

GLOBAL CONFERENCE 2026

FROM CHAOS TO COMMAND:
RISK LEADERSHIP IN INDUSTRY 6.0

PANEL DISCUSSION FROM CONTROL TO COMMAND: GOVERNING COMPLEXITY IN INDUSTRY 6.0

Azwang Omar
Head, Governance & Risk Management,
DXN Holdings

The Past: Static Compliance

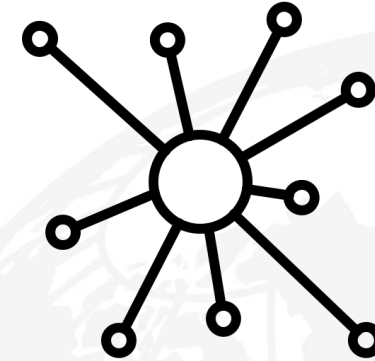


15 to 20 years ago, the biggest governance challenge was ensuring people followed policies and procedures.

There was no AI influencing our decisions.

Governance is no longer about controlling individual activities—it is about leading organizations through complexity to achieve business objectives.

The Present: Dynamic Complexity



Today, our biggest challenge is governing a business that changes every month, week, or even day.

Facing supply chain disruptions, geopolitical crises affecting freight costs, raw material prices, exchange rates, and customer confidence.

The Evolution of the Industrial Environment



Industry 4.0

"We automated processes."

Governance focused on:

- Policies
- SOPs
- Controls
- Compliance

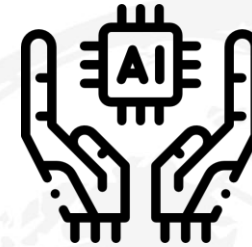


Industry 5.0

"Technology alone isn't enough."

Introduction of:

- ESG
- Human-centric leadership
- Sustainability
- Purpose



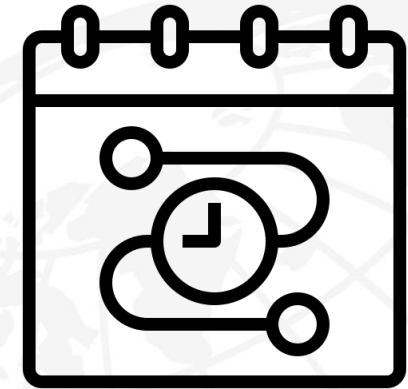
Industry 6.0

"The next challenge..."

...governing intelligent systems.

The Failure of Periodic Governance

In many organizations, risk management still revolves around **quarterly risk reviews, annual workshops, and risk registers**. But today's risks don't wait for quarterly meetings.



Case Evidence: Middle East Geopolitics

When geopolitical tensions escalated, we didn't have the luxury of waiting until the next quarter.

The Rapid Response

- Established weekly monitoring.
- Engaged 100+ focal points across global operations.
- Analyzed developments continuously.
- Reported emerging risks live to Senior Management and the Board.

"This wasn't simply risk reporting. It was risk intelligence."

Complexity Shift 1: Human Decisions → Hybrid Decisions

AI is no longer just a tool; it is an active participant in enterprise operations.



Examples in Action

AI forecasts demand.

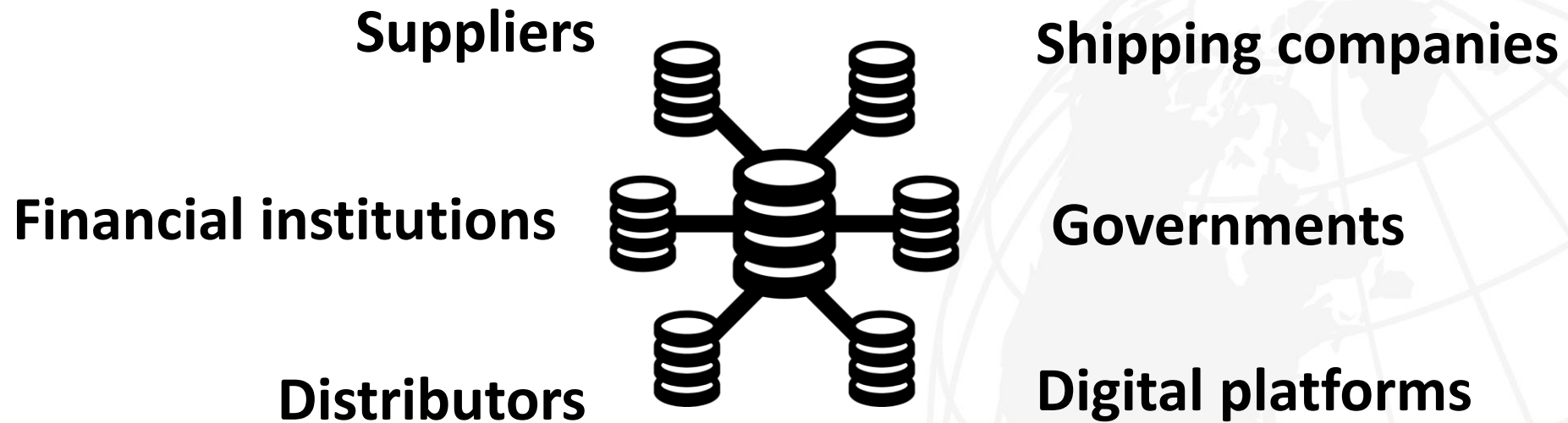
AI assists customer service.

AI supports fraud detection.

Who governs AI decisions?

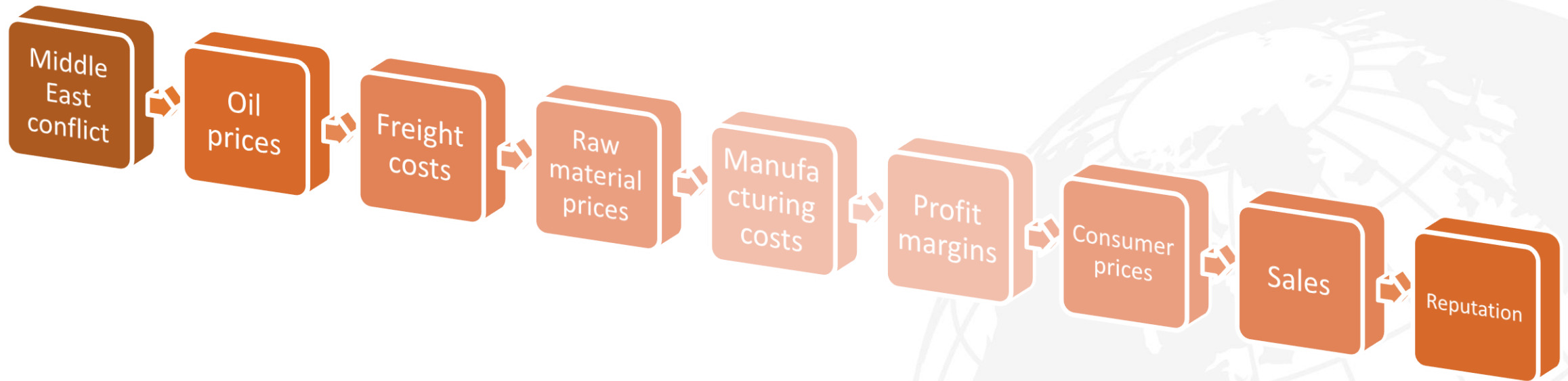
Complexity Shift 2: Organizations → Ecosystems

Our business doesn't depend only on our factories.



One disruption affects everyone.

Complexity Shift 3: Individual Risks → Cascading Risks



"This is no longer one risk. It is a chain reaction."

Complexity Shift 4: Periodic Oversight → Continuous Governance

We cannot govern real-time risks using quarterly reports alone.



Periodic Oversight
(The Past)



Continuous Governance
(The Future)

The New Mandate

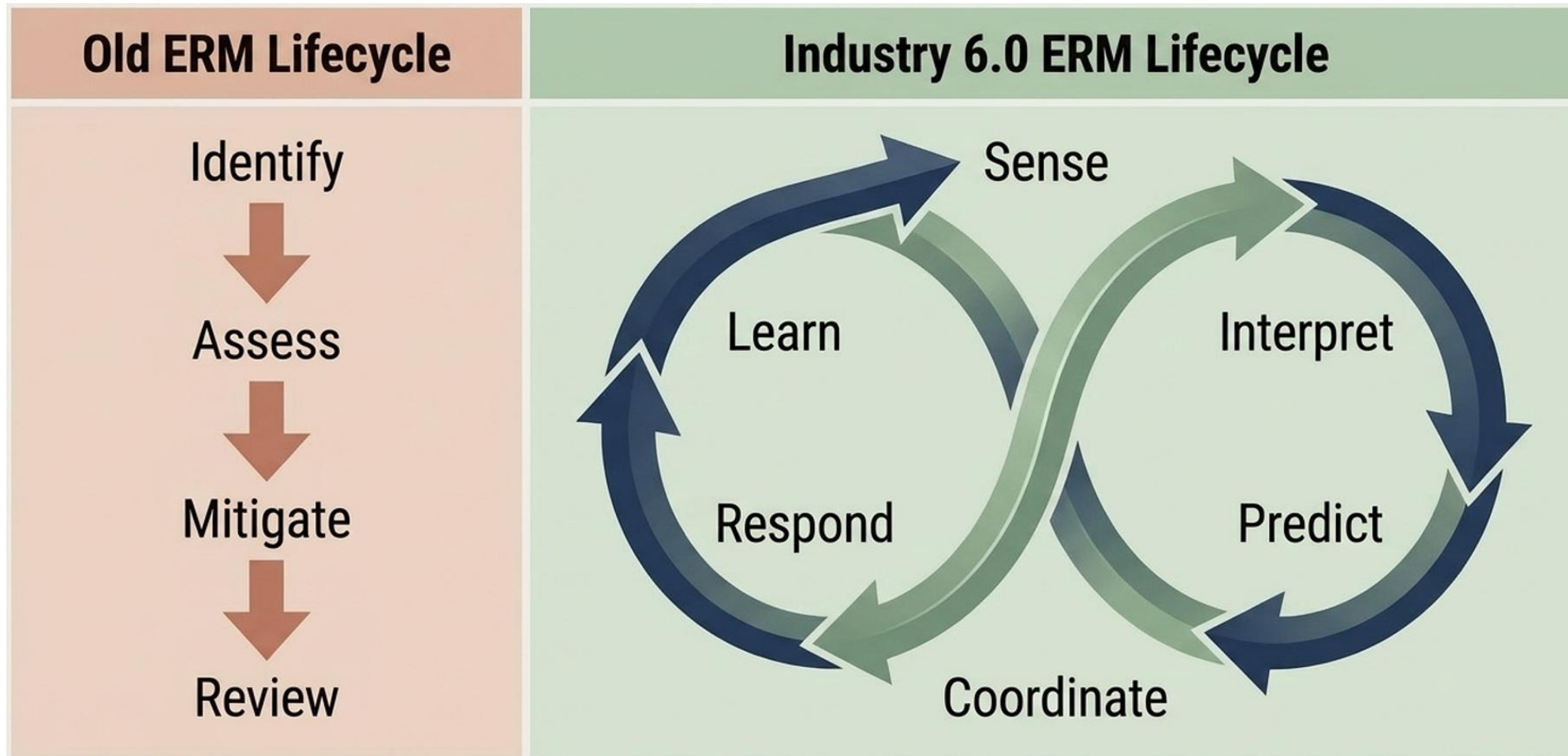
Continuous monitoring

Early warning
indicators

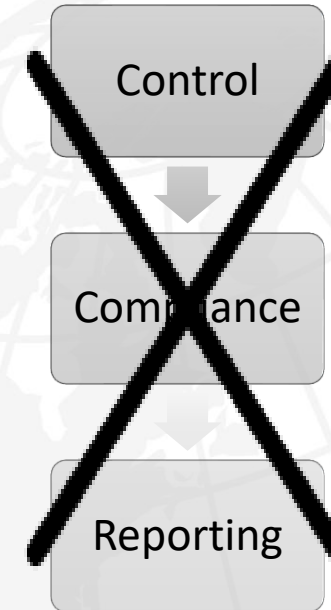
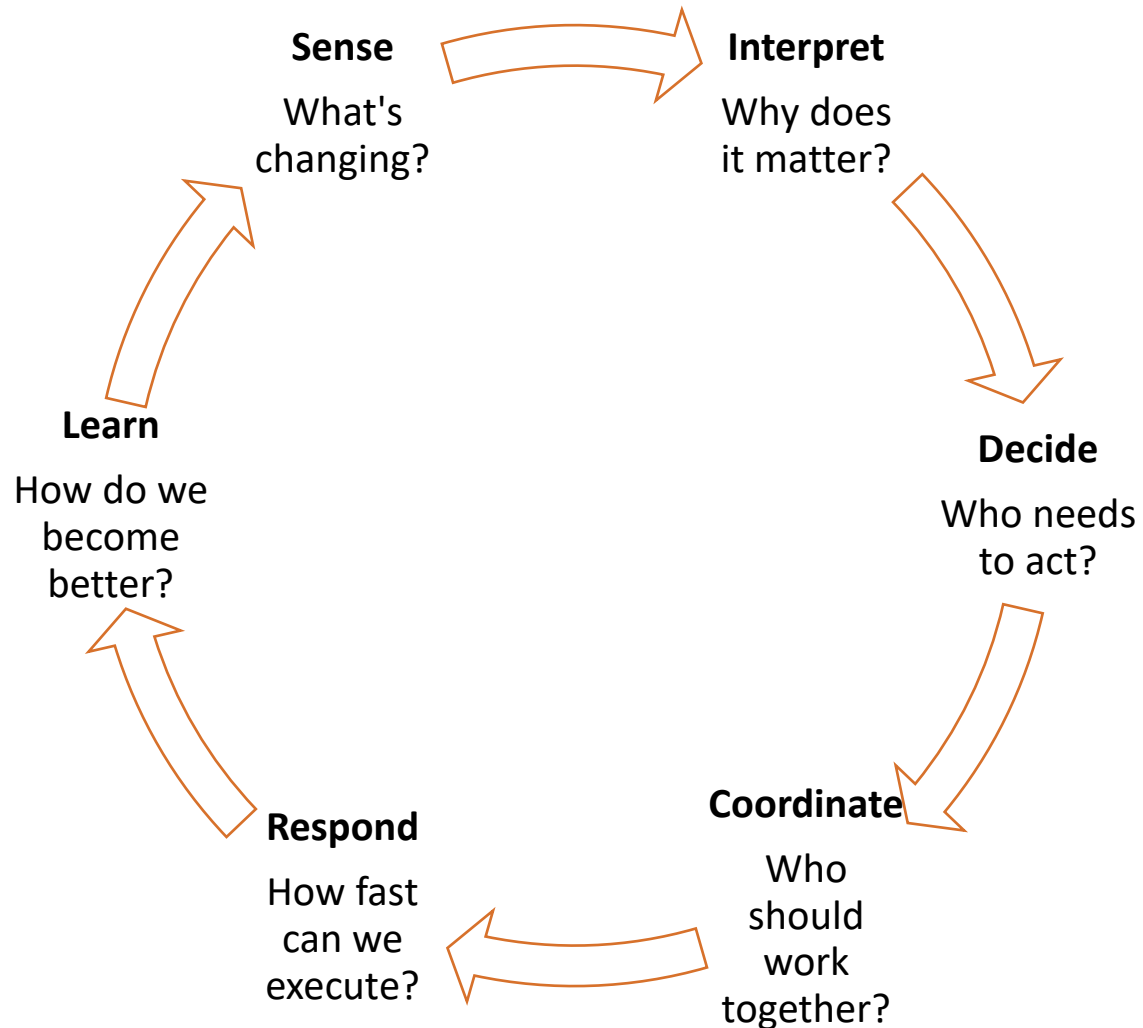
Live dashboards

Scenario analysis

The ERM Paradigm Shift



The Governance Command System



The Risk Professional's Role Transformation

We are no longer only maintaining...

- Risk Registers
- Heat Maps
- Compliance Reports

Instead, we become...

- Strategic Advisors
- Enterprise Intelligence Leaders
- Scenario Analysts
- Resilience Architects
- Decision Enablers

Our value is not measured by the number of risks we record.

Governing Complexity is the Competitive Advantage

Industry 6.0 is people making better decisions through intelligent systems.
The organizations that succeed will not necessarily have the best technology.
They will be the organizations that govern complexity better than their competitors.

Control ensures we do things right.

Command ensures we do the right things,
at the right time, for the right reasons.

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THANK YOU



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enquiry@insterp.com
www.insterp.com