

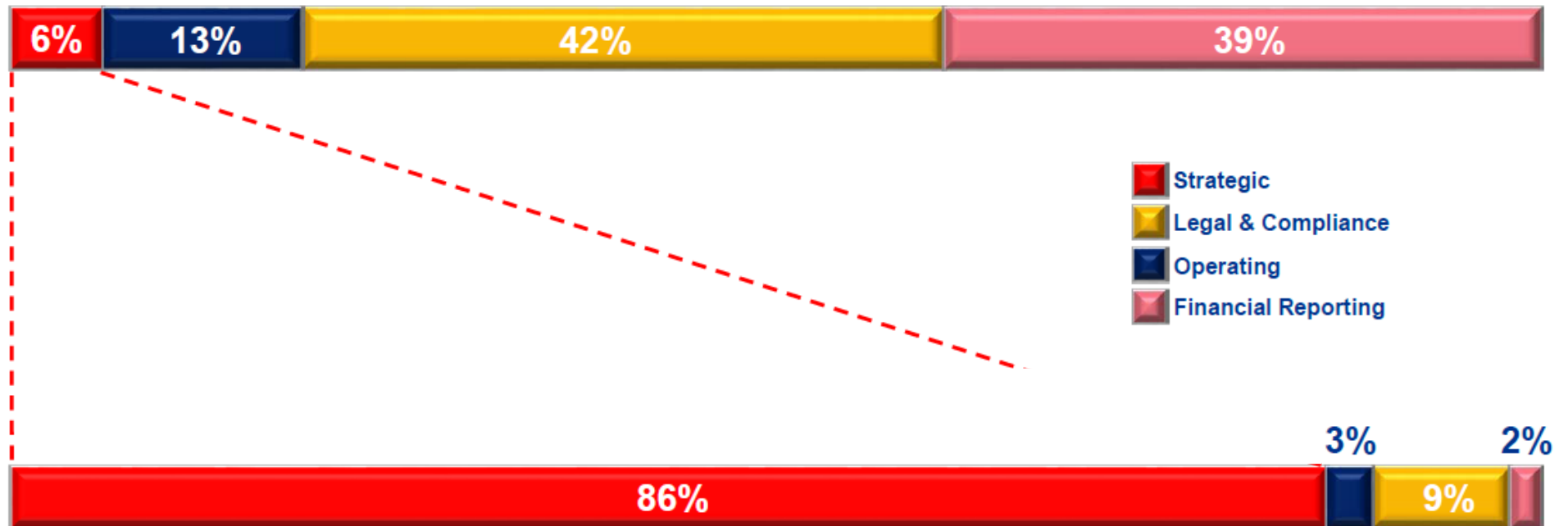


Klynge- og smitteeffekter mellom ulike risiko

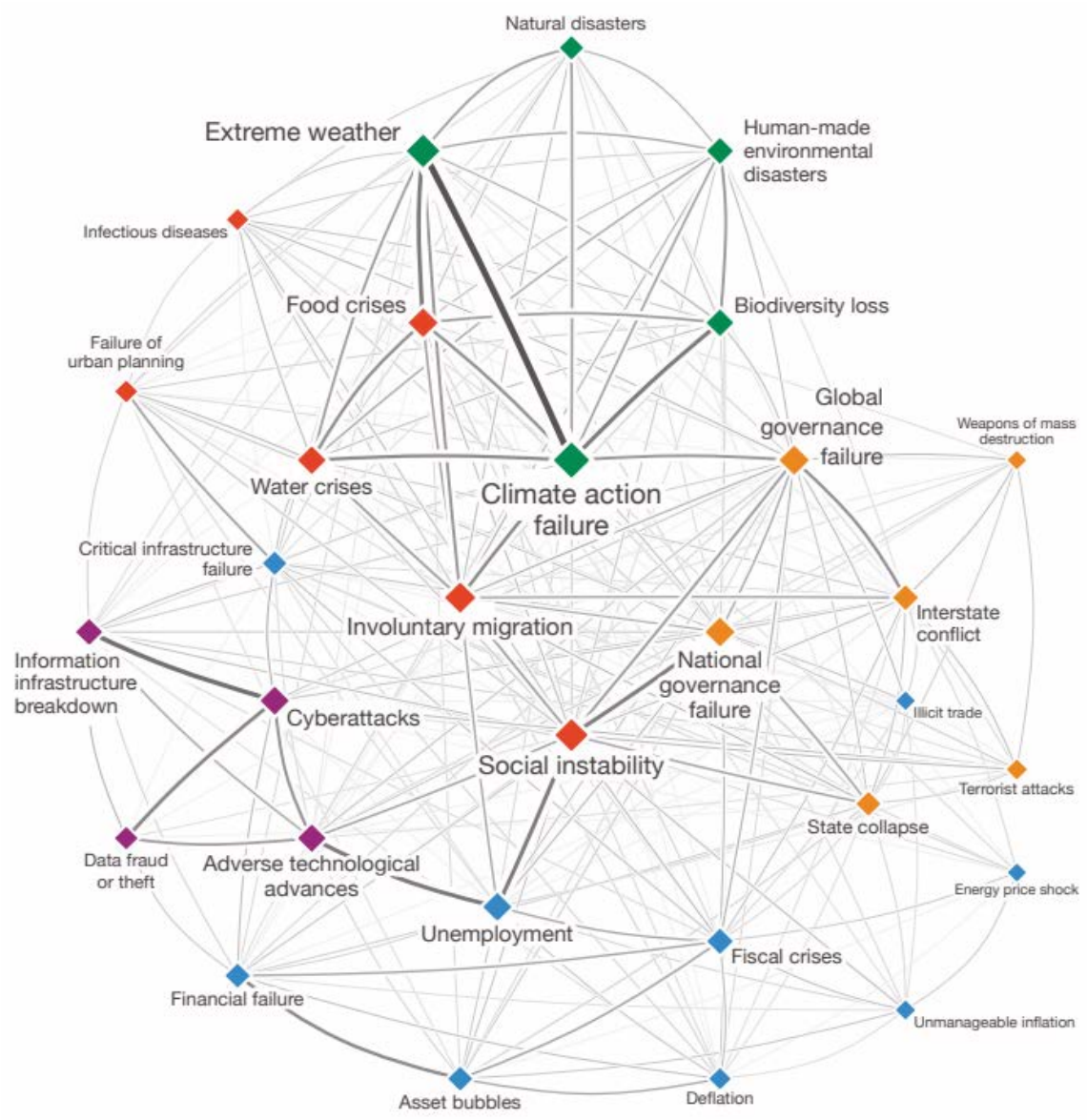
IIA Risk Roundtable, 20.5.2021

Hvorfor er strategisk risiko viktig?

Proportion of time auditors spend on each risk category

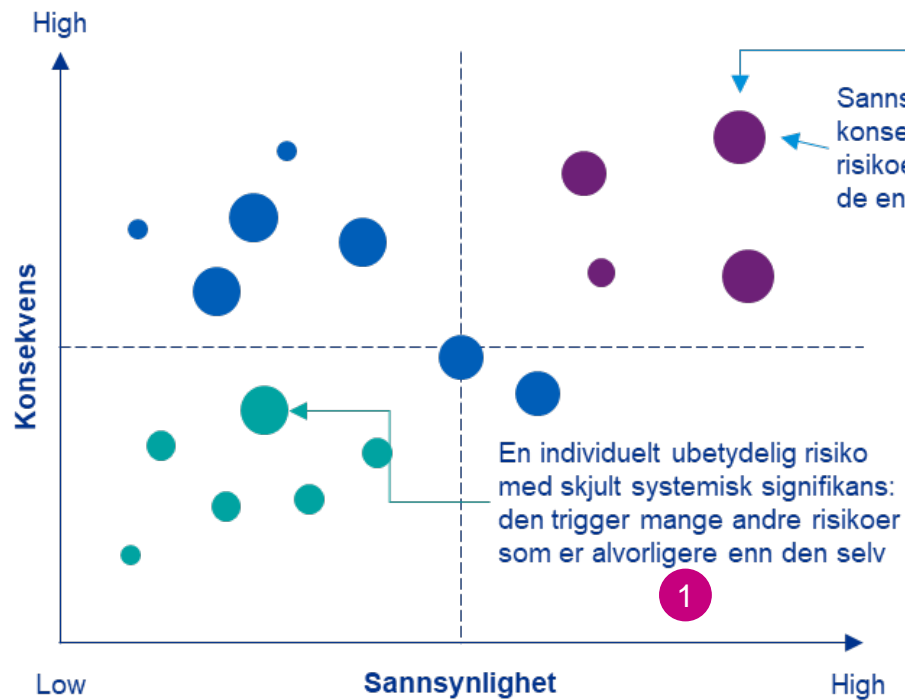


The proportion of significant losses (>= 40% in market cap) by risk category

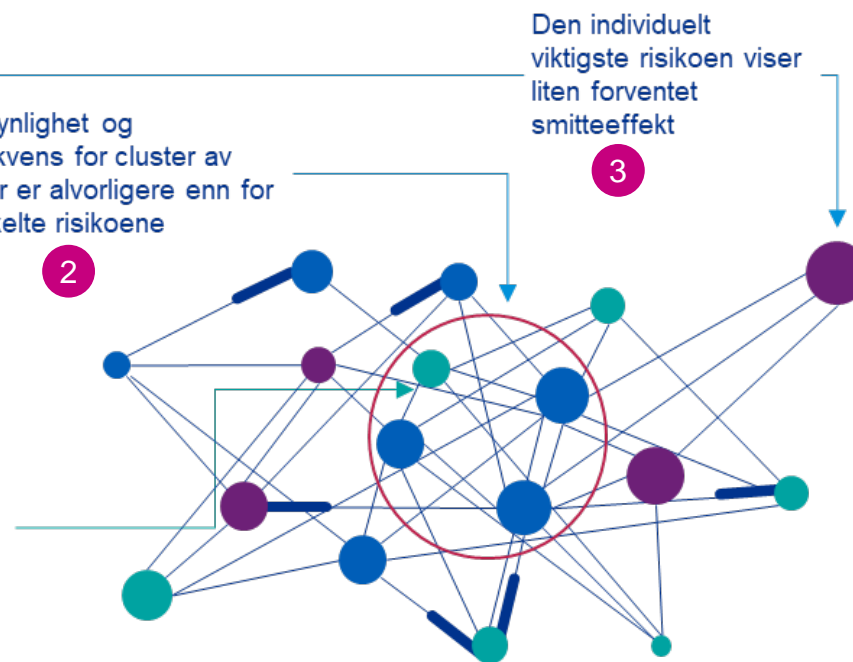


Fire-dimensjonalt perspektiv på risiko

Tradisjonell, to-dimensjonal fremstilling



Nettverksfremstilling



Den individuelt viktigste risikoen viser liten forventet smitteeffekt

Sannsynlighet og konsekvens for cluster av risikoer er alvorligere enn for de enkelte risikoene

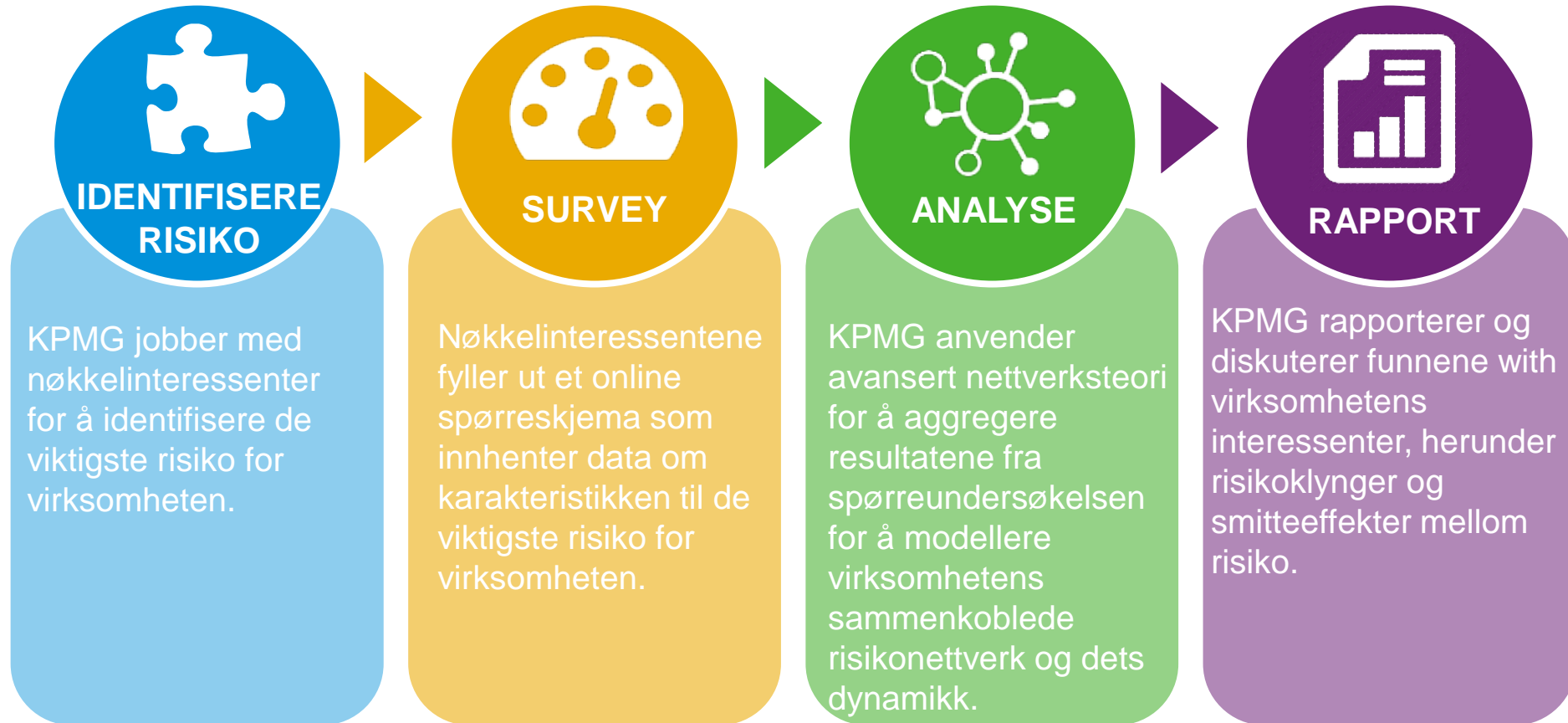
En individuelt ubetydelig risiko med skjult systemisk signifikans: den trigger mange andre risikoer som er alvorligere enn den selv

Koblingsstyrke

- Lav
- Middels
- Høy



Prosesen



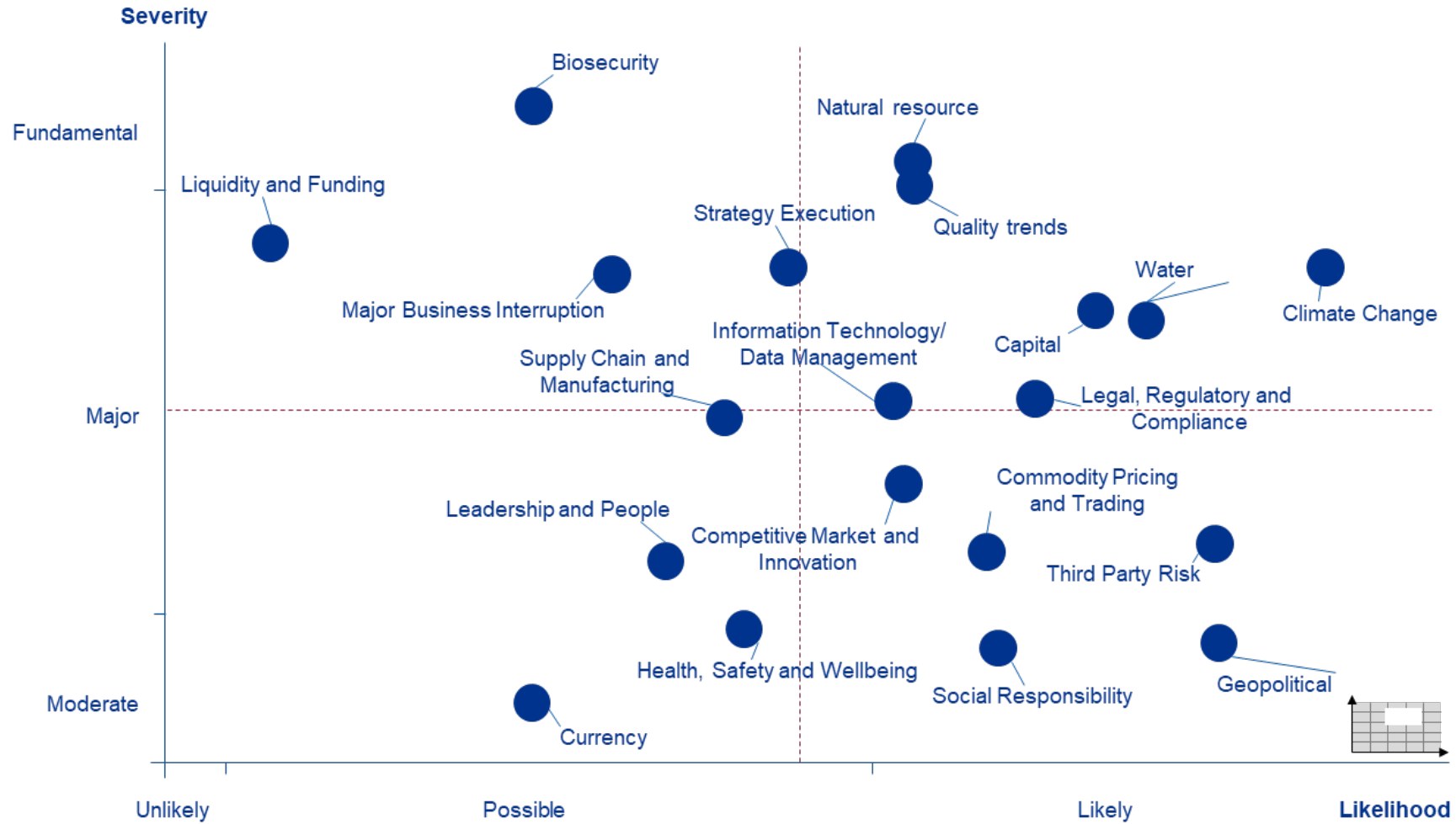
Survey

Spørsmål 1: Vurder koblinger mellom risikoer

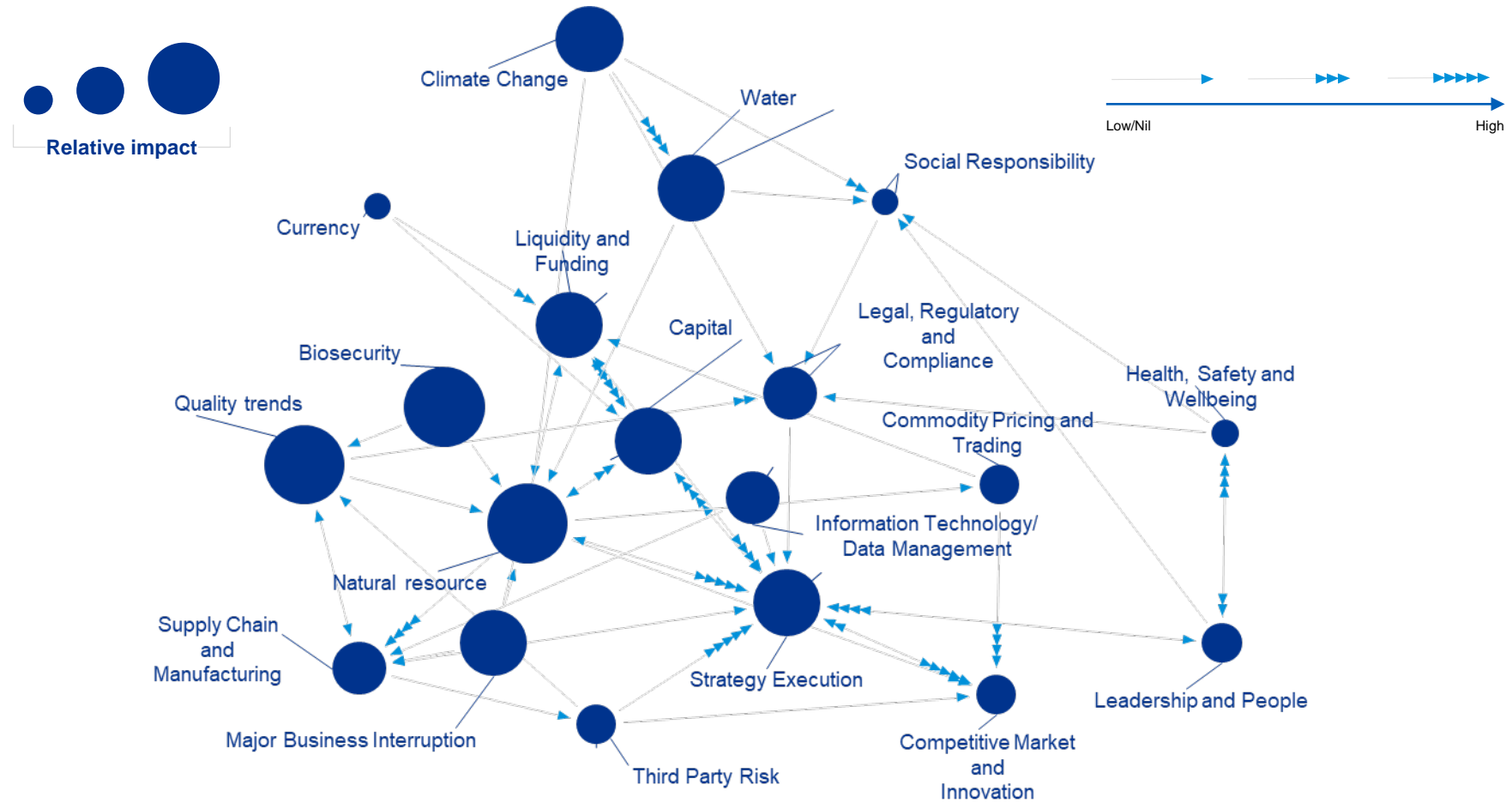
Spørsmål 2: Vurder konsekvens og sannsynlighet for hver risiko

Spørsmål 3: Vurder hastigheten på hver risiko (hvis risiko skulle inntreffe, hvor rask ville dette påvirke organisasjonen din.)

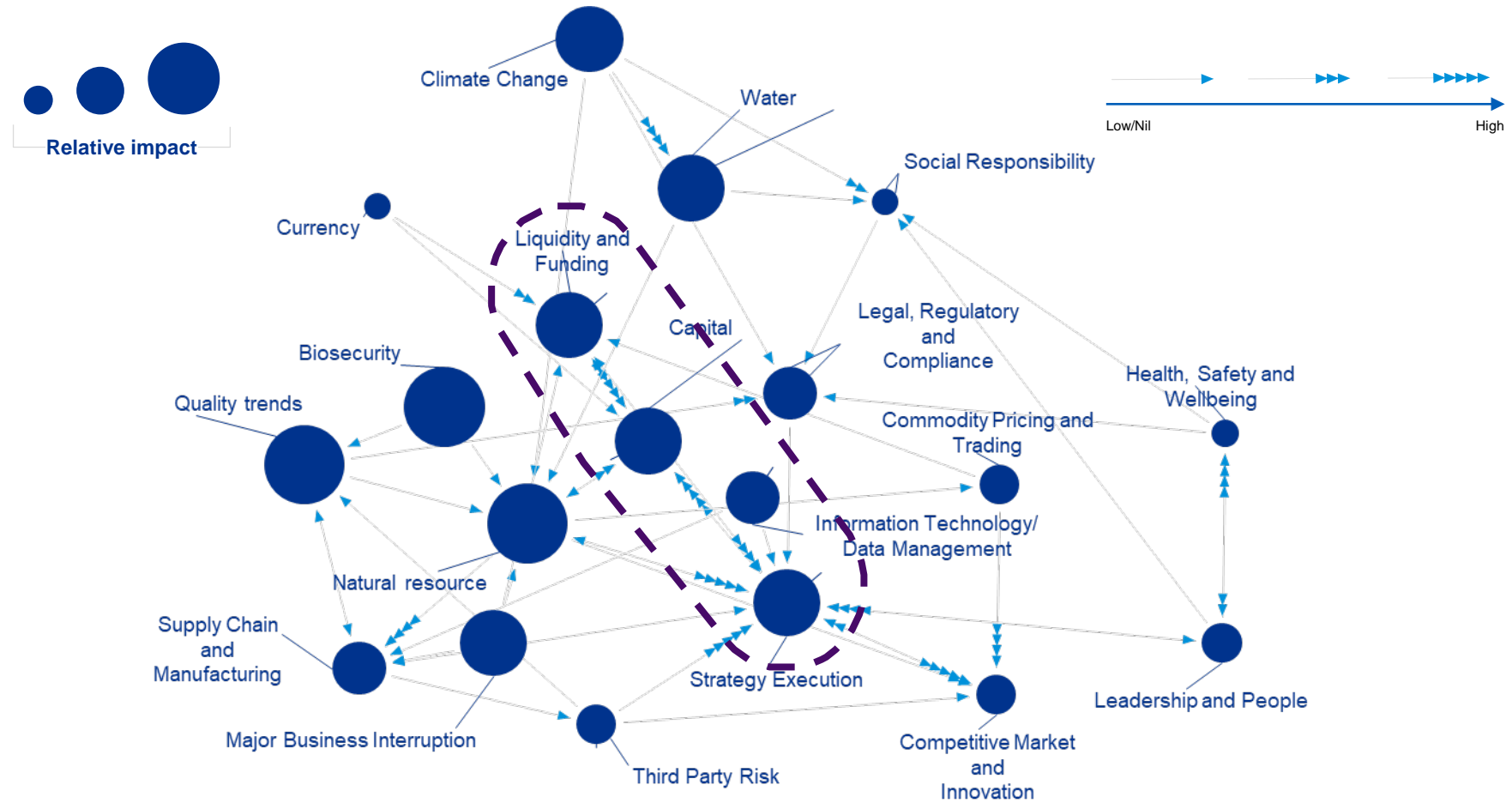
Eksempel 1



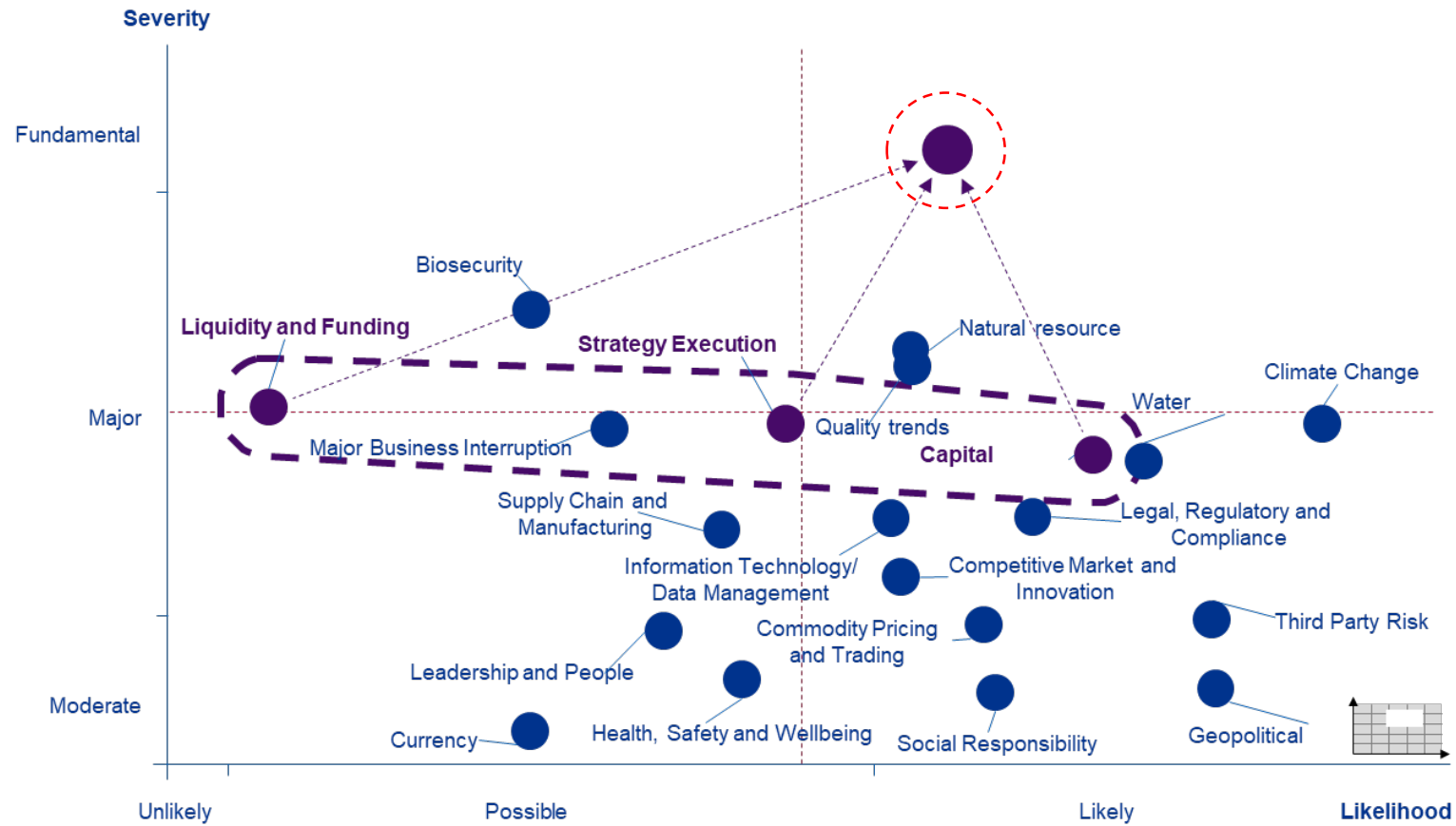
Smitteeffekter



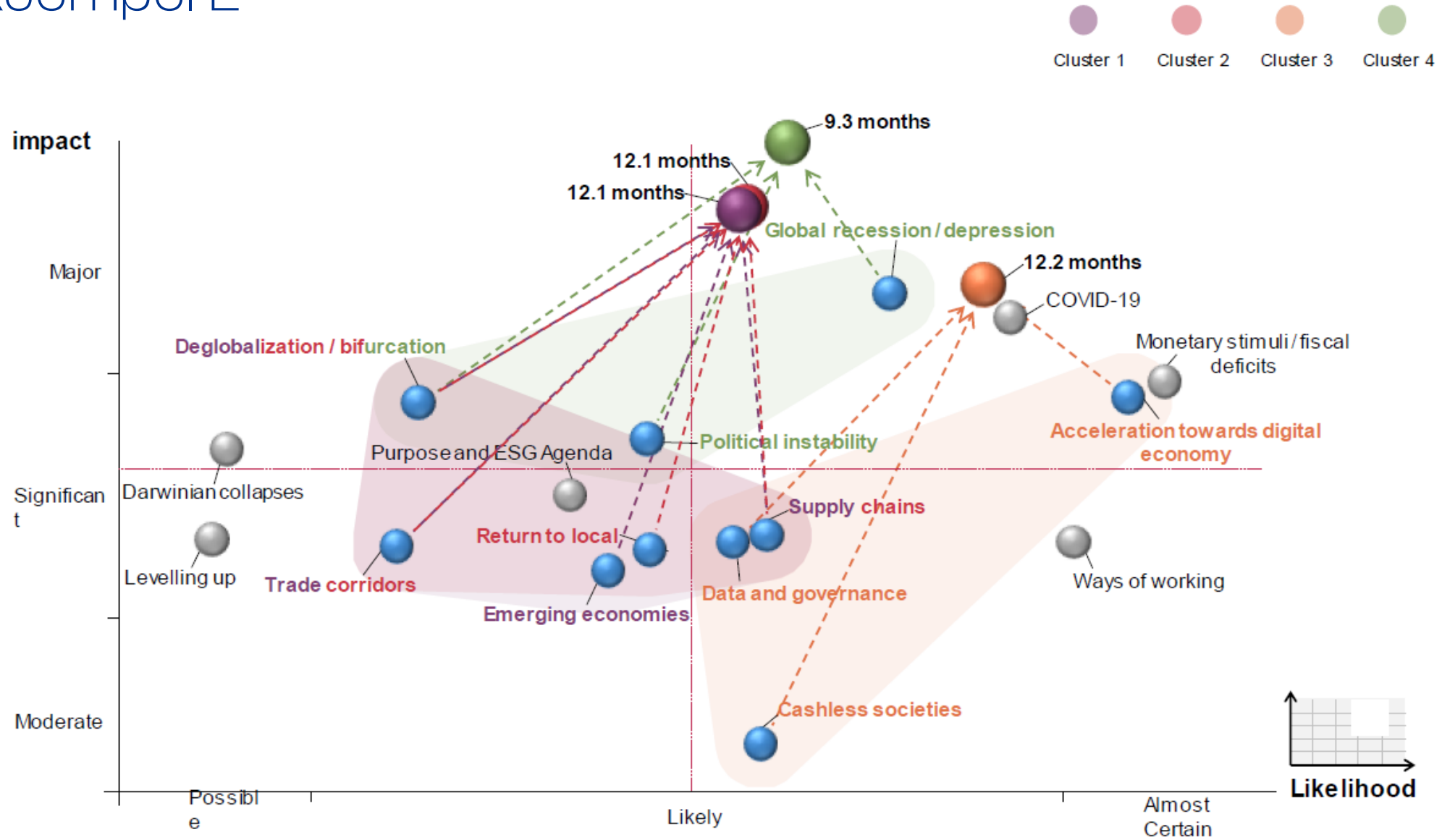
Klyngeeffekter



Klyngeeffekter

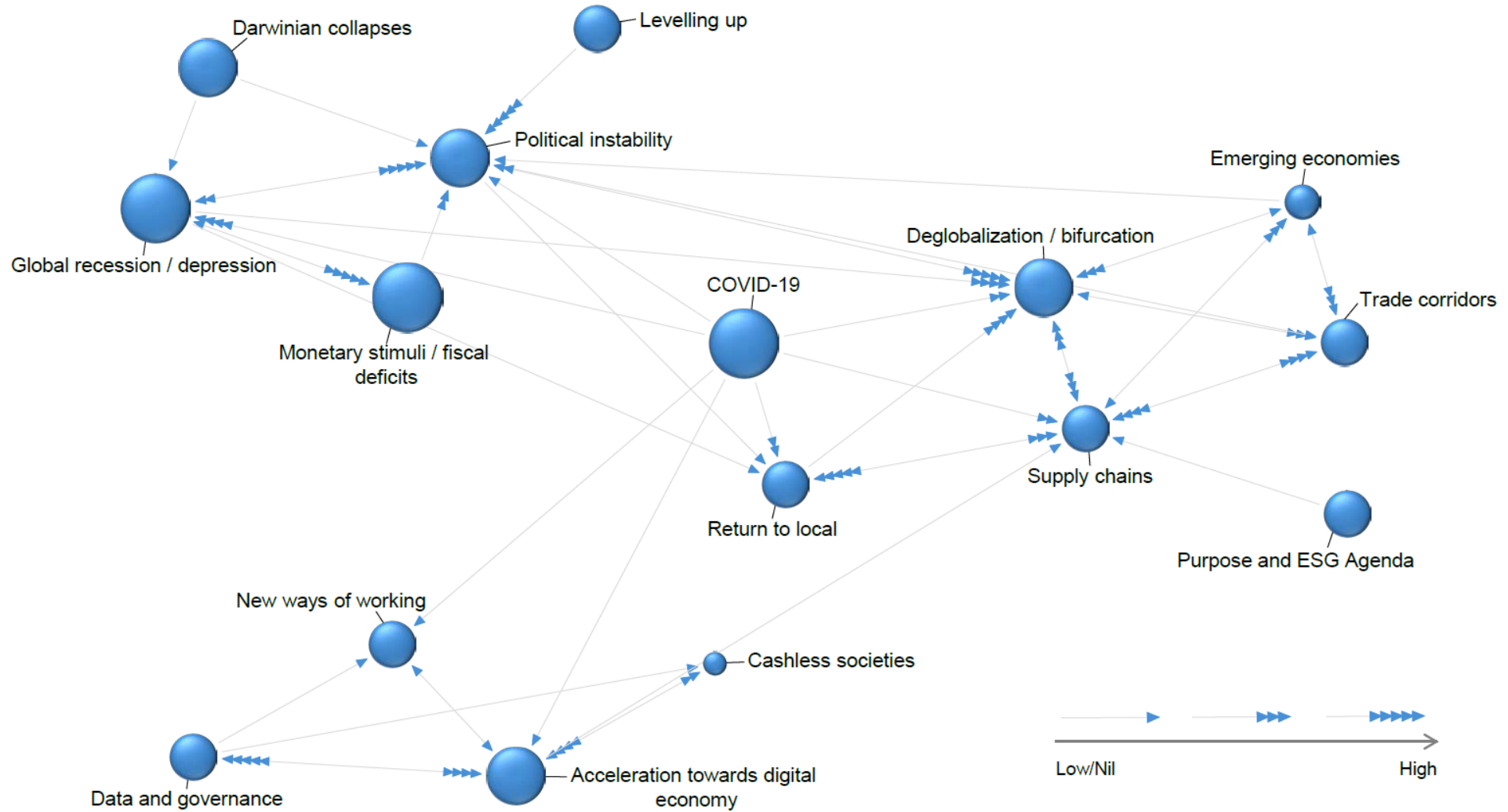
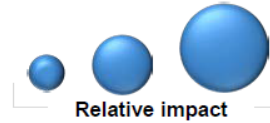


Eksempel 2

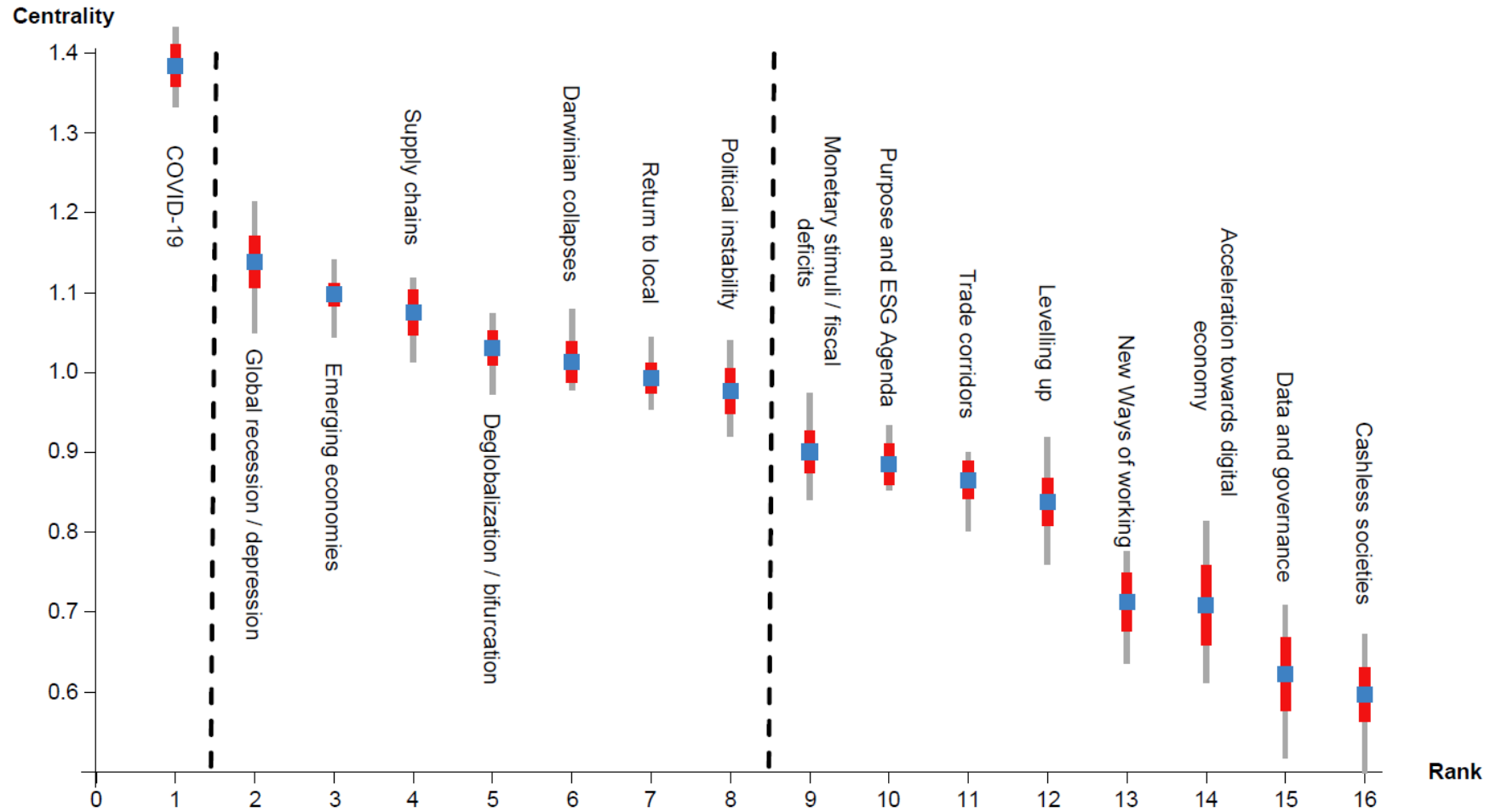


Eksempel 2

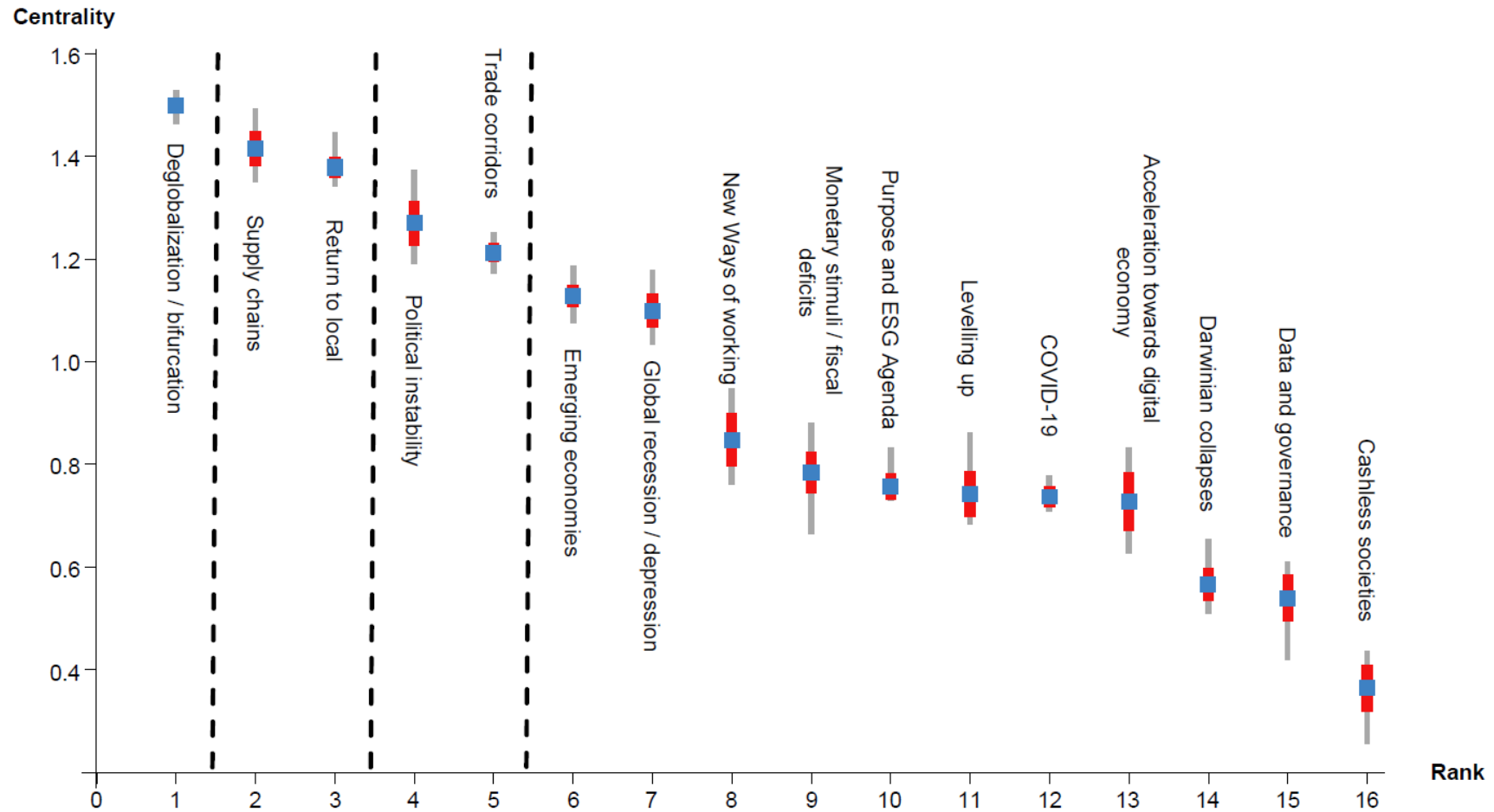
Threshold for connection:
65% of maximum weight, or 15 agreements
Number of participants:
23



Hvilke risiko påvirker andre mest (de største mulighetene)



Hvilke risiko blir mest påvirket av andre?



Oppsummering

Synliggjøring av hvordan risiko påvirker hverandre

Viktig innsikt i en beslutningsprosess

Hvilke risiko påvirker flest andre risiko

Hvis mulig, forsøk å oppnå oppside-effekter

Hvilke risiko blir mest påvirket av andre risiko

Vurder indirekte styringstiltak

Hva er samlet vurdering av risiko for en risikoklynge med tette koblinger

Hva er samlet risikoeksponering

Hvor raskt er det ventet full effekt fra tidspunkt risiko materialiseres (velocity)

Hvor mye tid for å agere, balansere proaktive vs. reaktive tiltak



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