Questions to Risk- !n Advisory Board Members

Name : Henri Haenni

https://www.linkedin.com/in/henrihaenni/

What emerging risks or critical trends should risk leaders not ignore in 2026?

In 2026, focusing only on familiar threats is not enough. Several below-the-radar shifts are starting to shape how companies should operate.

AI will create new blind spots, and not just technical ones, but organizational. Systems are making choices faster than decision-makers can even understand them, so leaders need clearer rules on when people must step in and how to trace decisions back to their sources.

Global supply chains are becoming less predictable as countries tighten control over minerals, data, and energy. It's no longer enough to know your key suppliers; you need visibility several layers down.

A newer area to watch is the spread of neuro-technology and cognitive data tools, as they move from labs into workplaces and rise questions around consent, IP, and surveillance.

Climate risk is shifting too. The biggest disruptions may not only come from storms or heat waves, but from grid failures, sudden insurance withdrawals, or water-related restrictions.

With synthetic media improving fast, a single AI-fabricated video or "leaked" document can trigger a reputational crisis before facts catch up.

In 2026, the real danger will not be a single big threat, but the speed at which these multiple pressures collide.

How has your work evolved recently in relation to your role?

The role of risk executives has shifted from back-office control to front-line strategic influence. Instead of monitoring isolated risks, risk execs now manage interconnected systems where technology, geopolitics, and social expectations might collide. Their work has become faster, more investigative, and far more cross-functional.

Data once used mainly for MS-Excel reporting is now central to prediction. Risk leaders are expected to understand AI models, challenge automated outputs, and ensure that decision pipelines remain transparent. Cybersecurity which was previously "someone else's problem", is now a core part of their mandate as digital and operational risks merge.

Join-us for the next Risk-!n conference : https://www.risk-in.com/

Supply-chain uncertainty has pushed them deeper into operations. They are mapping exposures several tiers out (or down), evaluating geopolitical scenarios, and building resilience strategies with procurement, finance, and logistics teams.

They also have to spend more time on "people risks": talent shortages, wellbeing, misconduct, and culture failures that can disrupt performance as much as a crisis.

Regulatory change now requires continuous interpretation, not "once-a-year" compliance, particularly in Europe. Risk (and compliance) executives increasingly act as translators between regulators, technologists, and business units.

Above all, the job has become more anticipatory. Leaders are judged less on preventing yesterday's risks and more on recognizing weak signals early, challenging assumptions, and preparing the organization for volatility that doesn't fit historical patterns.

From your perspective, what makes participation in Risk-!n uniquely valuable?

Risk executives get real value from Risk-!n conferences because they offer something they rarely find inside their own organizations: unfiltered intelligence. In closed-door sessions or at the networking breaks, leaders hear how peers are handling failures, near-misses, regulatory friction, and board pressure, as these insights that usually never make it into reports or press releases.

They also gain early visibility on emerging risks. Researchers, policymakers, and vendors often preview trends or technologies months before they reach the mainstream. This helps executives test assumptions, adjust risk appetite, and refine scenarios with fresher data.

Risk-!n creates space for cross-industry pattern spotting. A disruption in one sector often foreshadows challenges in another, and informal discussions can reveal weak signals faster than formal analysis.

Participation also strengthens credibility with boards and regulators. Staying connected to the wider risk community shows active stewardship and helps leaders benchmark their frameworks against evolving standards.

Finally, the Risk-!n conference helps executives build an EU-wide trusted networks they can lean on during crises. When something breaks at 2 a.m., having relationships with peers facing similar issues can be as valuable as any model or playbook.

The last question is quite personal, what's a non-work hobby or passion that surprisingly helps you in your role?

Join-us for the next Risk-!n conference : https://www.risk-in.com/

Risk-!n
EVENTS FOR RISK PROFESSIONALS

With age, I developed a surprising passion for cooking ! I consider myself good enough to start developing my own recipes. I never made the connection, but now that you ask, I think that cooking can help risk managers in ways that are not obvious at first glance.

It taught me structured improvisation. I follow a plan (a recipe) but adjust instantly when ingredients behave differently. Much like adapting to shifting data, ambiguous signals, or last-minute regulatory changes.

It sharpens prioritization and timing. In a kitchen, knowing what must simmer, what must sear, and what can wait prevents culinary chaos. Risk managers face a similar challenge : sequencing actions so that urgent threats don't overshadow slow-burning ones.

The "mise en place" builds discipline and preparedness. Laying out everything before starting mirrors the careful preparation required for crisis scenarios, audits, and board briefings.

Cooking encourages stress management and calm under pressure. When multiple pans and stoves demand attention, you learn to stay composed, which is an essential skill during incidents or executive reviews.

It also strengthens pattern recognition. Over time, a cook senses when something is "off" before it becomes a problem. Risk managers rely on the same intuition when detecting weak signals.

Finally, preparing meals for others nurtures relationship building, a subtle but powerful part of influencing stakeholders, breaking silos (or building bridges between them, wink, wink !) and gaining trust across the organization.