

# RISK, POWER & GOVERNANCE

Managing and Overseeing Risk at the Top



**EFFECTIVE GOVERNANCE IS NOT ABOUT AVOIDING RISK, IT IS ABOUT RECOGNIZING, MANAGING AND TAKING RESPONSIBILITY FOR RISK AT THE RIGHT LEVEL.**

This four-day course focuses on risk management in governance, with a specific emphasis on the role of managing boards, supervisory boards, senior leadership and board room advisors in mitigating governance failures. Building on lessons learned from high-profile governance failures in the Dutch Caribbean, the course shifts the focus from hindsight to foresight.

Participants will explore how power, information asymmetry, political pressure and weak countervailing forces create governance risks long before a crisis becomes visible. Special attention is given to the legal and accountability dimensions of risk acceptance, supervisory responsibility and failure to intervene.

## FOR WHO?

This course is designed for

- Managing Board Members & Supervisory Board Members
- Senior management and key position professionals
- Policy advisors, Regulators & other governance professionals

## REGISTRATION

Registration via: [s.kits@themis-institute.org](mailto:s.kits@themis-institute.org) or via our [website](#).

## DATES

2 - 5 March 2026

## LOCATION

Holland House,  
St. Maarten

## INVESTMENT

USD 2.995,- incl.  
course materials &  
catering



**THEMIS INSTITUTE**  
for Governance & Leadership

# PROGRAM & TOPICS



DAY 1

**Monday**

March 2, 2026

Risk Management in the Boardroom

**15:30** Registration

**16:00** Introduction: Governance as risk management

**17:00** From governance failure to risk failure

**18:00** Break| *dinner*

**18:45** Categories of governance risk

- Strategic
- Governance & Integrity
- Political & Regulatory

**19:30** Case introduction: *"The moment you should have acted"*

**20:15** Recap and take-aways

**20:30** Closing

DAY 2

**Tuesday**

March 3, 2026

Power & Counterforce, Information & Board Blind Spots

**15:30** Registration

**16:00** Power dynamics in boards and supervisory boards

**17:00** Dominant leaders and organizing counterforce

**18:00** Break| *dinner*

**18:45** Information asymmetry & filtered reporting: tools for proper information management

**19:45** Group exercise: identifying early warning signals

**20:15** Recap and take-aways

**20:30** Closing

DAY 3

**Wednesday**

March 4, 2026

Accountability, Liability & Risk Ownership

**15:30** Registration

**16:00** Practical tools for risk-aware governance:

- Board-level risk mapping
- Critical boardroom questions

**17:00** Accountability of directors and supervisors

- Failure to intervene and other harmful misconduct

**18:00** Break | *dinner*

**18:45** Accountability of directors and supervisors

- Disculpation and liability

**19:45** Case preparation

**20:15** Recap and take-aways

**20:30** Closing

DAY 4

**Thursday**

March 5, 2026

From Risk Exposure to Risk Governance

**14:30** Registration

**15:00** Being prepared: what is required from board member in terms of risk management?

**16:00** Conflicts of interest as systemic risk

**17:00** Boardroom case: *"The moment you should have acted"*

**18:15** Recap and take-aways

**18:30** Diplomas

**18:45** Drinks & bites

## DIPLOMA & PE-POINTS

Upon completion of the course, you will receive a diploma from the Themis Institute for Governance & Leadership.  
**(16 PE-points)**



**THEMIS INSTITUTE**  
for Governance & Leadership

Our customized consulting & legal services are designed to work with your board based on specific goals and desires at this time in your governance journey.

Themis will work with and support you in identifying your specific governance issues or needs and provide you with proven principles and best governance practices to implement.

# LECTURERS

Aubrich Bakhuis and Frank Kunneman bring together a powerful mix of knowledge and experience. Frank combines academic depth with practical experience in a way that immediately resonates. With his sharp perspective and vivid examples, he shows what good governance truly means in practice. He connects theory with reality, insights with real-world situations, and makes tangible how leadership works when rules start to affect people.

Aubrich complements this with legal acumen and strategic insight. He translates principles of good governance and oversight into concrete, effective solutions. With his extensive experience in legislation, policy, and governance, Aubrich is able to turn complex governance challenges into well-thought-out and workable solutions.

## MR. DR. AUBRICH BAKHUIS

As Director of the Themis Institute for Governance & Leadership, Aubrich Bakhuis is committed to strengthening good governance within the private, public, and semi-public sectors in the Caribbean part of the Kingdom of the Netherlands.

With more than 12 years of experience as a legal advisor and expertise in corporate governance, ESG, administrative law, and financial law, he supports clients such as governments, private companies, and various semi-public entities.

Currently, Aubrich is also a lecturer in corporate governance at the University of Curaçao, a guest lecturer in the International Post-Master Accountancy Program at Tilburg University, and a member of the Supervisory Board of the Dutch foundation Stichting Overlegorgaan Caribische Nederlanders (OCAN).



## PROF. DR. FRANK KUNNEMAN



Frank Kunneman is an internationally respected lawyer and a leading expert in the field of corporate governance. He brings together decades of academic knowledge with broad practical experience as a professor, lawyer, advisor, and supervisor in the Dutch Caribbean, the Netherlands, and beyond.

As one of the founders of the Themis Institute for Governance & Leadership, Frank is committed to better governance and strong leadership. His work focuses on helping leaders and supervisors act with integrity, clarity, and effectiveness. He combines academic precision with practical wisdom and shows what good governance truly looks like in practice.