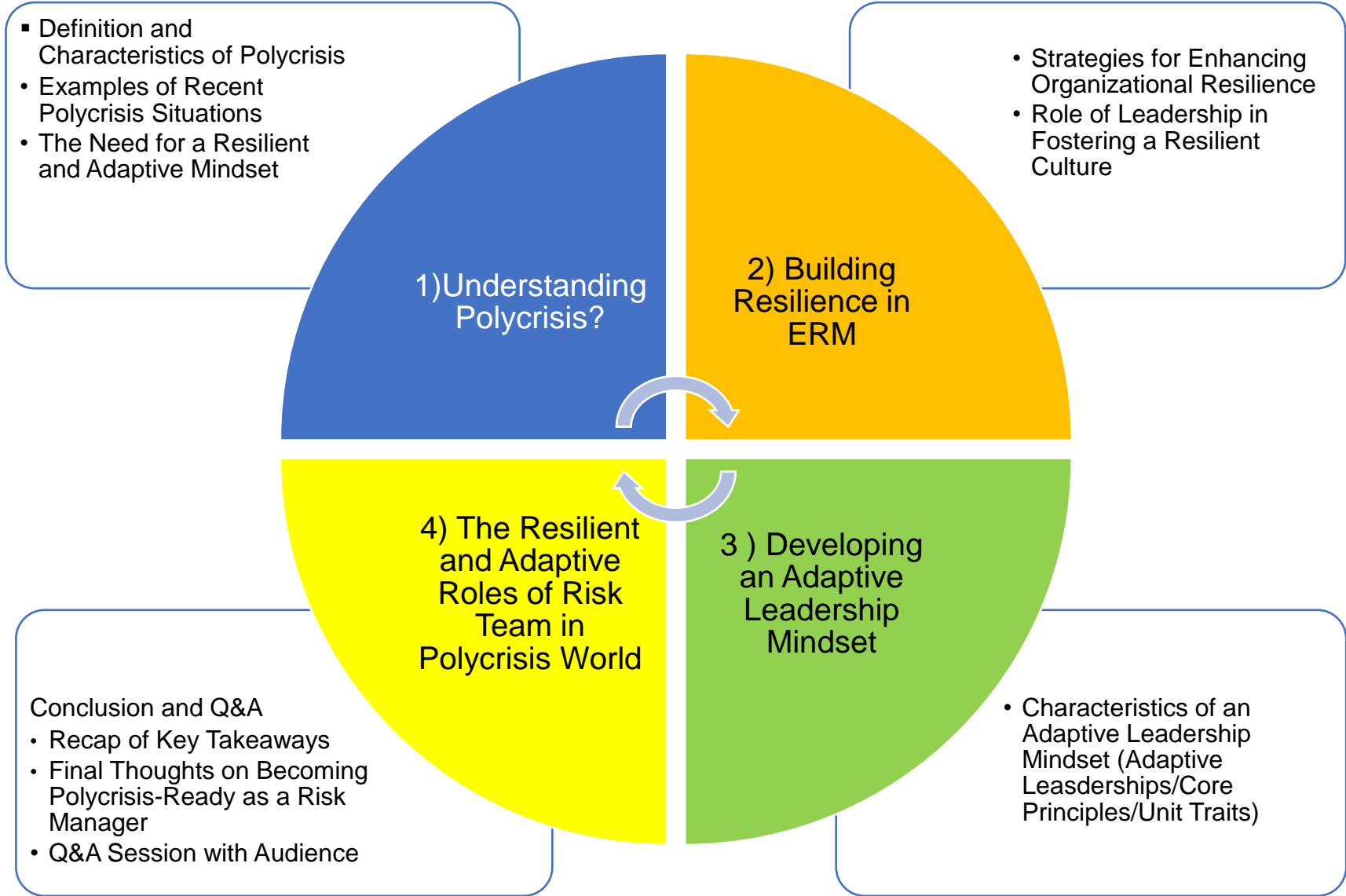


A dark blue, stylized world map serves as the background for the slide. The continents are visible in a lighter shade of blue against the darker ocean areas.

# Polycrisis

“Creating a Resilient and Adaptive Mindset for the Polycrisis Ready Manager”





**Chief Risk &  
Compliance  
Advisor  
(Spera Group)**



# Dennis Lee *MBA, CRMA, ACTA, FERM*

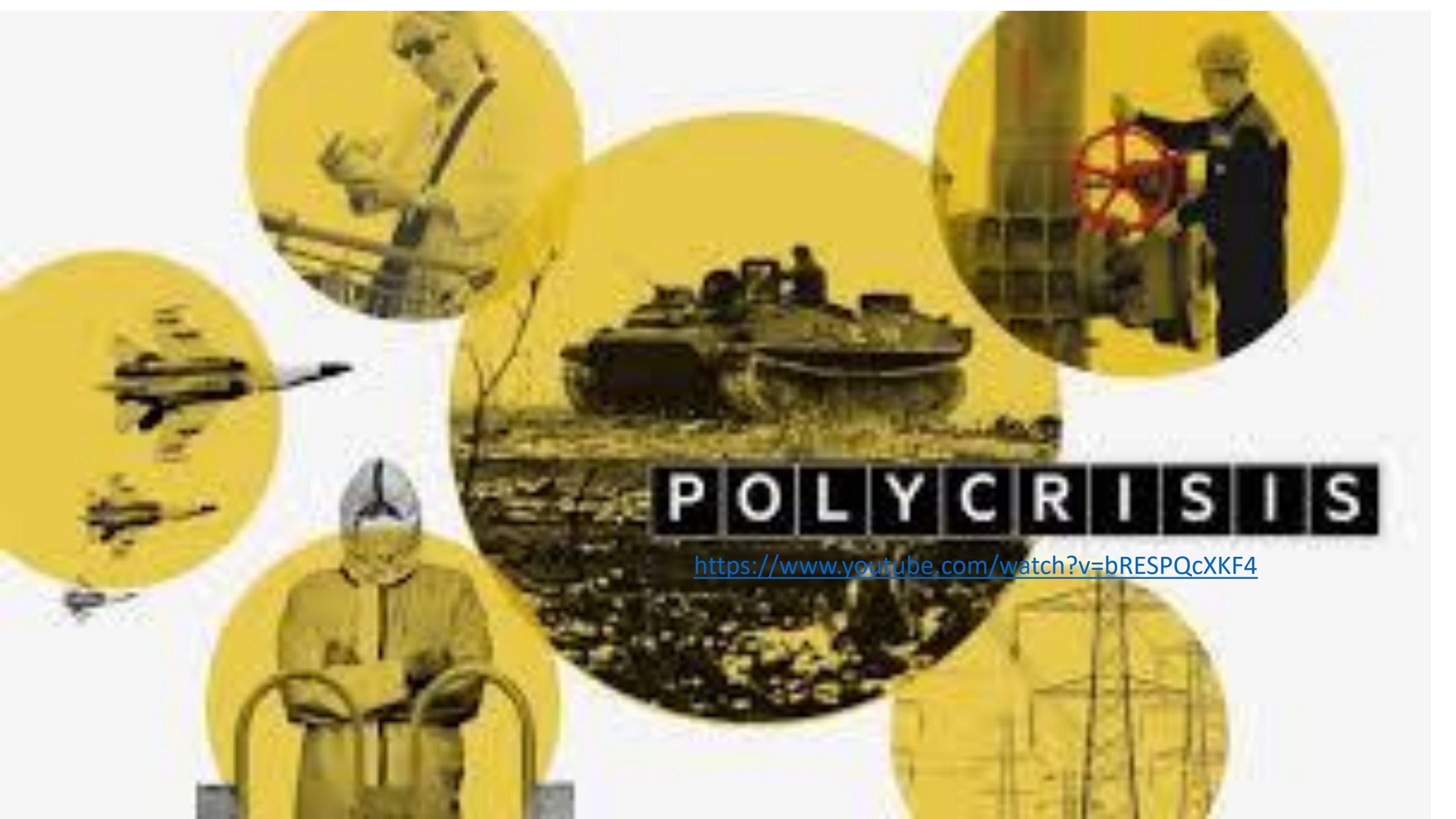
Practitioner in ERM/BCM/COMPLIANCE

- **Membership:**
  - Working Group on Risk Management **(ISO31009)** Management Systems Standards Committee (MSSC), **Spring Singapore**
  - Council Board Member and ESG Chair Lead of **Risk & Insurance Management Association of Singapore (RIMAS) -FERM**
- **More than 30 years** of experience in Compliance, Business Continuity and Enterprise Risk Management

- **Past Working Experience:**

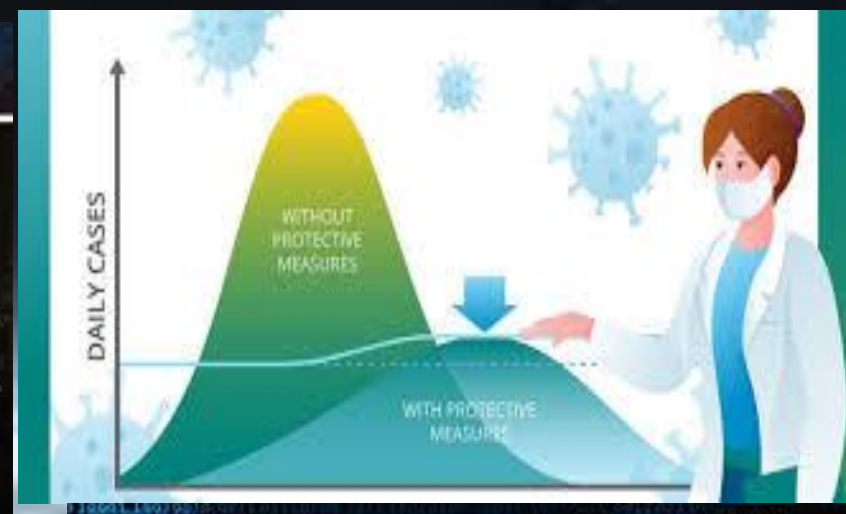
**Group Head – ERM, Compliance & Insurance** (Certis Cisco Grp)  
**Group Head - ERM, BCM & Insurance** (Singapore Post Limited)  
**Risk & Compliance Director** (Amicorp Trustees Ltd)  
**Partner, ERM/BCM** (BCP Asia Limited)  
**Chief Risk Officer** (National University of Singapore),  
**Chief Compliance Officer** (Aviva Limited)  
**Head of Risk Management & Compliance** (GK Goh Securities Limited)  
**Head of Compliance** (AIA Limited, Singapore),  
**Head of Compliance** (Fuji Bank Limited, Singapore),





# POLYCRISIS

<https://www.youtube.com/watch?v=bRESPQcXKF4>



# Global top 10

EMERGING RISKS  
ACCORDING TO EXPERTS IN 2024



# 1) Understanding Polycrisis

- Definition of Polycrisis:

- "A polycrisis refers to multiple crises occurring simultaneously, interacting with and compounding one another, leading to complex and unpredictable challenges."

- Characteristics of Polycrisis:

- Interconnectedness, unpredictability, and high-impact consequences.

- Why a Resilient and Adaptive Mindset is Crucial:

"To navigate these overlapping crises, risk managers must cultivate **resilience and adaptability**, allowing them to respond effectively to unforeseen challenges."



- . Resilience and its Criteria
- . Role of ERM in Organization Resilience



# RESILIENCE IN GENERAL

- ❑ Resilience refers to the ability to **withstand and adapt** to challenges, disruptions, and uncertainties while maintaining its core functions and achieving its objectives.
- ❑ In the context of Enterprise Risk Management (ERM), resilience involves the capacity to anticipate, respond to, and recover from various risks and threats effectively.

# Key to Resilience



1

Change as an Opportunity for Growth

2

Flexibility and Adaptability

3

Embracing Uncertainty

4

Learning from Setbacks

5

Cultivating a Growth Mindset

Source: Faster Capital - Resilience: Resilience Redefined: Navigating Seasoned Issue with Grace

# FIXED

I'll never be as smart as that person.

I can't do it.

This is too hard.

I'm not good at this.

I made a mistake.

I give up.



# GROWTH

Everyone is talented in many ways.

I'm still learning. I'll keep trying.

With more practice it will be easier.

This may take some time and effort.

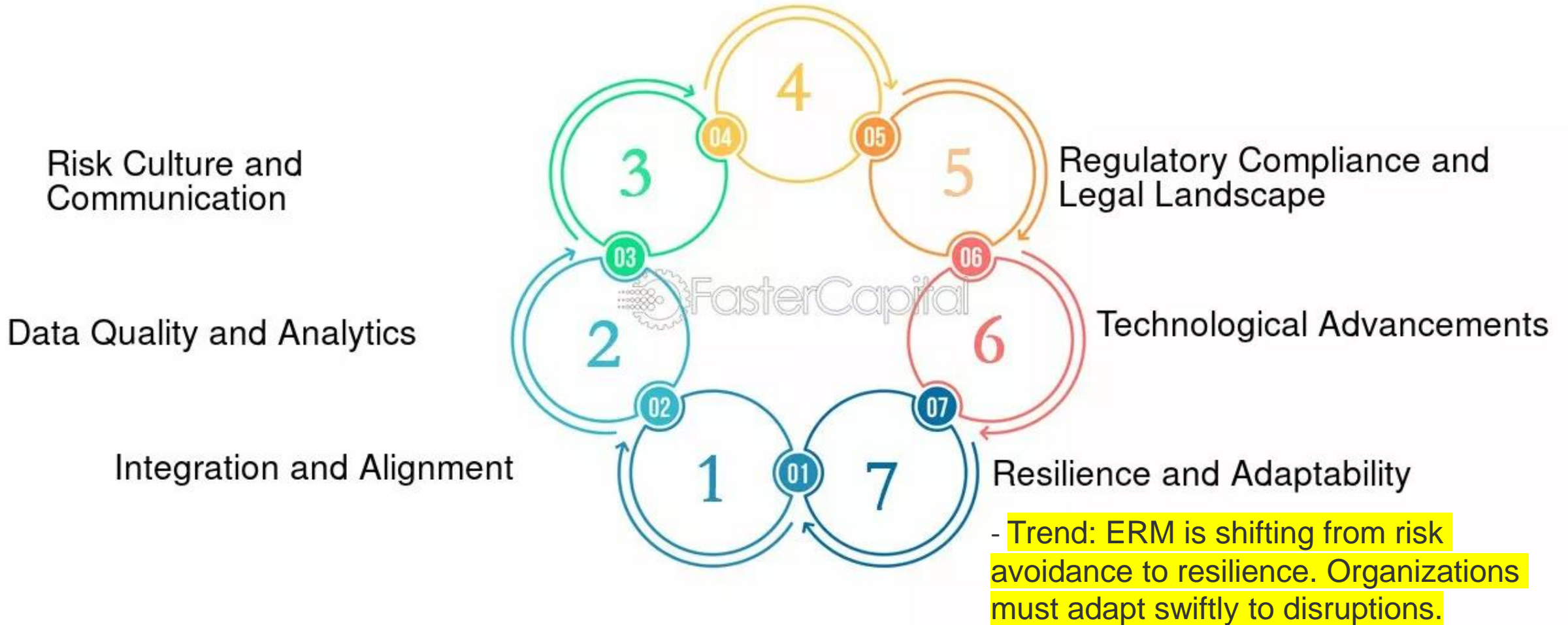
Mistakes help me learn.

I can try a different strategy.



# Challenges and Future Trends in ERM

Emerging Risks and Black Swans



# The Role of Leadership in Fostering Resilience

Setting a Resilient Example



01



03

Encouraging a Growth Mindset

Providing Emotional Support



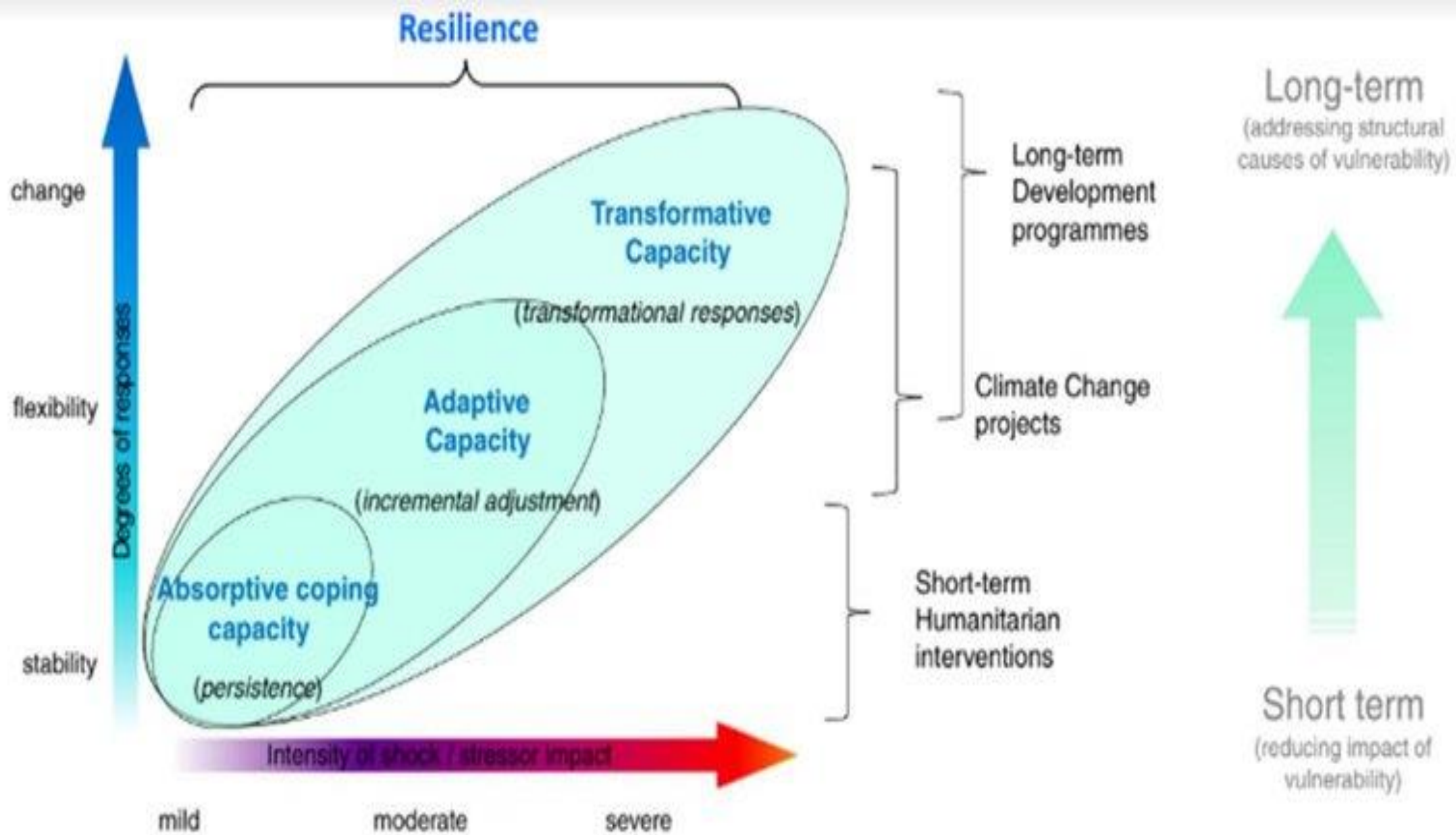
02



04

Building a Supportive Network

FasterCapital



Resilience as a result of Absorptive, Adaptive, and Transformative capacities. Source: (Béné, Headey, et al., 2016)

### 3) Developing an Adaptive Mindset



## What Is Adaptive Leadership?

# ADAPTIVE LEADERSHIP



### Emotional Intelligence

- Self-Awareness
- Self-Management
- Social Awareness
- Relationship Management

### Organizational Justice

- Decision Fairness
- Information Sharing
- Outcome Concern

### Character

- Integrity
- Credibility
- Values Differences

### Development

- Lifelong Learning
- Developing Others

# CORE PRINCIPLES OF ADAPTIVE LEADERSHIP

**EVIDENCE-BASED  
LEARNING AND  
ADAPTATION**

**STRESS-TESTING  
THEORIES,  
ASSUMPTIONS, AND  
BELIEFS**

**STREAMLINING  
DELIBERATIVE  
DECISION-MAKING**

**TRANSPARENCY,  
INCLUSION, AND  
ACCOUNTABILITY**

**MOBILIZING  
COLLECTIVE  
ACTION**

**EMBRACING  
EMOTIONAL  
INTELLIGENCE AND  
ORGANIZATIONAL  
JUSTICE**

**PRIORITIZING  
DEVELOPMENT AND  
CHARACTER**

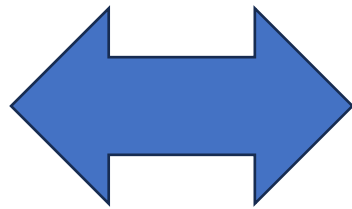




# The Evolving “Resilient and Adaptive” Roles of Risk Team in this Polycrisis World

## RISK MANAGEMENT





- ▶  IDENTIFY
- ▶  ANALYZE
- ▶  ACTION
- ▶  MONITOR
- ▶  CONTROL



# MINDSET



CHANGING...

	Traditional Role of ERM Manager		Evolving Role in Polycrisis Environment
01	Risk Identification and Assessment		Anticipating Interconnected Risks
02	Monitoring Known Risks		Adaptive Monitoring of Emerging Threats
03	Crisis Response Planning		Dynamic Scenario Planning and Stress Testing
04	Implementing Control Measures		Flexible Risk Mitigation Strategies
05	Coordinating Risk Reporting		Real-Time, Agile Communication
06	Focusing on Operational and Financial Risks		Incorporating Systemic, Geopolitical, and Environmental Risks
07	Establishing Risk Appetite		Adjusting Risk Appetite in Response to Volatile Conditions
08	Risk Mitigation Compliance		Proactive Leadership and Scenario Innovation
09	Crisis Leadership During Events		Resilient Leadership with a Focus on Adaptation and Flexibility
10	Reporting Risks After the Fact		Predictive Risk Analysis and Pre-Crisis Intervention
11	Risk Committee Interaction		Cross-Functional, Strategic Risk Collaboration



## To sum up Key Shifts in role:

- **From Static to Dynamic:** ERM managers must transition from static processes to more dynamic, adaptive systems to cope with fast-evolving risks.
- **From Siloed to Integrated Thinking:** They must incorporate interconnected, systemic risks, moving away from isolated risk management.
- **From Reactive to Proactive:** The evolving role emphasizes foresight, leadership, and adaptation to stay ahead of emerging crises.

This shift in role empowers ERM managers to drive resilience within their organizations, ensuring that businesses can not only survive polycrises but thrive in complex, high-risk environments.

## **Chief Risk Officer**



The risk officer role that was the project manager for the initial development of a new ERM function will usually grow into a senior management role with the title of Chief Risk Officer (CRO).

**The CRO differs from organization to organization, but generally have some or all of these responsibilities:**

- Head the Risk Management Function
- Chair the Risk Committee
- Report to the Board on ERM
- Report to shareholders on risk and capital management
- Communicate risk and risk management matters to other stakeholders including rating agencies, employees, regulators

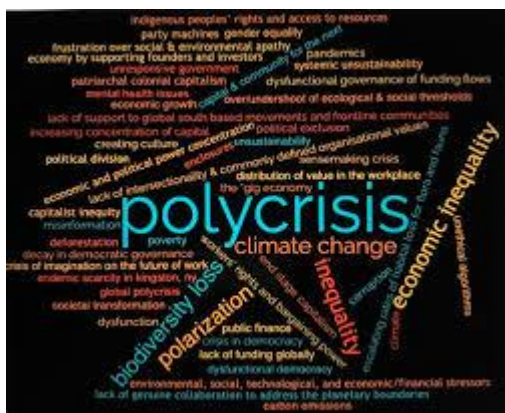
# Most Important Skills for CRO



Source: Riskviews (Commentary on Risks and ERM)

# Conclusion

- **Recap of Key Takeaways:**
  - . Resilience and adaptability are crucial in navigating polycrises.
  - . Risk managers must adopt a proactive, flexible, and learning-oriented mindset.
  - . Practical tools like scenario planning and crisis simulations can prepare organizations for the unexpected.



## Final Thoughts on Becoming Polycrisis-Ready:

"In a world of increasing uncertainty, the ability to adapt and remain resilient is not just a skill—it's a necessity."

