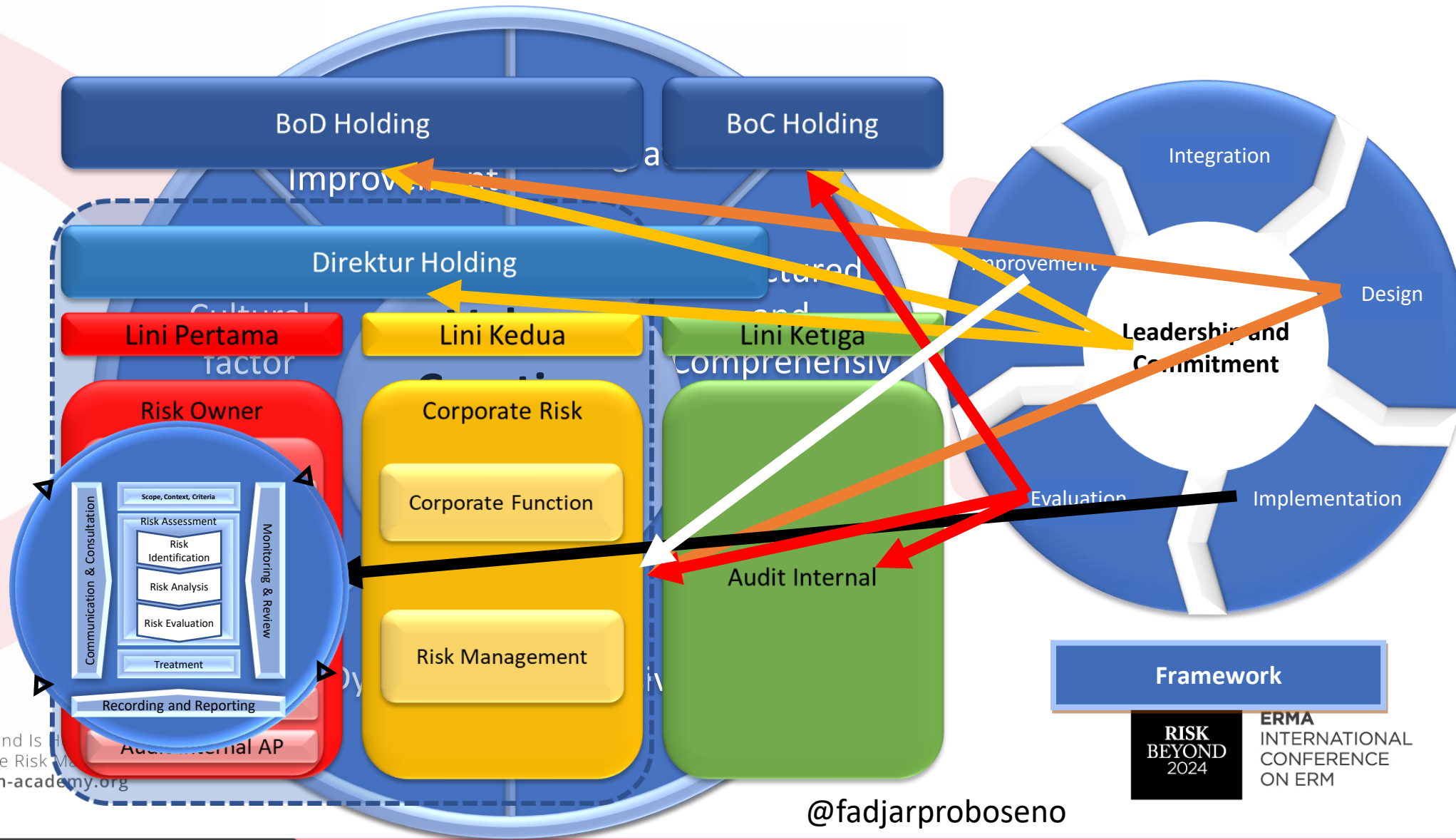
## Cause – Risk – Impact

### Owner

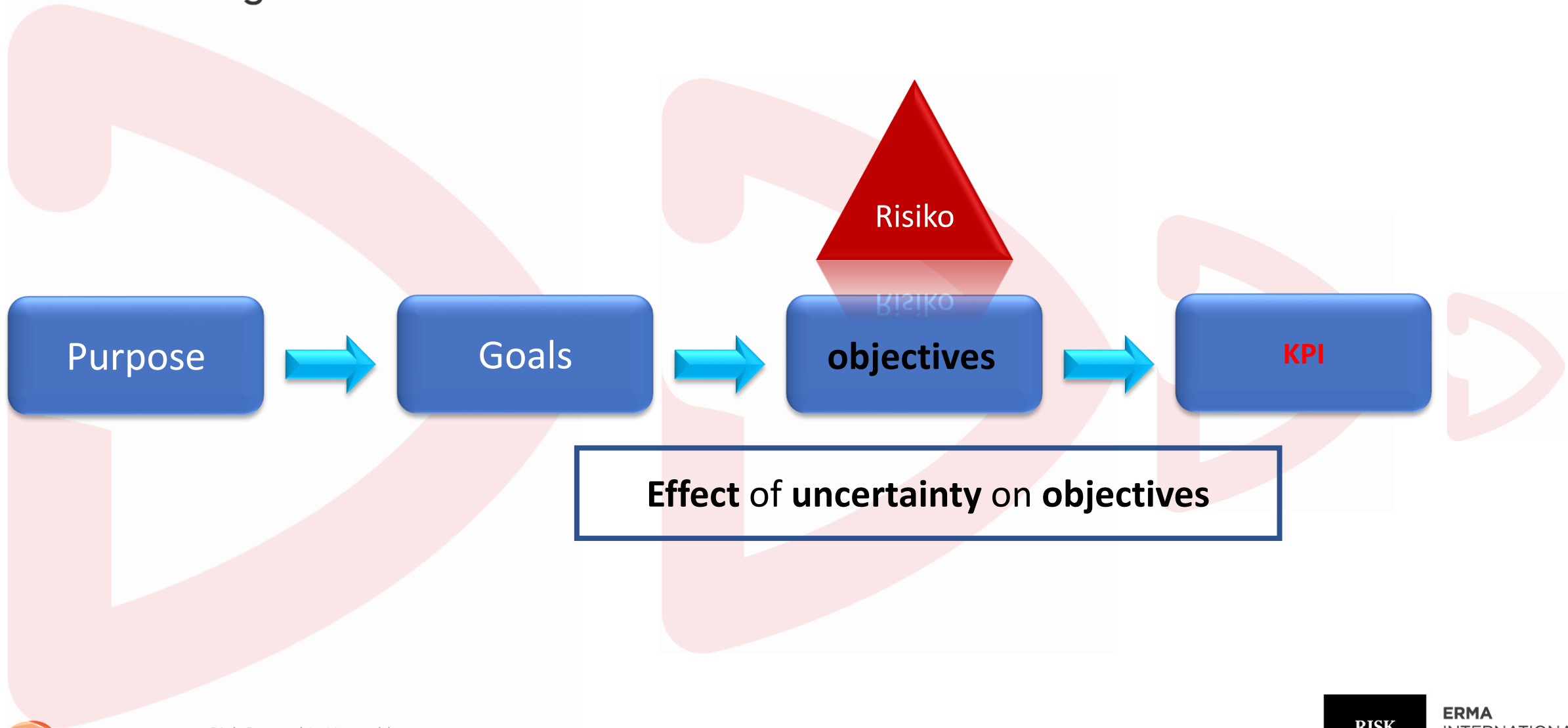


The next important key after define the **Risk Owner**, is to define the **Cause owner** and the **Impact Owner** so we know the **source of the Risk** and **where it goes**

# Three Lines Model in Your Organization



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Terimakasih

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# Thank you

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Risk resolution refers to the process of **identifying, assessing, and addressing potential risks in order to minimize their impact on a project or organization**. It involves analyzing potential threats and vulnerabilities, developing mitigation strategies, and implementing measures to prevent or mitigate the identified risks.