



THE DCRO
RISK GOVERNANCE
INSTITUTE

MASTERING THE AGE OF STRATEGY DISRUPTION®

ECONOMIC STATECRAFT AND GEOPOLITICAL RESILIENCE



A Masterclass Series for Board Leaders
on the Convergence of Geopolitics,
Geo-Economics, and Corporate Interests

Six Sessions - Tuesdays, February 3, 2026 to April 28, 2026

MASTERING THE AGE OF STRATEGY DISRUPTION®

ECONOMIC STATECRAFT AND GEOPOLITICAL RESILIENCE

In an era where geopolitics defines markets, boards can no longer afford to treat global risk as background noise. The Economic Statecraft and Geopolitical Resilience Masterclass equips directors with the foresight, frameworks, and tools to lead confidently through disruption.

This exclusive, multi-session program brings together global experts in finance, security, and governance to help boards anticipate and navigate the forces reshaping business—from trade wars and sanctions to digital sovereignty, supply chain fragility, and the future of reserve currencies.

Through immersive war games and scenario-based exercises, participants move beyond theory to practice—testing real-world decision-making under pressure and learning how to turn geopolitical volatility into strategic advantage.

Why Board Members Can't Miss This

- **Future-Proof Your Strategy:** Understand how political and economic power plays directly impact your markets, operations, and investments.
- **Strengthen Fiduciary Oversight:** Learn how emerging geopolitical risks are expanding board responsibilities and governance expectations.
- **Build Corporate Resilience:** Develop actionable strategies for supply chain security, financial stability, and reputational protection.
- **Gain Exclusive Insight:** Engage with leading practitioners in economic statecraft, risk governance, and global strategy.

The Bottom Line

This is not another risk seminar—it's a strategic readiness experience for boards operating in a world where economic power is weaponized and resilience is the new competitive edge.

ECONOMIC STATECRAFT AND GEOPOLITICAL RESILIENCE



SESSION 1

Geopolitical Risk and Corporate Resilience



John Tien | [Bio](#)

FEBRUARY 3, 2026

This session examines how geopolitical tensions, ranging from conflicts to trade disputes, pose significant risks to businesses. It moves beyond a simple understanding of country-level risk to examine how these tensions can disrupt supply chains, alter market access, and create operational vulnerabilities, setting the stage for subsequent sessions. For board members, understanding these dynamics is crucial for building a more resilient organization that can adapt to rapid changes in the global landscape.

- Understand the key geopolitical hotspots and their potential impact on global markets.
- Analyze how political instability in one region can trigger a domino effect on supply chains and financial markets worldwide.
- Learn to identify and assess geopolitical risks to the company's specific business model and operations.
- Develop strategies for building corporate resilience through supply chain diversification and scenario planning.
- Develop frameworks for integrating geopolitical risk into board-level decision-making.

Tabletop Exercise: Facilitated by Brig. Gen. Rose Kervouri, QRD®



Brig. Gen. Rose Kervouri, QRD® | [Bio](#)

SESSION 2

The Weaponization of Finance and Trade



Tim Welter | [Bio](#)

FEBRUARY 17, 2026

This session delves into how governments increasingly use economic tools like sanctions, tariffs, and export controls to achieve foreign policy goals. Board members need to understand that financial systems, trade agreements, misinformation/disinformation campaigns, and even general data flows are no longer just for commerce; they are instruments of power. This new reality requires boards to scrutinize their financial and trade relationships for potential exposure to state-backed economic coercion.

- Recognize the different tools of economic statecraft, including sanctions, export controls, and foreign investment reviews.
- Analyze the direct and indirect impacts of these tools on corporate operations and profitability.
- Evaluate the legal and compliance risks associated with navigating a fragmented global economic system.
- Formulate a proactive strategy to mitigate the risks of financial and trade-related statecraft.
- Understand how sanctions compliance and due diligence protect corporate reputation.

Tabletop Exercise facilitated by Jim Freis, QRD®



Jim Freis, QRD® | [Bio](#)

ECONOMIC STATECRAFT AND GEOPOLITICAL RESILIENCE



SESSION 3

The Rise of Industrial Policy and Competition



Todd Fisher | [Bio](#)

MARCH 3, 2026

Many nations, including the U.S. and China, are increasingly using industrial policy to promote domestic industries and secure critical technologies. This marks a significant departure from decades of free-market globalization. Board members must understand how government subsidies, tax credits, and procurement policies can create both opportunities and competitive challenges, forcing companies to re-evaluate their long-term investment strategies and market positioning. In addition, political and economic alliances are likely to emerge/strengthen/weaken based on these policies.

- Understand the resurgence of industrial policy globally and its key drivers.
- Identify how new policies (e.g., in semiconductors, clean energy, etc.) create competitive advantages or disadvantages.
- Assess the implications of government-backed industrial competition on investment decisions and market entry strategies.
- Analyze the business risks and opportunities created by industrial policy.
- Develop a framework for engaging with and influencing public policy to align with corporate objectives.
- Understand the long-term implications of a multi-polar geopolitical world

Tabletop Exercise facilitated by Michele Wucker, QRD®



Michele Wucker,
QRD® | [Bio](#)

SESSION 4

Digital Sovereignty and Cybersecurity as Geopolitical Tools



Dr. Homaira Akbari | [Bio](#)

MARCH 17, 2026

This session focuses on the growing trend of nations seeking to control their own digital infrastructure, data, and technology. From data localization laws to cyber-attacks on critical infrastructure, the digital realm has become a new front for geopolitical competition. For boards, this means cybersecurity is no longer just an IT issue but a core component of corporate governance and a potential national security concern.

- Understand the concept of digital sovereignty and its impact on data management and cloud computing.
- Recognize the risks posed by state-sponsored cyber threats and intellectual property theft, and the mechanisms of human capital, purchasing, investments, and more.
- Evaluate the company's cybersecurity posture in the context of emerging geopolitical risks.
- Develop robust governance and oversight for AI and other advanced technologies to ensure ethical and compliant deployment.
- Anticipate risks in partnerships, joint ventures, and technology supply chains.

Tabletop Exercise facilitated by Alexa Raad, QRD®



Alexa Raad, QRD® | [Bio](#)

ECONOMIC STATECRAFT AND GEOPOLITICAL RESILIENCE



SESSION 5

The Future of Global Reserve Currencies



Dennis Lockhart | [Bio](#)

APRIL 7, 2026

The U.S. dollar has long been the world's dominant reserve currency, giving the U.S. unique financial leverage. However, geopolitical rivals are exploring alternatives, such as central bank digital currencies (CBDCs) and new payment systems, to reduce their reliance on the dollar. This shift could have profound implications for currency markets, international transactions, and financial stability, requiring boards to monitor these trends and their potential impact on corporate treasuries and foreign exchange risk.

- Comprehend the factors that support the U.S. dollar's dominance and the forces challenging it.
- Analyze the potential impact of new payment systems and CBDCs on international trade and corporate finance.
- Assess currency risk and the potential for a more multipolar currency landscape.
- Understand how a changing monetary order could affect corporate financial strategy and capital allocation.

Tabletop Exercise facilitated by Rebecca Brosnan, QRD®



Rebecca Brosnan,
QRD® | [Bio](#)

SESSION 6

Supply Chain Resilience, Intellectual Property, and Strategic Dependencies: Emerging and Accelerating Board Fiduciary Duties



Frank Finelli | [Bio](#)

APRIL 28, 2026

Global supply chains are vulnerable to disruption from conflict, natural disasters, or policy shifts. Governments increasingly view critical minerals, pharmaceuticals, and high-tech components as strategic assets. Boards must anticipate vulnerabilities in their value chains and evaluate resilience strategies.

- Map strategic dependencies in critical supply chains.
- Map strategic dependencies on intellectual property rights.
- Design governance processes to stress-test supply chains against geopolitical shocks.
- Establish effective board-level oversight of economic statecraft risks.
- Learn to integrate geopolitical foresight and scenario planning into the board's strategic discussions.
- Evaluate how the board's fiduciary duty is expanding to include non-traditional geopolitical risks.

Tabletop Exercise facilitated by Cristina Martinez, QRD®



Cristina Martinez,
QRD® | [Bio](#)

FACULTY DETAILS



Session 1



The Honorable John Tien is the former Deputy Secretary of Homeland Security, a retired U.S. Army Colonel and former White House Fellow who served in four presidential administrations, including senior roles on the National Security Council. He currently sits on the boards of Union Pacific Railroad and SAIC, The Carter Center's Board of Trustees, and the Avalon Action Alliance, and previously chaired the veterans non-profit board of The Mission Continues. His governance expertise is shaped by decades of leadership in both the public and private sectors, including 24 years of military service with three combat tours in Iraq, followed by executive roles at Citigroup. John graduated from the United States Military Academy at West Point in 1987, where he was the First Captain—the highest-ranking cadet and the first Asian American to hold that role. He later became a Rhodes Scholar at Queen's College, Oxford, earning a Master of Arts in philosophy, politics, and economics.



Rose Keravuori, QRD®, is a global military intelligence officer, former U.S. Army Brigadier General, and CEO of SISU Strategic Advisors, with over three decades of leadership in crisis management, strategic operations, and risk mitigation, and board experience spanning corporate governance, international business, and geopolitics. She is a graduate of the United States Military Academy at West Point and earned her Master's Degree in Diplomacy from the University of Oxford.

Session 2



Tim Welter, Ph.D., is a senior research fellow at the non-partisan Potomac Institute for Policy Studies, where he focuses on economic statecraft and industrial policy as tools of strategic competition. His work examines how science and technology, innovation ecosystems, and defense-industrial capabilities can be leveraged to preserve leadership in a shifting global order. A U.S. Air Force Academy graduate with a Ph.D. in political science and Master's degrees in Political Science, National Security Strategy, and Management, he has shaped national security thinking. He now focuses on high-visibility endeavors with senior government, industry, and public policy leaders.



James H. Freis, Jr., QRD®, is a non-executive director and advisory board member of companies involved in financial services and technology innovation, with extensive international experience, including prior leadership as Group Chief Compliance Officer at Deutsche Börse AG and as Director of the Financial Crimes Enforcement Network (FinCEN) at the U.S. Department of the Treasury, and other roles as CEO of Wirecard AG, and counsel at the Bank for International Settlements and at the Federal Reserve Bank of New York.

Session 3



Todd Fisher is a non-resident senior fellow at the Institute for Progress and a research fellow at the Center for Business and Government at the Harvard Kennedy School. Up until March 2025, he was the founding Chief Investment Officer for the CHIPS Program Office at the U.S. Department of Commerce, responsible for investing \$39 billion to strengthen the US semiconductor industry. He previously served as Program Director for the \$3 billion American Rescue Plan programs at the Economic Development Administration. Prior to joining the US government, Fisher had a 30-year career in the investment industry, including 25 at KKR in senior investment and management roles, including Chief Administrative Officer. He left KKR at the end of 2017 to make a proactive shift in his career to public and non-profit sector work, becoming a fellow at Harvard's Advanced Leadership Initiative and then a Managing Director at Year Up, a workforce-oriented non-profit.



Michele Wucker, QRD®, is a global macro strategist, author of *The Gray Rhino*, and founder of Gray Rhino & Company, advising organizations worldwide on risk governance, decision architecture, and strategic foresight, with experience spanning finance, policy, and board leadership. Her work has been recognized by leaders across business, government, and academia, and her 'gray rhino' framework has shaped global conversations on anticipating and addressing obvious but neglected risks. She has been honored as a Young Global Leader of the World Economic Forum.

FACULTY DETAILS



Session 4



Dr. Homaira Akbari is CEO of AKnowledge Partners, a global advisory firm. She also serves on the boards of Banco Santander, Landstar System, and Coalfire, a cybersecurity and compliance services company. In addition, she is a member of Telefónica's Security Advisory Board and has co-authored *The Cyber Savvy Boardroom – Essentials Explained*. Widely recognized for her expertise at the intersection of technology, governance, and cybersecurity, Dr. Akbari is a frequent speaker and advisor to global organizations on digital transformation and risk oversight.



Alexa Raad, QRD®, is an independent board director and seasoned technology executive with over 25 years of experience in cybersecurity, internet infrastructure, and emerging technologies. She founded Anthium Advisory, providing due diligence services to private equity firms, and Architelos, a pioneering start-up delivering policy and compliance guidance, as well as SaaS-based cyber risk mitigation services to Top-Level Domain registries in the US, U.K., Canada, and the EU. Her leadership has consistently focused on cybersecurity governance, risk management, and regulatory compliance. She also served as the former Chief Executive Officer of the Public Interest Registry (the global registry of .ORG domains). Ms. Raad has authored several patents in cybersecurity and is a regular contributor to Pew Research.

Session 5



Dennis P. Lockhart is the former President and CEO of the Federal Reserve Bank of Atlanta. In that capacity, he served on the Fed's Federal Open Market Committee. His tenure spanned the financial crisis, the Great Recession, and several years of recovery. He retired in 2017. Dennis serves on the boards of PrimeRevenue, Pay Pal Digital, and Monument International Holdings, is the Chair of the Board of Advisors at Johns Hopkins School of Advanced International Studies, and serves on the boards of the Carter Center Board of Councilors and World Affairs Council of Atlanta. Dennis is a distinguished professor-of-the-practice in the Nunn School of International Affairs at Georgia Tech.



Rebecca Brosnan, QRD®, is an Independent Non-Executive Director at Taylor Maritime Limited and an IFC Nominated Director at the City Bank and a former INED at Grindrod Shipping, with over 20 years of leadership experience across Asia, the UK, and the US in corporate strategy, governance, and financial services, including senior executive roles at the Hong Kong Stock Exchange, where she spear-headed the RMB Task Force. She is recognized for her disciplined approach to board governance, with particular strengths in audit, risk, and remuneration oversight, focused on alignment between strategic objectives and shareholder value.

Session 6



Frank Finelli, CFA, is a senior advisor at The Carlyle Group, having transitioned from managing director and partner after more than 25 years of investing in the aerospace & defense sector and building cross-portfolio value creation processes. Previously, he served as a legislative assistant for then-Senator Dan Coats (R-IN) with the Senate Armed Services Committee after retiring as an Army Lieutenant Colonel. A distinguished graduate of West Point and MIT's Sloan School of Management, Mr. Finelli served as Special Assistant to the Chairman of the Joint Chiefs of Staff, when he helped design the assessment architecture for the first Quadrennial Defense Review and the Joint Requirements Oversight Council (JROC), also coordinating reviews of major communications and intelligence programs.



Cristina Martínez García, QRD®, is the Group Chief Risk Officer at SACYR and an experienced board member across multiple organizations, including IMEureka, the Institute of Actuaries in Spain, IGREA, FERMA, and DCROI, with over 20 years of leadership in risk governance, sustainability, and transformation.

Who is this course for?

This course is for current board members who seek a better understanding of the challenges presented by rapidly changing geopolitical, technological, and economic norms and capabilities of competing states - something of which all board members must be aware. We take an agnostic approach to teaching, meaning the content is relevant for all industries and geographies.

What is the format?

Masterclass sessions are 90 minutes in length, with a 30-minute buffer for continued discussion. Each session includes a facilitator-led presentation, group discussion, and a dynamic tabletop exercise relevant to the topic and current affairs.

What is the cost?

Tuition for masterclass series is US\$2,995. Groups of three or more, and applicants from developing markets may apply for discounted pricing.

Apply Now



World Class Credentials

The DCRO Institute is the world's leading source of risk governance training and credentialing. We are a 501(c)3 nonprofit peer collaboration among board members and

C-suite executives from around the world. Graduates from our programs are leaders in boardrooms and C-suites on six continents. Our emphasis is on the positive use of risk and risk knowledge in the strategic planning and execution of plans at organizations of all sizes worldwide and in developing people to do that work as Qualified Risk Directors® and Qualified Risk Experts™.