



MARIM Malaysian Association of Risk and Insurance Management

RISK & CULTURE

MASTERCLASS

Where Culture Shapes
Smarter Risk Decisions



**DATIN NIK SUNITA
AZURA BINTI AB RAHIM**

16-17 NOV 2026

9:00 AM – 5:00 PM

**JEN PENANG GEORGETOWN
BY SHANGRI-LA**

[CLICK HERE TO REGISTER](#)



PRICE	MEMBER	NON-MEMBER
WITHOUT ROOM	RM 1,950	RM 2,500
Check in 15 Nov & check out 17 Nov 2026 INCLUDING ROOM (Additional RM350/night for extra accommodation)	RM 2,650	RM 3,200

(Discount 10% off for group registration of 3 or more delegates)

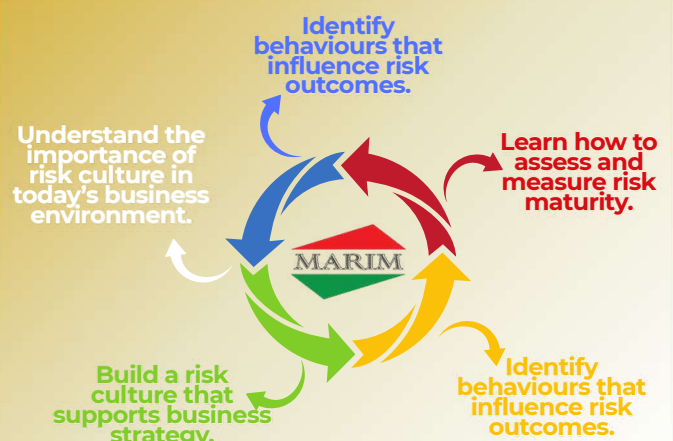
OVERVIEW PROGRAMME



MASTERCLASS TOPICS

- ✓ The New Risk Reality
- ✓ Risk Culture
- ✓ Risk Maturity Assessment
- ✓ Leadership & Risk Behaviours
- ✓ Behavioural Risk Diagnostics
- ✓ Measuring Risk Maturity
- ✓ Embedding Risk into Strategy
- ✓ Executive Simulation & Decision Making
- ✓ Strategic Risk Leadership

OBJECTIVES PROGRAMME



SPEAKER PROFILE



DATIN NIK SUNITA AZURA
Founder and Principal Consultant of
The Liminal Code

Datin Nik Sunita Azura has **over 27 years of experience with PETRONAS** in accounting, finance, marketing, trading, and organisational transformation. She has led **business transformation, culture change, strategic communications, and organisational development initiatives** across various sectors. Her expertise focuses on **building high-performance cultures, leadership transformation, and driving sustainable organisational change.**

Masterclass Agenda

Event:

Masterclass : Risk and Culturejrm

Objective:

Where Culture Shapes Smarter Risk
Decisions



Date:

16 November 2026



Location:

JEN PENANG GEORGETOWN BY SHANGRI-LA
Datai Room, Level 2

Time	Module	Objective
09:00 AM – 10:30 AM	Module 1: The New Risk Reality	Reframe risk from compliance function to strategic capability
10:30 AM – 10:45 AM	Break	-
10:45 AM – 12:15 PM	Module 2: Understanding Risk Culture	Explore cultural indicators and leadership tone
12:15 AM – 13:15 PM	Lunch	-
13:15 PM – 14:45 PM	Module 3: Diagnosing Risk Maturity	Assess behavioural and structural maturity using diagnostics
14:45 PM – 15:00 PM	Break	-
15:00 PM – 16:30 PM	Module 4: Leadership & Micro-Behaviours	Examine escalation dynamics and psychological safety
16:30 PM – 17:00 PM	Reflection & Integration	Identify culture gaps and leadership shifts



Date:

17 November 2026



Location:

JEN PENANG GEORGETOWN BY SHANGRI-LA
Datai Room, Level 2

Time	Module	Objective
09:00 AM – 10:30 AM	Module 5: Designing the Culture You Need	Align risk culture with strategy using practical levers
10:30 AM – 10:45 AM	Break	-
10:45 AM – 12:15 PM	Module 6: Measuring Risk Maturity	Introduce maturity frameworks and dashboard design
12:15 AM – 13:15 PM	Lunch	-
13:15 PM – 14:45 PM	Module 7: Embedding Risk into Strategy	Connect risk appetite to strategic decisions
14:45 PM – 15:00 PM	Break	-
15:00 PM – 16:30 PM	Executive Simulation Lab	Examine escalation dynamics and psychological safety
16:30 PM – 17:00 PM	Wrap-Up & Roadmap	Develop 90-day activation plan