

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



From Control to Command : Governing Complexity in Industry 6.0

Leadership & Governance in the Age of Autonomous Systems

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Public Transportation & Safety-Critical Sector

The Evolution of Industry

Every industrial revolution has changed how organizations operate. Industry 6.0 changes how organizations are governed.

Era 1



Industry 4.0

Digital Integration

digitised operations - Smart factories, IoT, AI-embedded operations. Organizations became data-driven.

Era 2



Industry 5.0

Human-Centred Technology

Re-centred people - Machines serve people. Sustainability, resilience, and ethics enter the industrial mandate.

Era 3 — Now



Industry 6.0

Autonomous Ecosystems

challenges how organizations govern autonomous decisions - Organizations co-evolve with technology. Governance, decision traceability, and responsible autonomy become the defining challenge.

"The question is no longer how we operate. It is how we govern."

Why "Control" Is No Longer Enough

**The problem isn't more risks.
The problem is more interactions between risks. That's systemic risk.**

"Complexity is not a problem to be solved. It is a condition to be commanded."

"AI is accelerating decisions faster than governance can follow."

You cannot write a policy for every node. You cannot monitor every edge.



The Governance Challenge

Technology can automate decisions. Accountability cannot be automated.

AI Layer

AUTOMATED

Speed & Scale

Millisecond decisions across millions of data points

Pattern Recognition

Anomaly detection, predictive fault alerts

Autonomous Execution

Scheduling, routing, incident triage

Continuous Optimization

Real-time system adjustments

GOVERNANCE BOUNDARY

Human Layer

ACCOUNTABLE

01 Who is responsible when AI gets it wrong?

02 How does the board oversee what it cannot see?

03 Where does human judgment begin?

04 Who owns the outcome?

⚠ Accountability does not transfer to the machine — it stays with those who govern.

👁 Boards must oversee systems they did not design and cannot fully inspect.

⚖ Human judgment defines where automated execution ends and moral responsibility begins.

These roles remain human

Board

Executive Leadership

Risk & Compliance

"Accountability is not a feature you can deploy. It is a choice leaders make."

From Control to Command

Command is not about authority. It is about clarity, coordination and decisive leadership.



Governing Complexity in Industry 6.0

Five pillars. One outcome: safe, trusted, resilient performance



01

Adaptive Governance

Defines risk appetite, decision rights, escalation thresholds and human accountability.



02

Risk

Dynamic, forward-looking risk intelligence beyond static registers



03

Resilience

Adaptive capacity to absorb, recover, and evolve



04

Trust

Earned through transparency, ethics, and consistent leadership



05

Leadership

Human judgment at the centre of every consequential decision

Mission

Safe + Trusted + Resilient Organisation

Governance Decision Flow

Set boundaries → authorise decisions → monitor outcomes → intervene when required.

Governance sets the rules before the first AI decision is made

"Governance determines how much autonomy AI is given, where accountability remains, and when humans must intervene."

Command complexity. Govern autonomy. Lead with accountability

Thank you

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