






Your 2025  
Roadmap to  
Success

# Learning Journey for Professionals in Risk and Assurance Roles

## Overview

This structured learning journey was designed for professionals entering mid-senior roles within the risk and assurance function of a global financial organisation. The aim was to provide role-specific onboarding, practical tools for day-to-day success, and developmental support for progression into more senior positions.

## Modality Explained

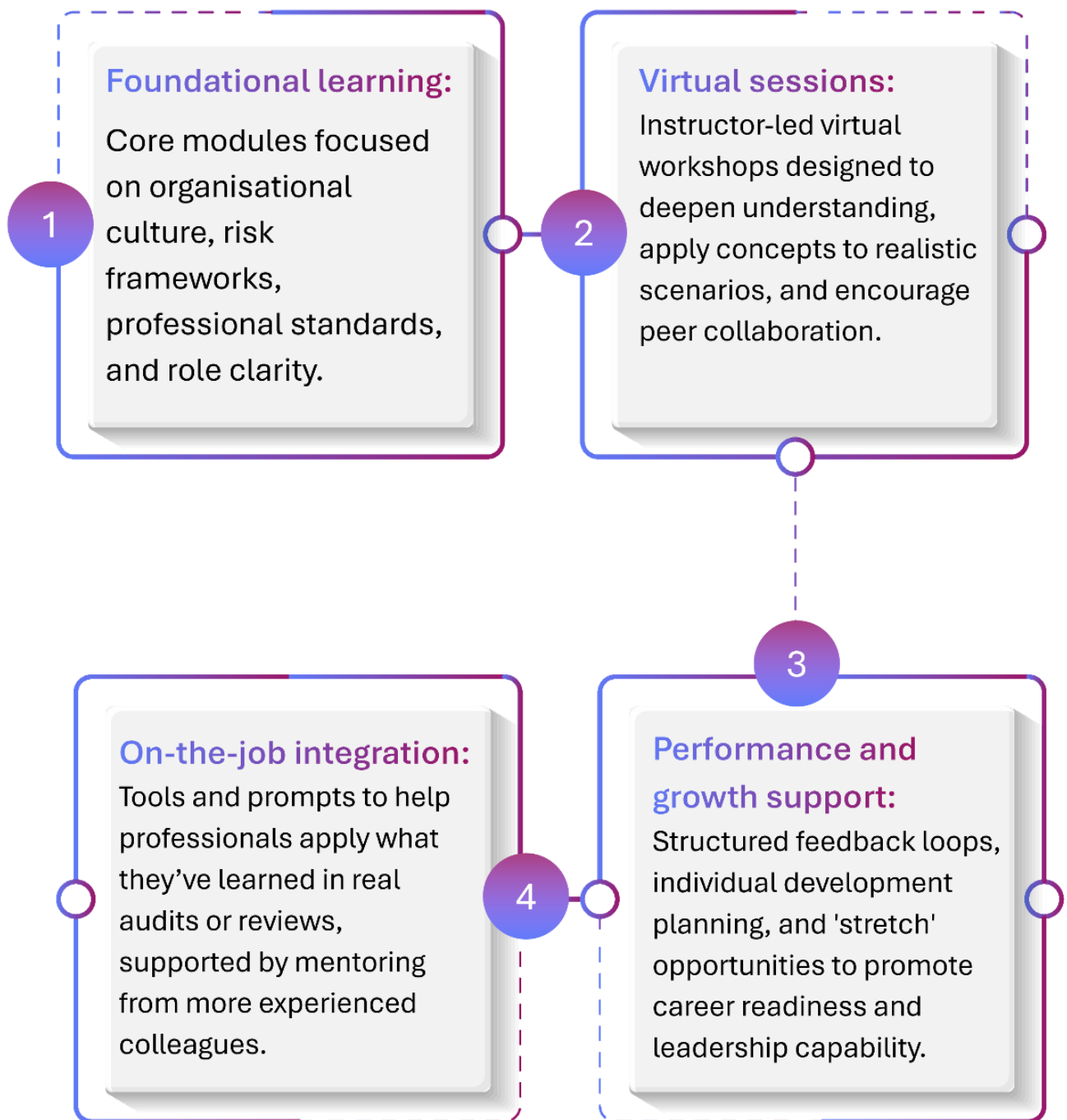
Format	Icon
<b>eLearning</b> Self-paced eLearning and microlearning modules	
<b>Reading Guide</b> Interactive digital guides and process walkthroughs	
<b>Video</b> Short-format videos with embedded knowledge checks	
<b>Virtual Instructor-Led Training</b> Virtual facilitator-led sessions with scenario-based practice	
<b>Job Aid</b> Resource libraries for Just-in-Time performance support	

This programme reflects a thoughtful blend of learning science, business acumen, and career development strategy. It exemplifies how a well-designed path can equip professionals to thrive in complex regulatory and operational environments.

## Key Elements of the Learning Path

The journey includes a blend of digital learning, virtual classroom sessions, and on-the-job application supported by regular coaching conversations.

The programme is tailored to accommodate both individuals who are new to the function and those with prior experience, ensuring flexibility and personalisation.



Elements of the Learning Path



## Foundational Learning

Foundational Learning focuses on building a strong knowledge base for professionals in risk and assurance roles. Learners are introduced to the organisation's culture, core risk frameworks, professional standards, and the specific expectations of their role. These foundational modules ensure participants begin their journey with the clarity and context needed to operate effectively within a regulated environment.

Module title	Performance objectives	Description	Modality
<b>Organisational induction</b>	Navigate the organisation's culture, values, and operating structure.	Introduces professionals to the company's mission, structure, and support systems to ensure a smooth transition into their new role.	eLearning, video
<b>Professional ethics and conduct</b>	Understand the standards for ethical behaviour and professionalism within risk and assurance functions.	Covers principles from global professional standards, with emphasis on applying ethical judgment in risk-related roles.	eLearning
<b>Managing risk in the organisation</b>	Understand the role of the function within the three lines of defence model.	Introduces key risk concepts, governance responsibilities, and how the risk and assurance team contributes to protecting the business.	eLearning, reading guide
<b>Role purpose and expectations</b>	Appreciate the role's contribution to organisational purpose and risk assurance.	A short video that connects the role to the organisation's broader mission, highlighting value creation and accountability.	Video
<b>Methodology fundamentals</b>	Apply consistent methodology across engagements.	Introduces the foundational framework, tools, and templates used in risk and assurance work, including guidance documents and practical resources.	Job aid, reading guide

## Virtual Sessions

Live virtual sessions create an interactive space for learners to apply foundational knowledge, explore realistic scenarios, and collaborate with peers. These sessions are designed to reinforce critical thinking, documentation skills, and regulatory understanding while also building communication and leadership confidence in a supportive, facilitator-led setting.

Module title	Performance objectives	Description
<b>Day 1 – Orientation and governance essentials</b>		
<b>Welcome and programme overview</b>	Understand the training structure, learning objectives, and expected outcomes.	Introduces the learning path, outlines what learners will achieve, and provides space for questions and expectations setting.
<b>Understanding the assurance cycle</b>	Identify the stages of the assurance cycle and the flow of tasks across engagements.	Walkthrough of the assurance process, showing how different roles contribute to risk identification, fieldwork, and reporting.
<b>Governance and professional standards</b>	Demonstrate an understanding of relevant regulatory requirements and internal governance frameworks.	Introduces external standards, internal expectations, and how professionals can apply them in assurance work.
<b>Risk function operating model</b>	Recognise how the risk and assurance team fits into the wider organisation and decision-making structures.	Covers the team's role in the three lines of defence model and key interactions with other functions.
<b>Day 2 – Risk assessment and documentation fundamentals</b>		
<b>Walkthroughs and note-taking</b>	Document process walkthroughs clearly and capture key control points.	Practice session with example walkthroughs and real-time feedback on clarity, completeness, and structure of notes.
<b>Risk and control identification</b>	Identify key risks and controls from process information and link them appropriately.	Scenario-based exercise in risk mapping, applying risk taxonomy, and evaluating the strength of associated controls.
<b>Documentation expectations</b>	Apply good documentation standards and write with	Facilitated review of strong and weak examples, with guided

	clarity, accuracy, and logical flow.	writing tasks and peer discussion.
<b>Leadership and collaboration essentials</b>	Demonstrate ownership, collaborate with stakeholders, and manage challenging conversations professionally.	Interactive session on relationship management, self-leadership, and teamwork, using common assurance-related scenarios for discussion.
<b>Day 3 – Fieldwork and communication in action</b>		
<b>Sampling strategy and population selection</b>	Choose appropriate sampling methods and document rationale.	Learners work through a simulated case study to identify sampling approaches and assess data sources.
<b>Deficiency identification and documentation</b>	Identify control gaps and articulate the issue, root cause, and potential impact.	Role-play and case-based session where participants draft deficiencies and receive real-time coaching and feedback.
<b>Communicating findings</b>	Present key findings clearly and handle difficult conversations professionally.	Group activity including simulated meetings, focused on managing tone, adapting language, and navigating tension while maintaining trust.
<b>Wrap-up and next steps</b>	Reflect on learning, prepare for applying new skills on the job, and plan future development.	Final session includes debrief, action planning, and guidance for continued development through post-work and stretch activities.

## On-the-job integration

To bridge the gap between learning and real-world performance, this element supports learners as they apply their skills in day-to-day tasks. Guided activities, mentoring, and practical tools help professionals take ownership of their role while learning from experienced team members. This ensures that learning becomes embedded through hands-on experience.

Module title	Performance objectives	Description	Modality
<b>Hands-on process mapping</b>	Translate walkthroughs into clear process maps and controls documentation.	Learners attend real walkthroughs, take notes, and complete supporting documentation with coaching from experienced professionals.	On-the-job activity, job aid
<b>Sampling strategy and execution</b>	Apply appropriate sampling approaches and document rationale.	Combines training with live support during sample design and documentation phases of engagements.	On-the-job activity, job aid
<b>Validating action plans</b>	Evaluate whether risk mitigation actions address root causes and are operating effectively.	Includes guided exercises in reviewing controls, validating remediation, and documenting outcomes.	On-the-job activity, coaching
<b>Writing and reviewing issue summaries</b>	Draft clear, evidence-based issue summaries and recommendations.	Practice drafting and refining issue documentation in collaboration with team leads or mentors, incorporating feedback.	On-the-job activity, peer review
<b>Use of technology platforms</b>	Navigate core tools and systems (e.g., workflow platforms, analytics dashboards).	Practice logging issues, linking documentation, and managing engagement progress using the organisation's assurance systems.	Job aid, guided walkthrough

## Performance and growth support

Beyond initial training, this element supports continuous development and career progression. Structured feedback, personal development planning, and stretch opportunities encourage learners to reflect, grow, and demonstrate readiness for increased responsibility. The focus is on building the confidence and capability needed for long-term success in risk and assurance roles.

Module title	Performance objectives	Description	Modality
Progress check-in	Reflect on early development and receive tailored coaching..	Scheduled 1:1 discussion with a people leader to review learning, discuss challenges, and plan targeted development actions.	Manager-led feedback session
Stretch assignments	Demonstrate readiness for broader responsibilities through real engagement challenges.	Participants are encouraged to take on complex tasks (e.g. process ownership, mentoring others, leading engagement areas) to build confidence and experience.	On-the-job activity, peer mentoring
Personal development planning	Align learning opportunities to individual goals and role expectations.	Includes practice in delivering difficult messages, active listening, and stakeholder management, supported by templates and discussion guides.	eLearning module, role-play scenarios
Leadership readiness	Exhibit initiative, support others, and contribute to a collaborative culture.	Includes mentorship, team facilitation opportunities, and leadership-focused learning modules to support future progression.	Stretch tasks, mentoring, eLearning