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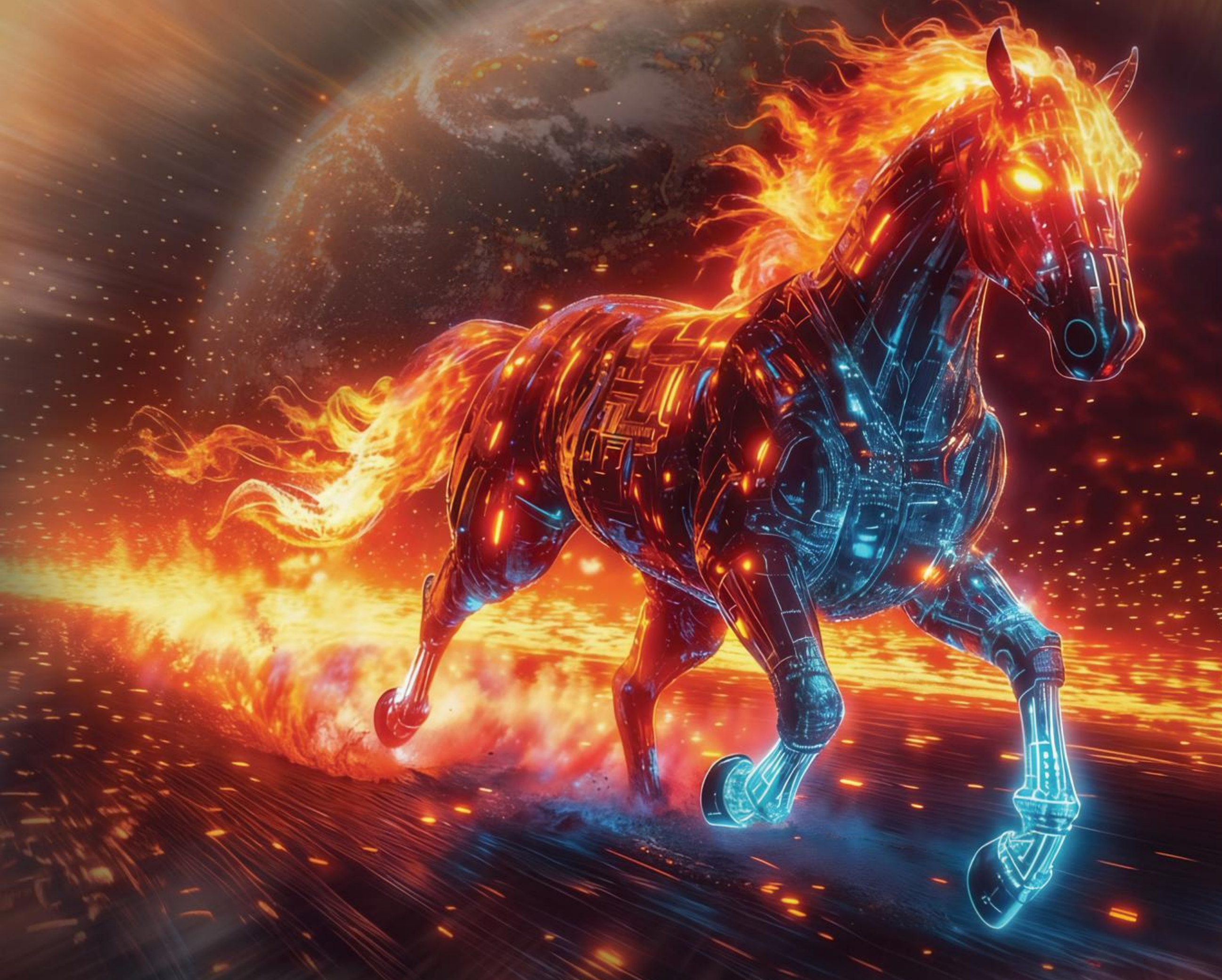
Institute of Enterprise Risk Practitioners



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

The Fall of the Control Illusion

- **Traditional control is dead.**
  - Industry 6.0 proves that trying to manage every variable is impossible.
- **Predictability is a relic.**
  - Governance built for stable, slow-moving markets fails in hyper-connected systems.
- **The cost of control.**
  - Relying on old command structures creates massive bottlenecks and slows down critical responses.

The New Reality: Complex and Connected

- **Risks do not live in silos.**
  - A glitch in one system triggers a domino effect across the entire network.
- **Linear decisions are obsolete.**
  - Cause and effect are no longer straightforward; small actions have massive, unexpected consequences.
- **Speed defines survival.**
  - The gap between an event occurring and the required response has shrunk to near zero.

Redesigning Authority and Escalation

- **Push authority to the edge.**
    - Frontline teams need the power to make real-time decisions without waiting for layers of approval.
- **Rethink escalation paths.**
    - Traditional chains of command are too slow; escalation must be dynamic and based on impact, not hierarchy.
- **Build adaptive governance.**
    - Rules must act as flexible guardrails rather than rigid barriers.

From Managing Risk to Commanding Uncertainty

- **Shift the leadership mindset.**
  - Stop trying to prevent all risks; start building the capacity to absorb and adapt to shocks.
- **Clarity of intent over rules.**
  - When the plan fails, leaders must ensure everyone understands the ultimate goal so they can pivot effectively.
- **Disciplined leadership.**
  - True discipline in Industry 6.0 means staying calm amid chaos and trusting your distributed systems to execute.

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SUMMARY CONCLUSION

The New Reality: Complex and Connected

Redesigning Authority and Escalation

From Managing Risk to Commanding Uncertainty

FALL OF THE CONTROL ILLUSION

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- **The cost of control.**
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YOUR EXPERT PANEL

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CALL TO ACTION

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FROM CHAOS TO COMMAND:
RISK LEADERSHIP IN INDUSTRY 6.0

The Core Problem

√ **The hard truth:**

- Industry 6.0 has officially broken the illusion that we can control our operational environments.

√ **The vulnerability of legacy governance:**

- Our current risk matrices and approval chains assume the world waits for our next board meeting. It doesn’t.

√ **The shift:**

- We are moving from a world of predictable risk management to an era where we must **command uncertainty**.

Board Focus:
Governance & Liability

- **Redefine fiduciary duty:**
  - In a hyper-connected system, a rigid policy that delays a response is a greater liability than an unauthorized, well-intentioned frontline decision.
- **From "Check-the-Box" to "Test-the-System":**
  - Boards must stop asking if a risk policy exists, and start asking how fast the organization can absorb a systemic shock.
- **Adaptive guardrails:**
  - Governance should define the non-negotiables (ethics, capital limits) but leave the "how-to" completely flexible.

C-Suite Focus:
Strategy & Structure

- **The speed bottleneck:**
  - If your managers have to escalate cross-functional issues through three layers of leadership, you are losing millions in slow reaction times.
- **Clarity of Intent:**
  - Your primary job as a C-suite leader is no longer to issue directives, but to communicate a crystal-clear "Commander’s Intent" so teams can pivot autonomously.
- **Rewarding intelligent failure:**
  - If managers are punished for taking calculated risks in chaotic moments, they will default to inaction—which is the highest risk of all.

Managers' Focus:
Execution & Enablement

- **Push authority to the edge:**
  - The person closest to the data or the machine must have the authority to act instantly when a system anomaly occurs.
- **Dynamic escalation:**
  - Escalation shouldn't follow an org chart; it should trigger automatically based on the velocity and blast radius of the issue.
- **Radical transparency:**
  - Cross-functional silos must be eliminated so managers can see how a decision in engineering impacts logistics in real time.

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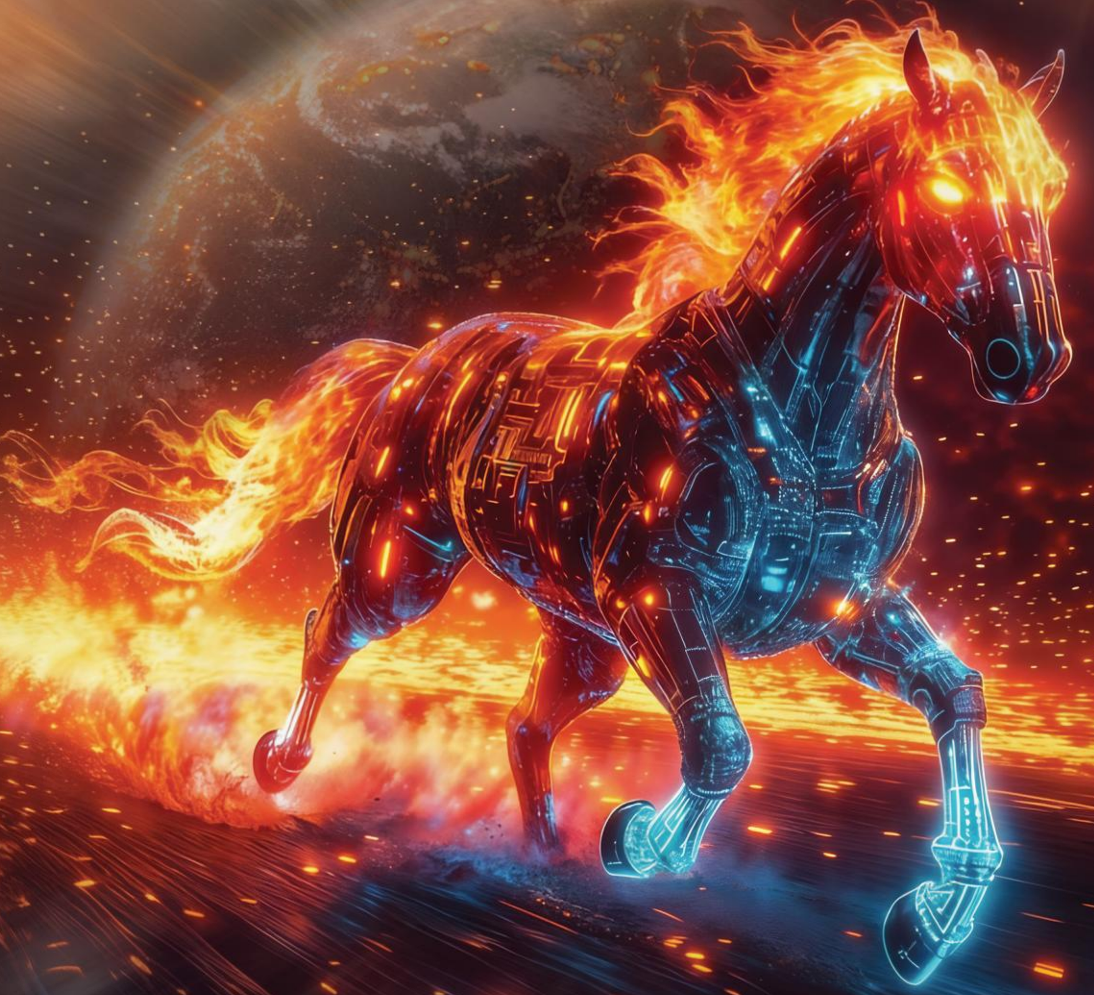

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THANK YOU

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