ABSTRACT. The article reviews the book No Excuses: A Business Process Approach to Managing Operational Risk by Dennis I. Dickstein and Robert H. Flast. The book proposes that operational risk should be examined through the business processes, that is, the flows of business. It provides a business process approach to managing operational risk, which should be examined through the business processes, that is, the flows of business. No Excuses: A Business Process Approach to Managing Operational Risk, by Dennis I. Dickstein and Robert H. Flast, is a critical read for anyone interested in understanding how to effectively manage operational risk within their organization.