Modern risks from radical new technologies, innovative ideas, and shifting norms need more than conventional risk management tools.
ORGANIZATIONS & SYSTEMS

The risk domain of organizations and systems concerns the orphan risks associated with how businesses operate, and the broader social, economic, and political environment they operate within. It addresses often-overlooked risks associated with internal culture, and tensions between foundational values and organizational practices. It also addresses the sometimes-intangible risks associated with maintaining reputation and trust, and navigating a complex and shifting national and global governance and regulatory ecosystem.

This risk domain has six dimensions where lack of awareness and process can lead to orphan risks:
Orphan Risks: Organizations & Systems

- Bad Actors
- Geopolitics
- Governance & Regulation
- Organizational Values & Culture
- Reputation & Trust
- Standards
If this question applies to you

Are there other organizations within your industry operating unethically or outside of accepted standards that may lead to stakeholders questioning your own organization?

How might current international relations affect your organization’s ability to do business globally?

How might future global regulations affect your organization?

review these orphan risks

Bad Actors
Reputation & Trust
Perception
Co-opted Tech

Geopolitics
Governance & Regulation
Product Lifecycle
Worldview

Geopolitics
Governance & Regulation
Product Lifecycle
Worldview
If this question applies to you

- How might emerging regulations, standards, or governance frameworks affect your business?
- How could evolving regulations and norms around the use of personal data affect your business?
- How could the evolving global politics around the use of data and AI potentially affect your business?

review these orphan risks

- Governance & Regulation Standards
- Product Lifecycle Health & Environment
- Privacy
- Social Trends
- Reputation & Trust
- Loss of Agency
- Geopolitics
- Loss of Agency
If this question applies to you

- Are there disconnects between your organization’s values and practices that may impact its future?
- How is organizational culture likely to affect the success of your business?
- In what ways could your product or process create tensions around your organization’s values?

review these orphan risks

- Organizational Values & Culture
- Reputation & Trust
- Ethics
- Worldview
If this question applies to you

- In what ways could your organization’s culture undermine long term growth and success?
  - Organizational Values & Culture
  - Social Trends
  - Worldview

- What might some of the biggest threats be to your organization’s reputation?
  - Perception
  - Social Trends
  - Worldview

- How could future product and process developments erode stakeholder trust?
  - Reputation & Trust
  - Ethics
  - Product Lifecycle
If this question applies to you

Are there ways that your product is developed, marketed or used that could potentially undermine stakeholder trust, and therefore threaten your organization’s reputation?

How might emerging standards around your process or product affect your business?

review these orphan risks

- Reputation & Trust
- Organizational Values & Culture
- Standards
- Ethics
- Perception
- Product Lifecycle
- Standards
- Product Lifecycle
- Ethics
The risk domain of social and ethical factors covers risks that are associated with how people think, feel, and act, and what they believe to be important, appropriate, and right. These risks are tied to personal and societal values and norms, and what is considered to be ethical behavior. They are also associated with how people see the world (their worldview), and their values and beliefs. And they are deeply affected by how people behave, including how perceptions, cognitive biases, and mental shortcuts (heuristics) affect the decisions they make and the actions they take.

This risk domain has six dimensions that lead to potential risks that are easy to overlook, but that can have profound consequences to sustainable growth if not identified and addressed early on:
Orphan Risks: Social & Ethical Factors

- Ethics
- Perception
- Privacy
- Social Justice & Equity
- Social Trends
- Worldview
Orphan Risks: Questions related to Social & Ethical Factors

If this question applies to you

What are the ethical questions associated with your product and its potential uses?

How might ethical concerns affect your ability to grow and succeed as a company?

How might perceptions by key stakeholders and influencers affect your organization?

review these orphan risks

Ethics
Perception

Co-opted Tech
Bad Actors
Reputation & Trust

Ethics
Perception
Worldview

Reputation & Trust
Organizational Values & Culture

Perception
Social Trends
Worldview

Reputation & Trust
If this question applies to you

If this question applies to you

How might negative consumer attitudes toward products similar to yours extend to your own products?

- Perception
- Worldview
- Social Trends

How does your product have the potential to compromise the privacy of clients or stakeholders?

- Privacy
- Ethics
- Perception
- Social Justice & Equity

How might the data you have privileged access to be used in ways that may compromise others?

- Privacy
- Ethics
- Perception
- Social Justice & Equity
If this question applies to you

- In what ways could your collection and use of customer data threaten their privacy?
- What are the potential social impacts of limited access to and affordability of your product?
- Are there ways in which your product could lead to stakeholders—locally or globally—being put at a disadvantage?

Review these orphan risks

- Privacy
- Ethics
- Perception
- Social Justice & Equity
- Loss of Agency
- Reputation & Trust
- Organizational Values & Culture
- Social Justice & Equity
- Ethics
- Loss of Agency
- Reputation & Trust
- Product Lifecycle
- Loss of Agency
- Geopolitics
- Reputation & Trust
If this question applies to you

Are there ways your product or process could lead to employees or outside stakeholders being discriminated against?

How might your product lead to perceived or actual discrimination, and how might this affect your business?

How might changing trends in the way people make purchases affect your business?

review these orphan risks

- Social Justice & Equity
- Ethics
- Perception
- Product Lifecycle
- Loss of Agency
- Reputation & Trust
- Organizational Values & Culture

- Social Justice & Equity
- Ethics
- Perception
- Reputation & Trust
- Bad Actors
- Co-opted Tech

- Social Trends
- Ethics
- Worldview
- Product Lifecycle
If this question applies to you

If this question applies to you

How might evolving social norms, behaviors, and attitudes impact your business?

Review these orphan risks

- Social Trends
  - Perception
  - Worldview

How could the political, religious, and social views of potential customers as well as your larger community affect future business?

- Worldview
  - Perception
  - Social Trends

How might the cultural practices, beliefs and lifestyles of key stakeholders affect your business?

- Worldview
  - Perception
  - Social Trends

Reputation & Trust

- Organizational Values & Culture
- Health & Environment

Reputation & Trust

- Geopolitics

Reputation & Trust

- Organizational Values & Culture
The risk domain of unintended consequences of emerging technologies specifically addresses the often-unanticipated impacts of new technological capabilities. These are risks that often fall within conventional risks domains like health and the environment, but are sufficiently novel that they elude established risk assessment and management approaches.

This risk domain has six dimensions where unintended consequences can lead to orphan risks if they are not considered:
Orphan Risks:
Unintended Consequences of Emerging Technologies

- Black Swan Events
- Co-opted Tech
- Health & Environment
- Intergenerational Impacts
- Loss of Agency
- Product Lifecycle
If this question applies to you

- What are some of the low probability but high impact future risks associated with your product?
  - Black Swan Events
  - Health & Environment
  - Reputation & Trust

- Is there a danger of perceived risks associated with your product affecting your business?
  - Co-opted Tech
  - Perception
  - Bad Actors
  - Reputation & Trust

- How could applications of your technology outside of its stated intended use affect your organization?
  - Co-opted Tech
  - Black Swan Events
  - Bad Actors
  - Reputation & Trust
  - Ethics
  - Perception
If this question applies to you

If someone else uses your product or process in ways that you and others consider to be unethical, how will this affect your organization?

If your organization changes leadership or is acquired by an outside company, could your technology be used in ways that are harmful or dangerous, or otherwise outside of your original intention?

What are the possible unintended health consequences--short and long term--of the services you provide?

review these orphan risks

Co-opted Tech
Black Swan Events
Organizational Values & Culture
Reputation & Trust
Perception
Ethics

Co-opted Tech
Loss of Agency
Organizational Values & Culture
Reputation & Trust

Health & Environment
Intergenerational Impacts
Ethics
Black Swan Events
If this question applies to you

Does your product have the potential to release persistent pollutants into the environment?

What are some of the ways in which your product could potentially impact mental or emotional health?

Are there potential environmental risks associated with the technology, the product, or the waste produced from the process?

review these orphan risks

Health & Environment
Intergenerational Impacts
Black Swan Events
Product Lifecycle

Health & Environment
Loss of Agency

Health & Environment
Product Lifecycle

Standards
Governance & Regulation
Social Justice & Equity
Ethics

Ethics
Orphan Risks: Questions related to Unintended Consequences of Emerging Technologies

If this question applies to you

Could your product lead to future generations being adversely impacted?

How might your technology reduce the ability of customers or community members to have control over their own lives?

In what ways might your product reduce the ability of users or other stakeholders to make informed decisions?

review these orphan risks

Health & Environment
Intergenerational Impacts
Black Swan Events

Social Justice & Equity
Ethics
Reputation & Trust

Loss of Agency
Co-opted Tech

Ethics
Privacy
Social Justice & Equity

Loss of Agency
Co-opted Tech

Ethics
Privacy
Social Justice & Equity
Organizational Values & Culture
Does your product or process risk having built-in biases that potentially lead to some people being discriminated against?

How might your process lead to adverse health and environmental impacts across the product life cycle, from production through to consumption and disposal?
Review and Record your Orphan Risks