

# BUILDING RISK CAPABILITY AT SCALE

**Enabling Enterprise Risk &  
Change Management  
Through Targeted Learning**

## Executive Summary

A large North American financial institution undertook a complex, enterprise-wide transformation to strengthen how risk and change were governed, executed, and sustained across the organization. Driven by evolving regulatory expectations, the initiative required not only new policies and frameworks but a fundamental shift in how employees at all levels understood and applied enterprise risk and change management in practice.

To support this transformation, the organization needed a learning solution that could scale rapidly across business lines, accommodate diverse roles and responsibilities, and remain resilient amid ongoing framework refinement. Training had to be accurate, defensible, and aligned to governance expectations—while also being practical, usable, and embedded in day-to-day decision-making.

Innovatia partnered with the organization to design and deliver a role-based learning ecosystem that translated complex, evolving Enterprise Change and Risk Management (ECRM) requirements into clear, actionable learning experiences. By combining modular eLearning with targeted performance support and close collaboration with subject matter experts, the program enabled employees to confidently navigate new risks and change expectations and apply them consistently on the job.

The result was a scalable, enterprise-ready learning solution that helped operationalize the ECRM framework, establish a shared language across the organization, and support credible, regulator-aligned adoption—moving the organization from policy definition to practical, sustainable execution.

## The Challenge

The client was implementing a **comprehensive Enterprise Change and Risk Management (ECRM)** framework designed to strengthen governance, improve risk visibility, and ensure consistent execution of change initiatives across the enterprise.

This transformation extended well beyond policy updates. It required the organization to fundamentally change **how risk and change activities were initiated, assessed, governed, executed, and sustained** across a complex operating environment.

## Key challenges included:

### ○ Highly complex and evolving content

Much of the ECRM framework, supporting standards, and processes were being refined in parallel with learning development. Subject matter experts and primary owners were heavily involved, and content decisions often required iteration as governance models matured.

### ○ Aggressive, regulator-driven timelines

The organization needed to deploy training quickly to support enterprise risk and governance objectives, leaving little margin for delay. Internal teams lacked the capacity to design and develop a large volume of learning assets within the required timeframes.

### ○ A large, interdependent body of work

The scope spanned risk intake and assessment, project and change execution, governance tollgates, reporting, sustainability, and re-assessment—all of which needed to work together coherently.

### ○ Multiple stakeholder groups with distinct needs

Executives, change owners, project managers, risk partners, and second-line of defense stakeholders each required tailored enablement aligned with their roles and responsibilities, while still reinforcing a shared enterprise framework.

### ○ High expectations for quality and usability

Given the regulatory context, learning needed to be accurate, consistent, and defensible—but also practical, clear, and usable by employees navigating real change and risk decisions.

The organization needed a learning partner that could **operate comfortably in ambiguity**, support heavy SME involvement, and deliver high-quality learning **at scale and under pressure**.

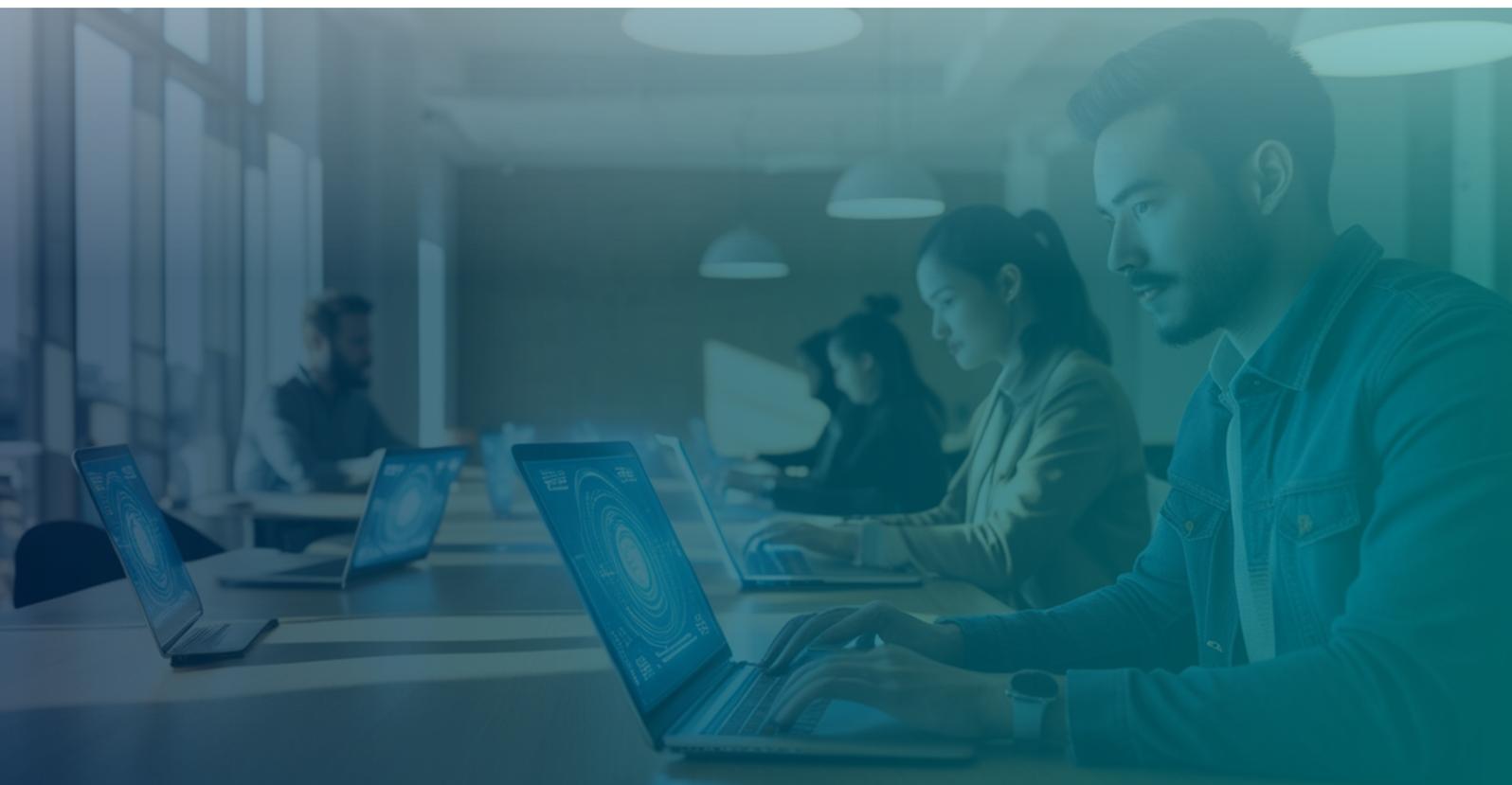
## The Solution

The client engaged Innovatia as a strategic learning partner to design and develop a role-based, modular learning ecosystem aligned to its ECRM framework and supporting standards.

Innovatia worked closely with internal risk, compliance, change, and project management teams to:

- Interpret policy, standards, and governance documentation.
- Identify critical risk decision points and handoffs.
- Translate complex frameworks into clear, actionable learning experiences.

The result was a **cohesive learning program** that combined formal eLearning with targeted performance support to reinforce consistent on-the-job application.



## Learning Program Overview

Innovatia designed and developed a curriculum of **15+ eLearning modules**, supported by a robust suite of job aids and quick reference guides.

The program addressed the full ECRM lifecycle, including:

## Enterprise Risk & Change Foundations

- Introduction to Enterprise Change and Risk Management
- ECRM policy awareness and expectations
- Executive-focused enablement to support governance and sponsorship

## Risk Intake, Assessment, and Governance

- Risk intake, triage, and assessment processes
- Reporting requirements and risk transparency
- RAIDD management across project and non-project initiatives
- Governance tollgates, reviews , and escalation mechanisms

## Project & Change Execution

- Project and change lifecycle standards (discovery, planning, execution, transition)
- Change request processes
- Organizational change management standards and practices

## Supporting Capabilities

- Sustainability planning and metrics
- Decision clarity and materiality
- Financial and execution readiness

Modules ranged from **15 to 60 minutes**, allowing the organization to tailor learning paths based on role, risk exposure, and priority.

## Stakeholder Alignment & Collaboration

Successful delivery depended on close collaboration across a wide range of internal stakeholders, including risk leaders, policy owners, subject matter experts, and delivery teams.

Innovatia played a critical role in **supporting and enabling these stakeholders throughout the process**, particularly where content was complex, evolving, or required significant interpretation. This included:

- **Helping SMEs translate deep expertise into clear, learner-focused content**
- **Facilitating alignment across primary owners as decisions emerged**
- **Managing rework and iteration with patience and flexibility**
- **Scaling delivery by providing multiple skilled resources to meet compressed timelines**

This collaborative approach allowed internal teams to stay focused on governance and decision-making, while Innovatia handled the complexity of instructional design, development, and iteration.

---

## The Outcome

The learning program enabled the client to:

- **Rapidly operationalize a new enterprise risk and change framework** aligned to evolving regulatory expectations.
- Establish a **shared language and consistent understanding** across business lines and roles
- Demonstrate **structured, role-based training** aligned to governance and audit defensibility expectations
- Improve execution confidence among employees responsible for initiating, assessing, governing, and delivering change

Beyond formal outcomes, internal stakeholders reported strong satisfaction with both the **quality of the learning assets** and the **collaborative delivery approach**. Despite evolving requirements and significant content complexity, the program was viewed as a meaningful step forward in how enterprise risk and change training was designed, delivered, and supported.

By combining **scalable eLearning, embedded performance support, and close stakeholder collaboration**, Innovatia helped the organization move from policy definition to **practical, sustainable adoption**.

---

## What Success Looked Like

Success for the organization was reflected in several tangible ways:

- Employees across roles could **confidently navigate risk and change processes**, supported by clear learning paths and just-in-time guidance
- Risk, change, and project activities followed **consistent standards and governance expectations**, reducing variability and rework
- Subject matter experts and program owners saw their intent accurately reflected in learning even as content continued to evolve
- Internal stakeholders viewed the training as **high quality, practical, and a meaningful improvement** over prior enablement efforts
- The organization demonstrated **credible, enterprise-wide training adoption aligned** to evolving regulatory expectations

Together, these indicators showed that the ECRM framework was not only documented, but **understood, applied, and sustained**.

## Why Innovatia

The client evaluated multiple potential partners before selecting Innovatia. While Innovatia was not an incumbent vendor, the organization was seeking a learning partner that could demonstrate:

- Proven experience supporting **highly regulated environments**
- The ability to **scale delivery quickly** without sacrificing quality or consistency
- Comfort working with **complex, evolving content and heavy SME involvement**
- A collaborative approach aligned with internal risk, compliance & governance teams

Early conversations demonstrated Innovatia's ability to quickly understand the organization's context, ask the right questions, and translate complexity into actionable learning. Based on this strong alignment, the client moved forward with Innovatia as its learning partner.

---

## Ready to Enable Risk-Ready Learning at Scale?

Innovatia partners with organizations operating in complex, regulated environments to translate policy, governance, and risk frameworks into **learning that drives real-world execution**.

If your organization is navigating regulatory change, enterprise risk transformation, or large-scale governance initiatives, we'd welcome a conversation about how we can help your teams move from **policy definition to practical adoption**.

