Questions to Risk- !n Advisory Board Members

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

Geopolitical tensions: European companies will continue to navigate economic, political, and social tensions and senior leaders will need to weigh the risks and benefits of requesting or accepting measures aimed at protecting them and embracing the uncertainty of developing new partnerships, business models, and logistics.

Corporate governance will become a decisive factor for reputation, performance, and resilience. Increased public/client and investor/donor scrutiny will require more transparency, diverse skill sets, independent board members, and term limits.

Organizational redesign: The interconnectedness of risks, the successful integration of technology, and novel business models will require organizations to rethink structures, decision-making processes, and cross-functional collaboration.

Human intelligence and collaboration: Investment into advanced cognitive and decision-making abilities, emotional competence, and leadership will be necessary to navigate complexity and harness technology.

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

I primarily use a **strategic organizational development** approach that integrates governance and organizational design with business strategy. Corporate governance is treated as a leadership framework for accountability, trust, and alignment across diverse contexts. The organizational design emphasis is on collective capability: strengthening collaboration at the group and team level to build organizational cultures that balance flexibility with processes and structure. Workflows are redesigned to combine human judgment with technological tools, ensuring informed and iterative decision-making. This approach enables organizations to adapt to complexity while maintaining clarity, consistency, and long-term strategic coherence.

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

The conference brings together professionals from different roles and perspectives, allowing attendees to appreciate the depth and breadth of risk management and mitigation. The topics and formats evolve with the realities of the industry and the needs of businesses and institutions. Finally, the opportunities to discuss and debate in both formal and informal contexts provides opportunities for meaningful relationships and partnerships.

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

Hiking in the Alps mirrors my role in governance and transformation: success requires preparation, alternative routes, and efficient packing. It also reminds me that progress takes time, shortcuts do not replace effort, and the journey matters as much as the goal.

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