

Chief Management Officer Course: Leading Organizations with Confidence

4 – 8 October 2027
Barcelona (Spain)

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Ref: 3255002_328570 **Date:** 4 – 8 October 2027 **Location:** Barcelona (Spain) **Fees:** 5900 GBP

A Chief Management Officer oversees institutional operating models, enterprise architecture, performance governance frameworks, and corporate risk controls across complex corporate structures. Chief Management Officer: Leading Organizations with Confidence provides a five-day curriculum for senior corporate directors to design, evaluate, and govern institutional operating systems, culminating in a completed Enterprise Performance and Risk Oversight Blueprint.

Introduction

This curriculum grounds corporate administration in the Open Group Architecture Framework for structural alignment, the Committee of Sponsoring Organizations of the Treadway Commission Internal Control Integrated Framework for operational risk supervision, and the balanced scorecard methodology for institutional measurement. Designed for senior departmental heads and administrative directors, the course uses structured case-study analysis and modelling walkthroughs. Delegates examine institutional failure modes, assess structural handovers across functional divisions, and evaluate operational resilience across commercial banking, telecommunications, and energy conglomerates.

Course Objectives

- Distinguish functional hierarchies from matrix operating models to correct cross-departmental delivery bottlenecks.
- Apply enterprise architecture principles using the Open Group Architecture Framework to align departmental mandates with board-level directives.
- Compare corporate risk appetites against institutional exposure thresholds to prevent internal control breakdowns.
- Select key risk indicators versus key performance indicators to monitor systemic vulnerabilities across operational units.
- Interpret change impact assessments to govern multi-year restructuring programmes without disrupting continuous core service delivery.
- Justify capital allocation proposals across competing operational units using rigorous cost-to-serve analytics.

The graphic features the text 'UK Training' in a small, sans-serif font above the word 'PARTNER' in a large, bold, black, sans-serif font. The background consists of concentric white circles on a black and white checkered floor, with three chess pieces (a king, a queen, and a pawn) in the foreground.

Target Audience

- Senior corporate directors determining whether to reorganise divisional boundaries into shared-service models or maintain decentralised business units.
- Divisional general managers choosing whether to absorb operational risk within line budgets or escalate exposure to board audit committees.
- Heads of corporate administration deciding how to reallocate capital and headcount across competing multi-year transformation initiatives.
- Chief operating deputies deciding between insourcing critical digital infrastructure and outsourcing non-core enterprise workflows.
- Corporate transformation leads evaluating whether enterprise change mandates require evolutionary phase gates or structural realignments.

Course Outline

Day 1: Enterprise Architecture and Operating Model Design

- Functional Hierarchies vs Matrix Operating Models: Structural Trade-Offs Governing Multi-Unit Corporate Delivery
- The Open Group Architecture Framework: Mapping Core Institutional Workflows to Board Strategy
- Divisional Boundary Delineation: Defining Accountability Hand-Offs Across Operational and Support Units
- Shared-Services Consolidation Models: Centralising Back-Office Operations to Eliminate Redundant Overhead
- Operating Blueprint Initialization: Establishing Foundational Structural Assumptions for the Enterprise Deliverable

Day 2: Performance Governance and Institutional Accountability

- Balanced Scorecard Cascades: Translating Corporate Milestones into Measurable Departmental Scorecards
- Input Metrics vs Outcome Key Performance Indicators: Distinguishing Immediate Operational Output from Lasting Institutional Impact
- Resource Allocation Formulas: Distributing Discretionary Capex Based on Transparent Value-Driver Models
- Cross-Functional Service Level Agreements: Structuring Internal Accountability Contracts Across Functional Silos
- Performance Control Framework: Integrating Accountability Charters into the Enterprise Operating Model

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A graphic illustration of a chessboard with several chess pieces. A large gold king piece is prominent in the foreground, with a silver pawn and a gold pawn nearby. The background shows concentric circles emanating from behind the king piece.

Day 3: Institutional Risk Supervision and Internal Controls

- The COSO Internal Control Framework: Auditing Systemic Vulnerabilities Across Multi-Site Operations
- Preventative Controls vs Detective Controls: Selecting Appropriate Oversight Mechanisms for Critical Operational Failure Points
- Key Risk Indicator Dashboards: Monitoring Early Warning Signals in Supply and Compliance Workflows
- Operational Resilience Stress-Testing: Evaluating Enterprise Continuity Under Severe Market Disruptions
- Risk Matrix Formulation: Constructing Departmental Heatmaps for the Comprehensive Governance Deliverable

Day 4: Transformation Governance and Change Delivery

- Prosci ADKAR Framework: Sequencing Enterprise Behavioural Adoption Across Technical Restructuring Initiatives
- Evolutionary Change vs Revolutionary Reorganisation: Evaluating Organizational Disruption Risks Against Urgency Imperatives
- Stakeholder Influence Mapping: Mitigating Departmental Resistance During Major Corporate Realignment Programmes
- Programme Governance Charters: Standardising Decision Gates and Escalation Paths for Large Portfolios
- Transformation Plan Design: Formulating Structured Phase-Gate Controls for Enterprise Structural Transitions

Day 5: Institutional Stewardship and Operating Model Review

- Succession Architecture Models: Formulating Deep Leadership Pipelines Across Mission-Critical Enterprise Roles
- Institutional Governance Charters: Embedding Sustainable Administrative Practices Across Subsidiary Corporate Boards
- Audit Committee Reporting Packages: Formulating Transparent Governance Dossiers for Supervisory Oversight
- Corporate Resilience Walkthrough vs Standard Compliance Audits: Stress-Testing Operational Redundancies Against Systemic Disruption
- Enterprise Blueprint Finalisation: Completing the Integrated Enterprise Performance and Risk Oversight Blueprint

Skills You Will Gain

- Enterprise Operating Model Design
- Open Group Architecture Framework Application
- COSO Internal Control Auditing
- Balanced Scorecard Cascade Construction
- Institutional Key Risk Indicator Formulations
- Cost-to-Serve Resource Allocation Modelling
- Structural Change Governance Architecture
- Corporate Succession Pipeline Mapping

Why Attend This Course

- From managing fragmented divisional silos to directing cohesive enterprise architectures aligned with long-term board directives.
- From relying on lagging operational metrics to deploying predictive key risk indicators that safeguard institutional resilience.
- From encountering recurring resistance during corporate realignments to implementing structured transformation phase gates that protect business continuity.
- From fragmented administrative oversight to presenting an integrated Enterprise Performance and Risk Oversight Blueprint directly to corporate boards.

Conclusion

Institutional oversight requires synchronising operating models, internal controls, and accountability frameworks across disparate divisions. This curriculum clarifies the distinctions between enterprise architecture and reactive supervision, outcome metrics and activity indicators, and preventative versus detective risk mechanisms. The course is suited for senior corporate directors and general managers tasked with governing complex multi-unit organisations and seeking structured methodology over ad-hoc administration.

Course FAQs

What is a Chief Management Officer?

A Chief Management Officer oversees institutional operating models, internal control architectures, performance governance, and corporate risk oversight. The role coordinates cross-functional divisions, ensuring day-to-day administrative systems execute corporate strategy reliably across entire enterprise structures.

What is the difference between operating models and enterprise architecture?

An enterprise architecture models the formal structural relationships between corporate capabilities, technology assets, and business processes. An operating model dictates how human capital, authority, accountability, and governance routines interact within that architecture to deliver organizational outcomes.

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Which standards does this curriculum follow?

The course follows the Open Group Architecture Framework for structural operating design and the Committee of Sponsoring Organizations of the Treadway Commission Internal Control Integrated Framework for operational risk supervision and enterprise compliance.

Is this course right for an administrative director?

Yes. The curriculum directly addresses administrative directors responsible for multi-divisional governance, operational risk oversight, capital resource allocation, and the structural realignment of shared corporate services across complex institutions.

What will delegates produce during the curriculum?

Delegates produce an Enterprise Performance and Risk Oversight Blueprint, containing an operating architecture model, a cascaded balanced scorecard framework, a COSO-aligned risk register, and a structured transformation roadmap for their organisation.

