

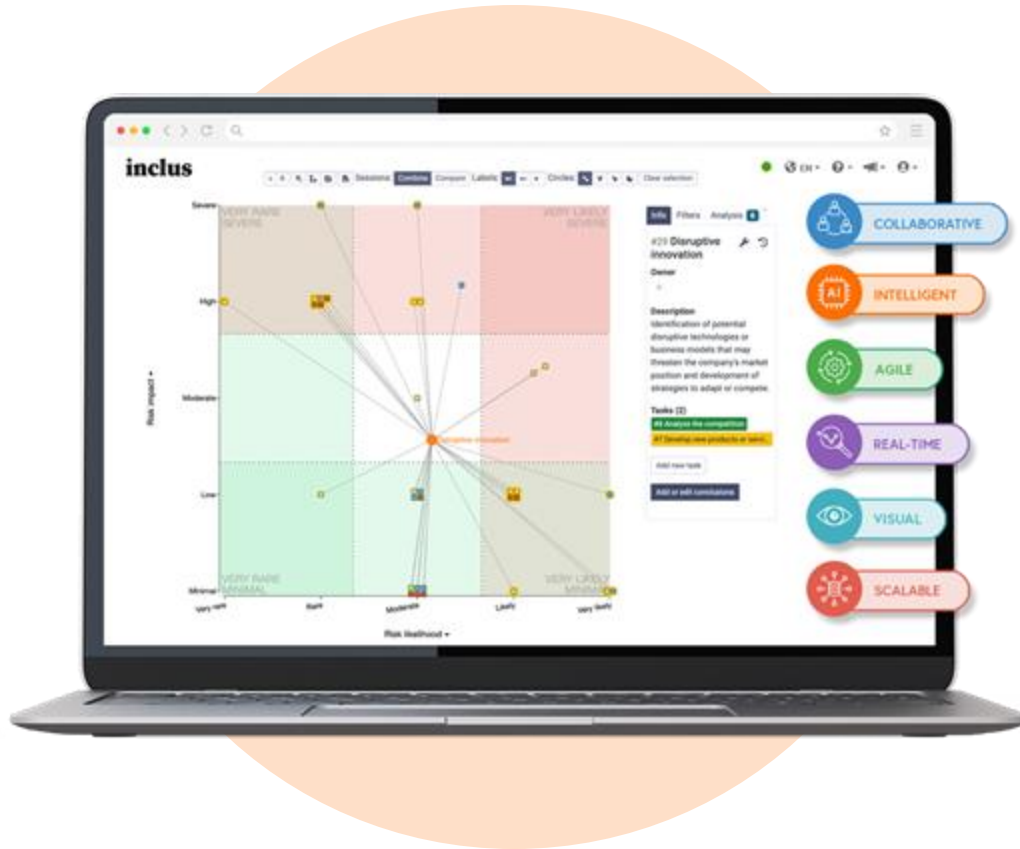
Collaborative Risk Management as a Vehicle to Build Psychological Resilience

■ Mikaeli Langinvainio, CEO, Co-Founder, Inklus Oy

FORS, 22nd May 2025
Otakaari 1, Espoo

inclus

Inclus in brief

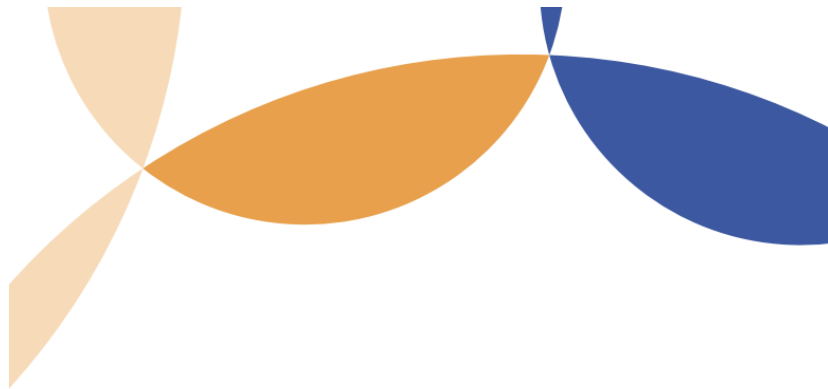


- Inclus is a risk management focused SaaS company founded in 2012 and headquartered in Espoo, Finland
- Spinned off from the Nobel laureate Martti Ahtisaari's Crisis Management Institute in 2016
- Inclus' analysis methods have been developed in collaboration with Aalto University's Systems Analysis Laboratory
- Customers include large enterprises, professional services businesses, and public sector organizations that want to build agile, collaborative and impact-driven risk management processes

References



Security Strategy for Society

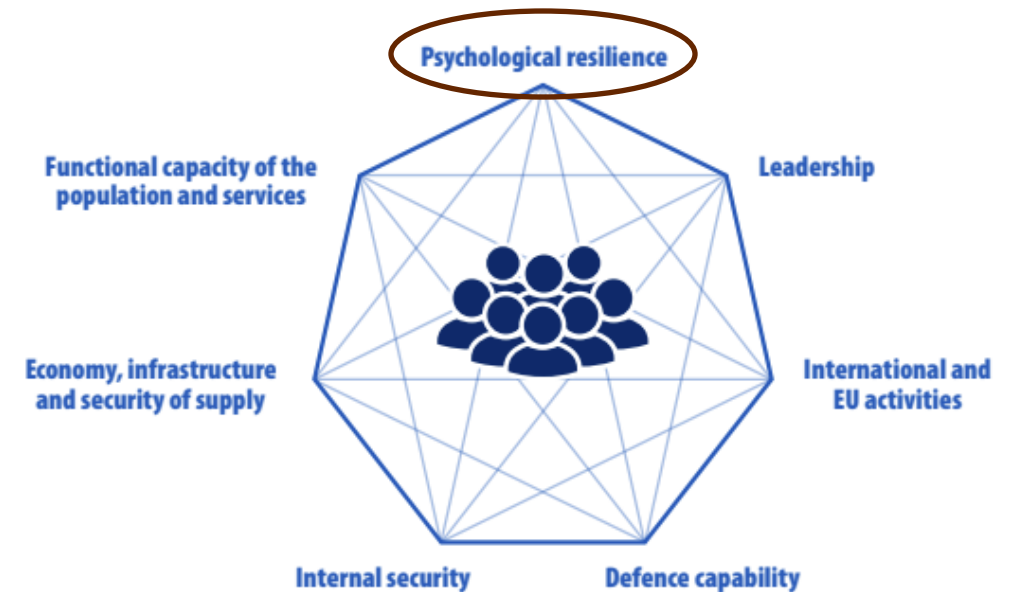


Security Strategy for Society

Government resolution

Security Committee

Figure 2. The vital functions of society.



Etymology

resilience(n.)

- 1620s, "act of rebounding or springing back," often of immaterial things, from Latin *resiliens*, present participle of *resilire* "to rebound, recoil," from *re-* "back" (see **re-**) + *salire* "to jump, leap" (see **salient** (adj.)). Compare **result** (v.). In physical sciences, the meaning "elasticity, power of returning to original shape after compression, etc." is by 1824.

<https://www.etymonline.com/word/resilience>

**The world demands
psychological resilience**

Worldviews at a crossroads



Putin, Photo: Suomen kuvalehti



Trump, Photo: NBC



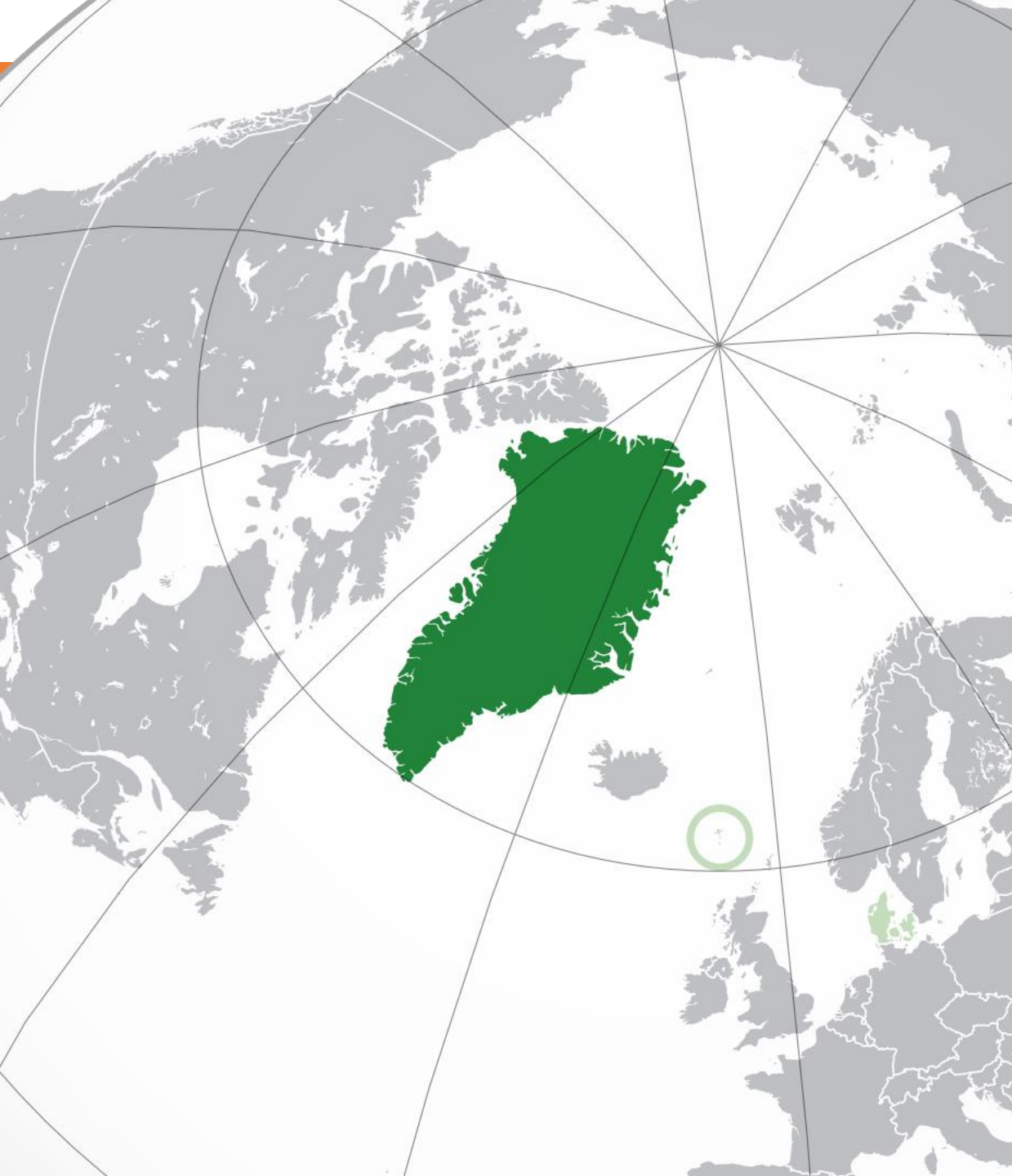
Xi Jinping, Photo: Politico

Competition of Critical Minerals

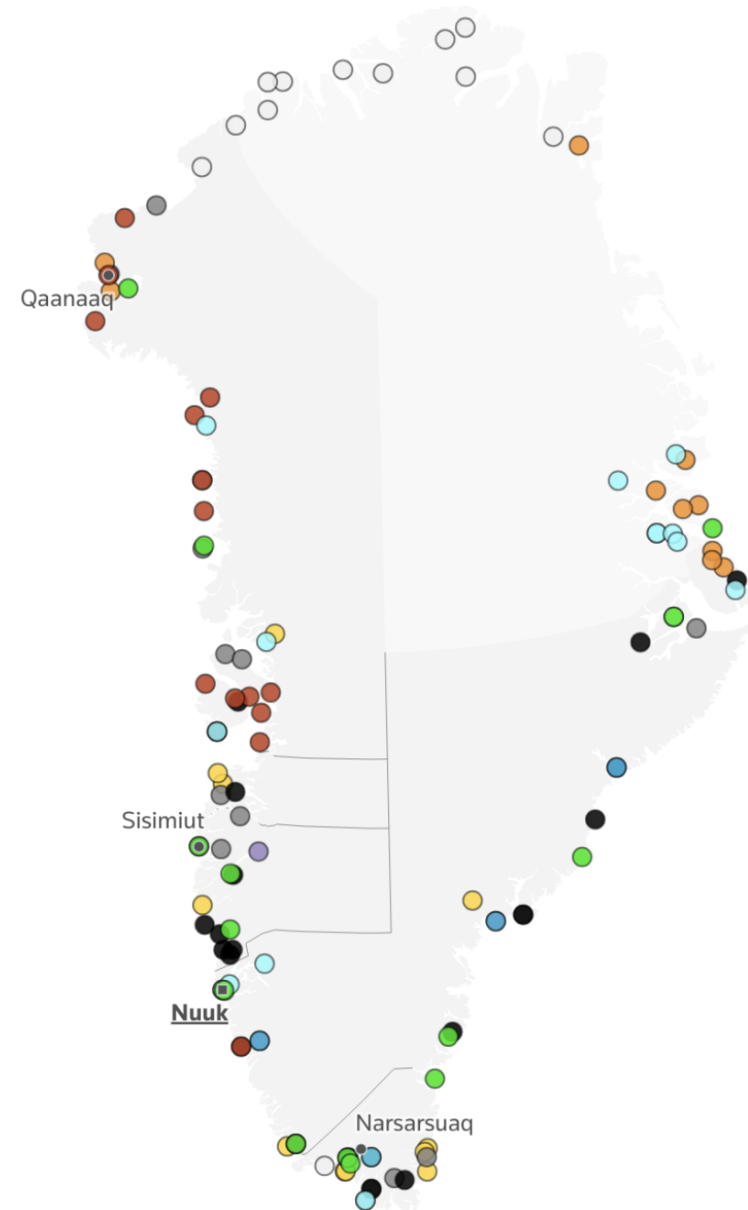
- BRICS countries own 2/3 of the world's critical minerals
- Potential for artificial crisis
- Availability, prices
- Negotiation power



A graphite mine in central Ukraine. The original critical minerals deal between the US and Ukraine was meant to pave the way for further discussions about US security guarantees © Olena Koloda/Bloomberg



● Copper ● Diamonds ● Gold ● Graphite ● Iron ore ● Nickel ● Rare earths ● Titanium-Vanadium
● Tungsten ● Uranium ● Zinc



Note: Some of Greenland's main potential mineral deposits.

Source: Based on data by the Mineral Resources Authority as of Jan 10 | By Alessandro Parodi

Chinese fleet around Taiwan





A satellite map of the Kaliningrad region, showing the Baltic Sea to the west. A yellow line outlines the administrative boundaries of the region. A dashed white circle highlights a specific area in the center. The map is labeled with the names of the surrounding countries in Finnish: Kaliningrad (Russia) to the west, Lithuania to the north, Poland to the south, and Belarus to the east.

KALININGRAD
(VENÄJÄ)

LIETTUA

PUOLA

VALKO-VENÄJÄ

Strategic uncertainty expected

- Unpredictability increases
 - Global shocks
 - Covert operations
 - Crises, trade war, technological upheaval
- Complexity increases
 - Norms dismantle
 - New (unknown) world order
 - Power politics rule



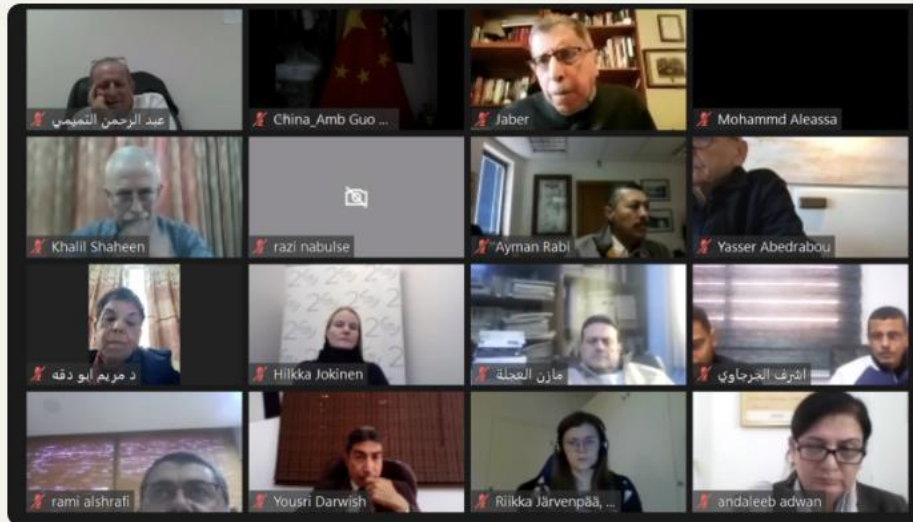
Examples of national level resilience analysis

Two cases – Palestine & Ukraine

Palestine Resilience Scenarios

Supporting Palestinian resilience through dialogue – “Unity is the only possible option”

On 7 December 2020, a broad-based group of Palestinians, ranging from youth to political decision-makers, gathered to pave the way toward a more united Palestine. A major national conference held online discussed future scenarios, and the development of concrete policies to strengthen Palestinian resilience in the face of division and the Covid-19 crisis.



The conference gathered a broad-based group of Palestinians, ranging from youth to political decision-makers.

SCENARIO 1 Division



*Continuing division
& a fragile society*

SCENARIO 2 Collapse



*Collapse &
chaos*

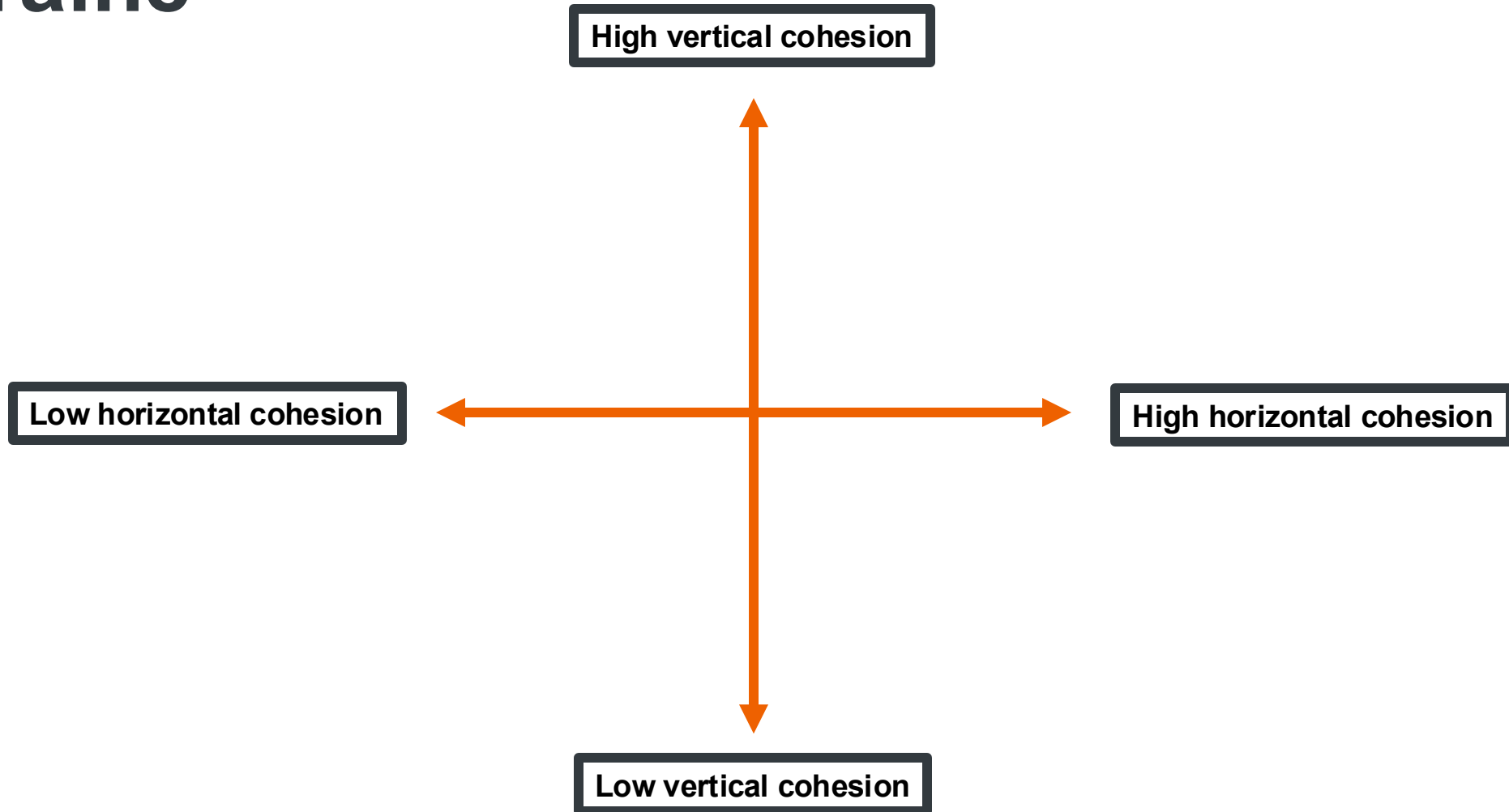
SCENARIO 3 Unity



*Continued &
Growing resilience*

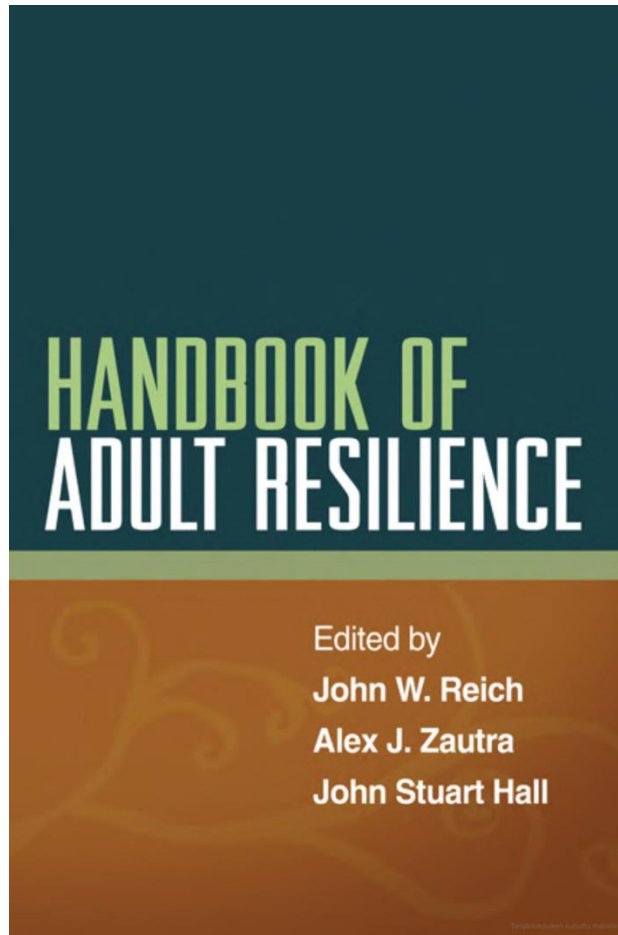
Palestine Resilience Scenarios: <https://cmi.fi/2020/12/16/supporting-palestinian-resilience-through-dialogue-unity-is-the-only-possible-option/>

Ukraine



Psychological resilience on individual level

Resilience as Qualities of the Person



20

The Emergence of Capacity-Building Programs and Models of Resilience

Martha Kent
Mary C. Davis

TABLE 20.1. Resilience as Qualities of the Person

Ten qualities	Descriptions, findings	Authors
<u>1. Positive emotions</u>		
Optimism, hope, <u>humor</u> , see options, positive outcomes, <u>ability to laugh at oneself</u> , humor, positive emotions	Decrease stress-related illness, mood and arousal, are restorative, increase well-being and health, broaden-and-build theory, hope theory	Carver et al. (1993); Scheier et al. (1989); Folkman & Moskowitz (2000); Affleck & Tennen (1996); Fredrickson (2001); Snyder et al. (2002)
<u>2. Control</u>		
Locus of control, self-esteem and pride, control, challenge, <u>commitment</u> , control over stressors	Lower levels of PTSD, components of hardiness, predict mental health in soldiers	King et al. (1998); Soet et al. (2003); Kobasa (1979); Florian et al. (1995)
<u>3. Active coping, engagement, facing fear</u>		
Task-focused versus emotion-focused versus avoidant coping, passive coping, avoidance versus engagement, <u>facing fear</u> , leaving comfort zone, <u>adaptive coping</u>	<u>Making plans versus venting versus denial</u> , <u>how you engage with risk</u> , exposure increases self-efficacy, courage, stress inoculation, coping through emotional approach	Johnsen et al. (2002); Beaton et al. (1999); Maddi (1999a, 1999b); Rutter (1987); Regehr et al. (2000); Meichenbaum (1985); Stanton et al. (2002)
<u>4. Cognitive flexibility</u>		
Alternative explanations, positive reframing, <u>acceptance</u> , problems are temporary and limited	<u>Tolerate</u> highly stressful events, redefining as challenge, rebuilding assumptive world, acceptance in extreme hardship and in illness, explanatory style	Southwick et al. (2005); Schaefer & Moos (1992, 1998); Janoff-Buhlman (1992); Manne et al. (2003); Wade et al. (2001); Seligman et al. (1988); Seligman (2002)

5. Meaning and value in adversity

Posttraumatic growth, learning from crises, benefits from adversity

Value life, relationships

Tedeschi et al. (1998); Park et al. (1996)

6. Altruism

Altruism, required helpfulness, survivor mission, empathy and compassion

Successful adaptation; fewer traumatic symptoms; helping as coping; turn tragedy into activism; PTG is training in empathy

Bleuler (1984); Rachman (1979); Midlarsky (1991); Anderson & Anderson (2003); Tedeschi et al. (1998)

7. Spirituality

Framework for understanding, making sense of tragedy, moral compass

Physical and emotional protective survival, health, less depression, core beliefs, and guiding principles

McCullough et al. (2000); Koenig et al. (1998, 2004); Janoff-Bulman (1992)

8. Training

Previous experience of trauma, stress inoculation

Training in stoicism, prior training on stressors—torture, emergency work; prior experience with stress can foster adaptation

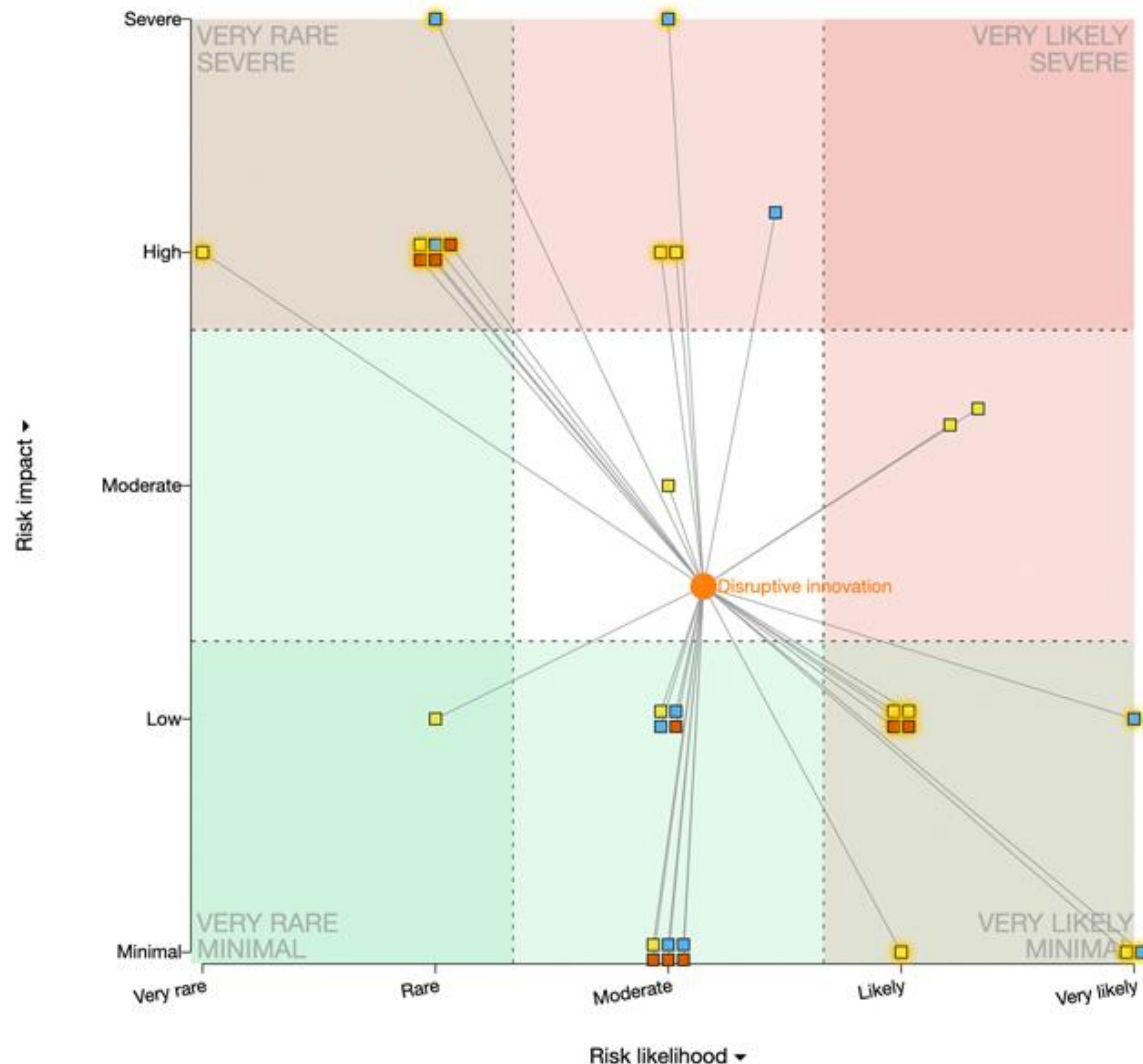
Alvarez & Hunt (2005); Hagh-Shenas et al. (2005); Meichenbaum (1985)

Collaborative Risk Management

As a vehicle for building psychological
resilience in organizations

inclus

Sessions: Combine Compare Labels: Circles: Clear selection



Info Filters Analysis 6

#29 Disruptive innovation

Owner

+

Description

Identification of potential disruptive technologies or business models that may threaten the company's market position and development of strategies to adapt or compete.

Tasks (2)

#8 Analyze the competition

#7 Develop new products or servi...

Add new task

Add or edit conclusions



COLLABORATIVE



INTELLIGENT



AGILE



REAL-TIME



VISUAL

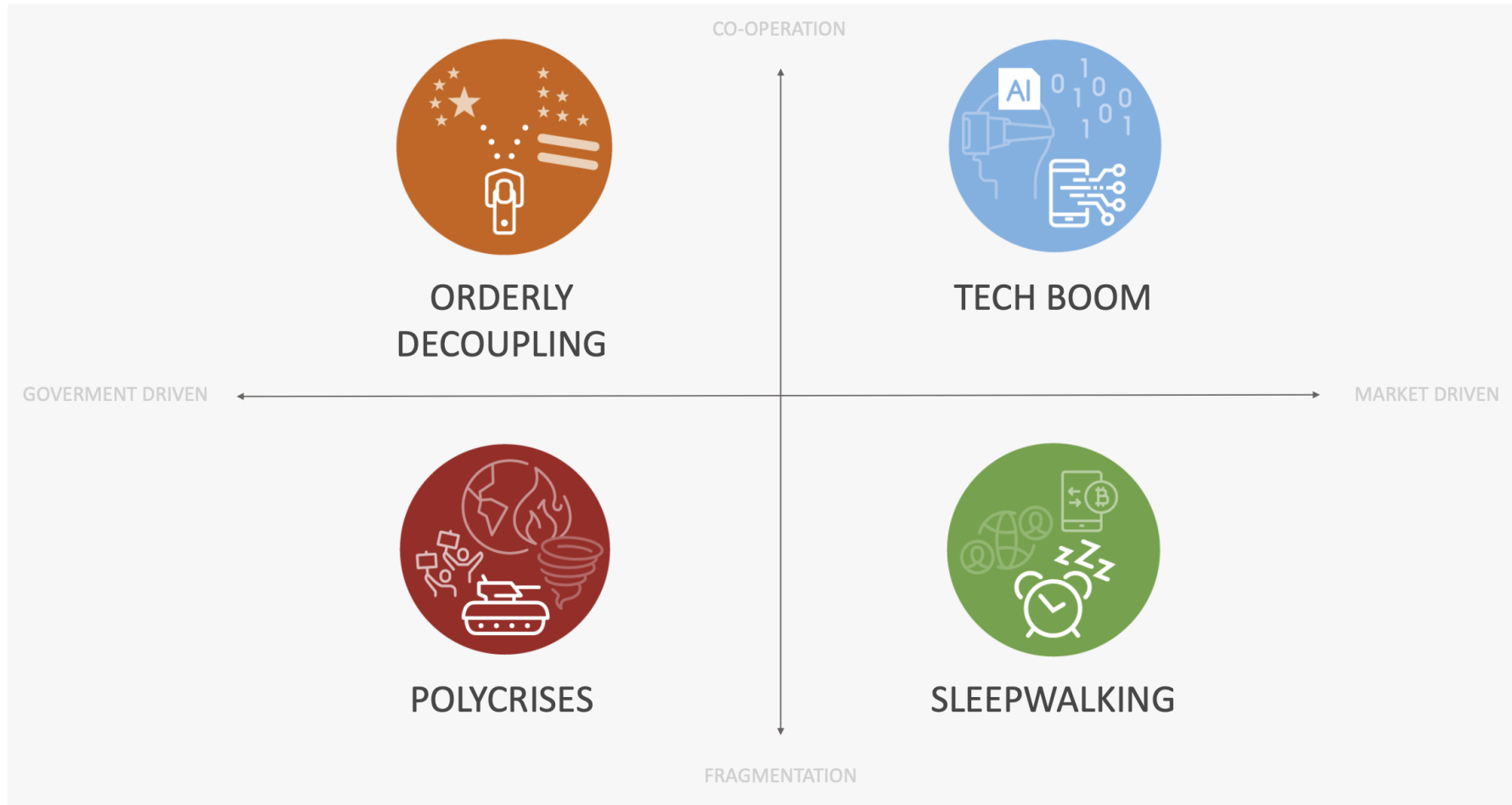


SCALABLE

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Global Scenarios

by Nordic West Office and McKinsey



**Focus on
Polycrisis
scenario**

Scenario menu

**Invasion of
Taiwan**

**Russia-
NATO War**

**Out-of-Control
Cyber Attack**

**Iran-US
War**

**Macroeconomic
crisis**

**...AI and
quantum
revolution etc.**

Implications

Contextualize the scenarios for you

Impact Assessment

Assess the impact with multiple criteria

Continuity Roadmap

Roadmap with short, medium and long term preparedness

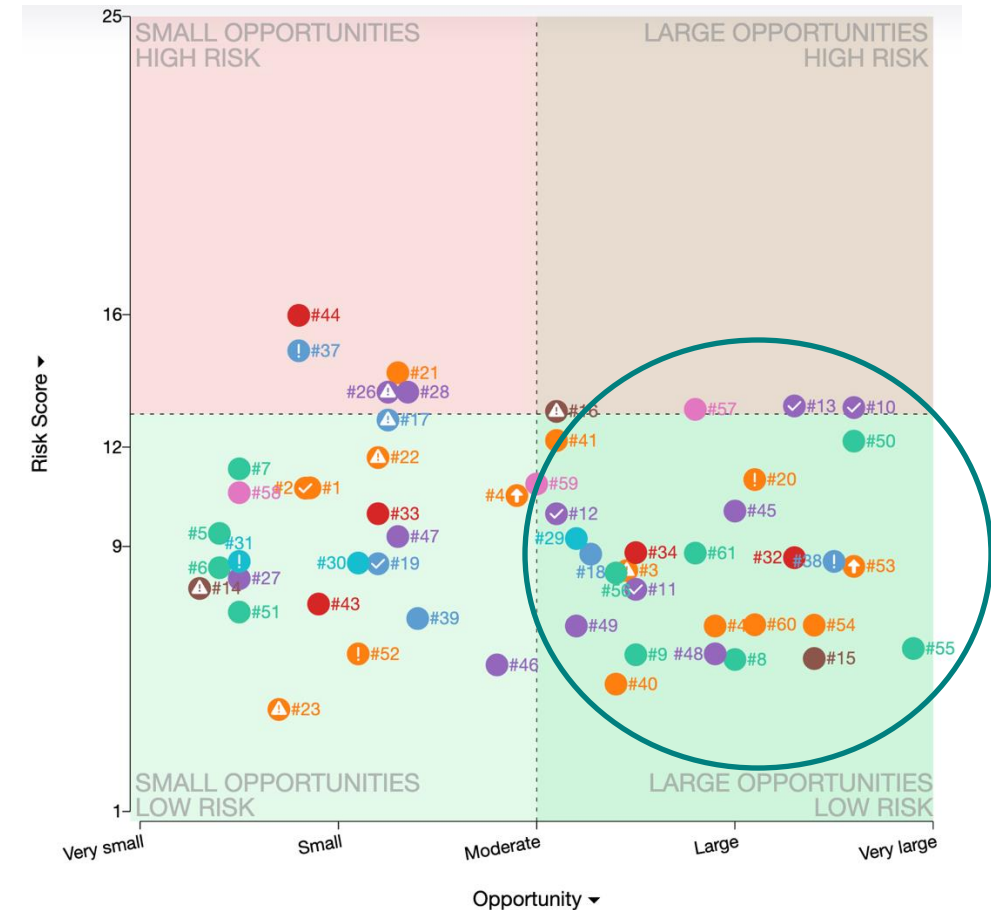
Scenario analysis

- Scenario is chain of events describing an outcome helping to reflect threats and opportunities
- Can be:
 - Driver and indicator-based
 - Narrative and assumption-based
- It is essential to understand the impacts of scenarios and create contingency plans



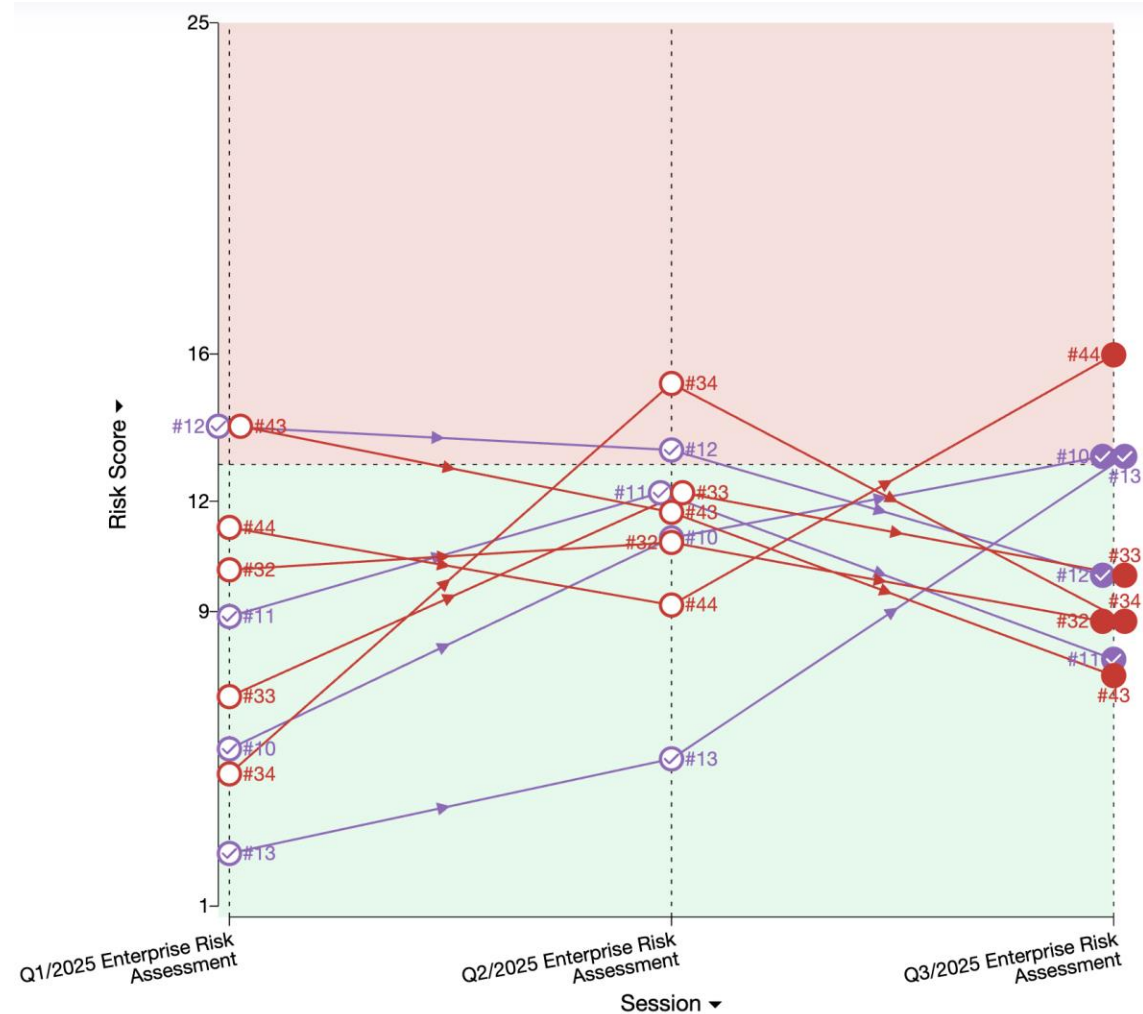
Opportunities as integral part of RM

- Create opportunities by taking calculated risks
- Utilize opportunities inherent within threats



Dynamic risk management

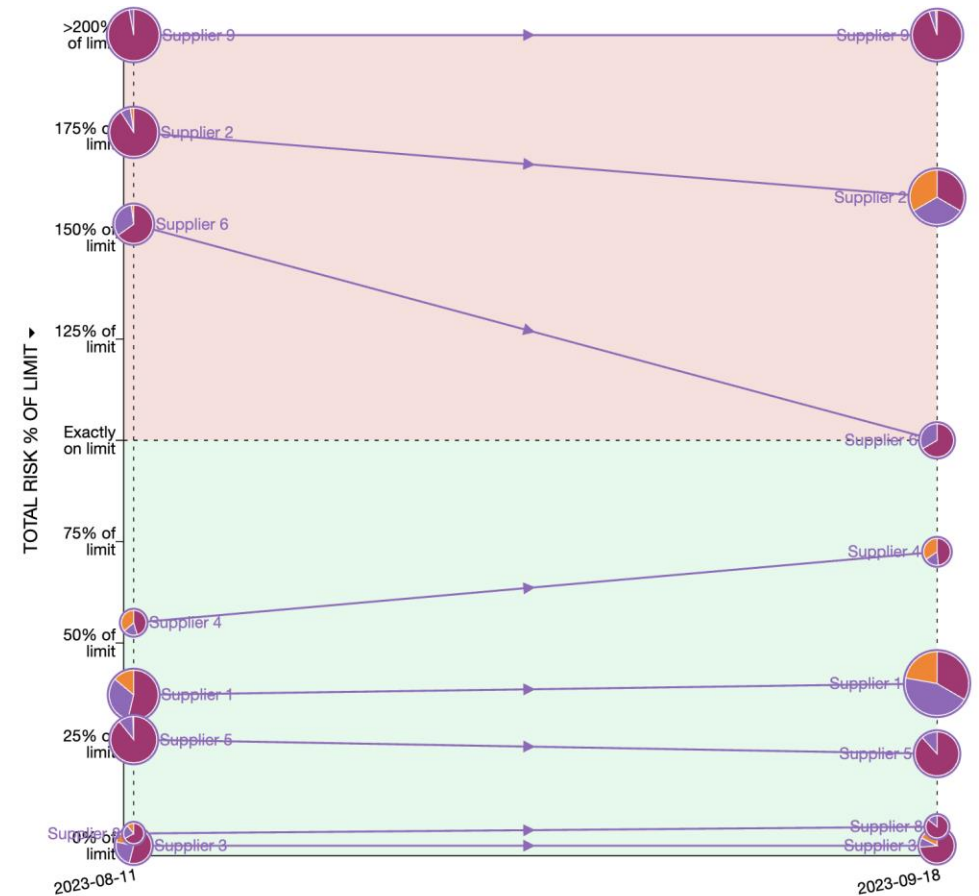
- Rapid change requires continuous risk management
- Understanding of risks grows by monitoring them
- From list management to risk management



Bold win in the time of uncertainty

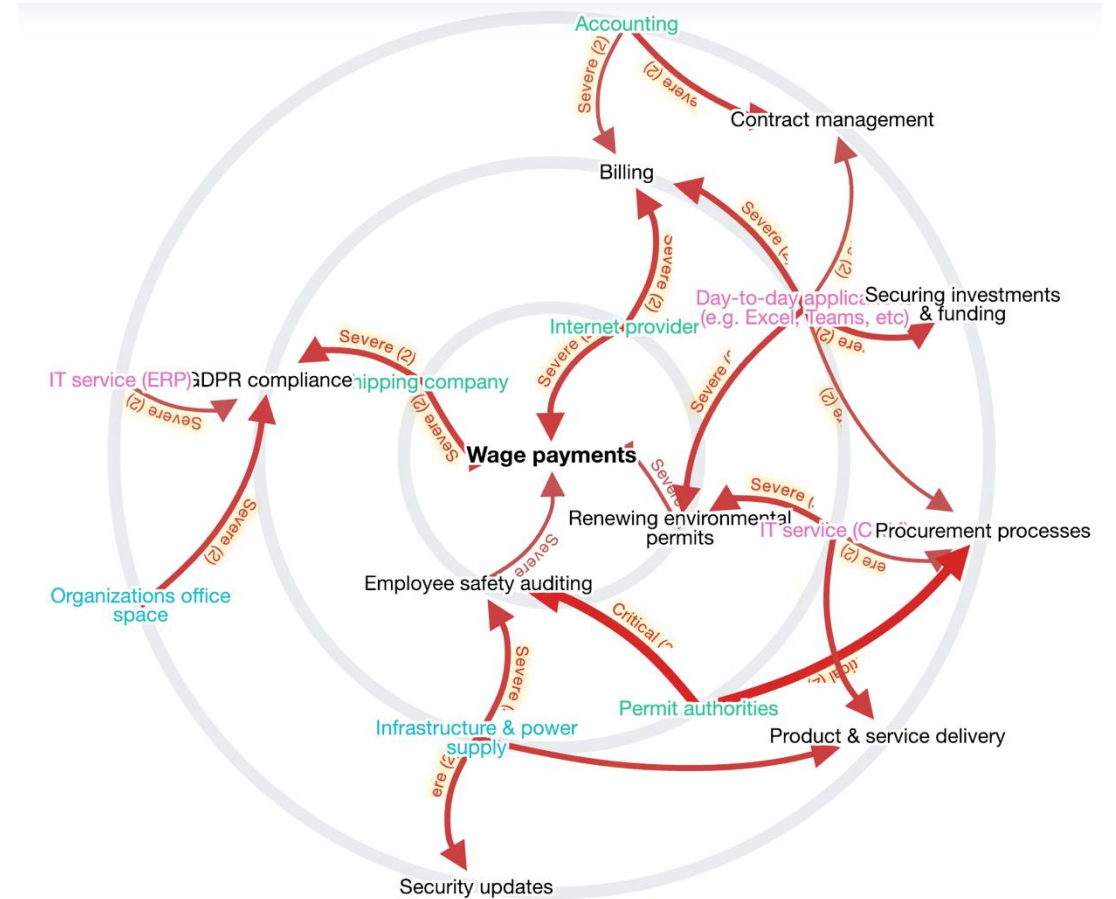
- Select the right risks to take
- Be contious of the risks you are taking
- Discuss risk appetite – make it visible

Risk	Residual Risk Score	Risk Appetite	Total score
#4 Market Risk	8.0	7.6	15.6
#1 Mergers and Acquisitions Risk	8.0	2.6	10.6
#11 Quality Control Failures ▾	5.7	8.2	13.9
#6 Supply Chain Disruptions	5.1	5.0	10.2



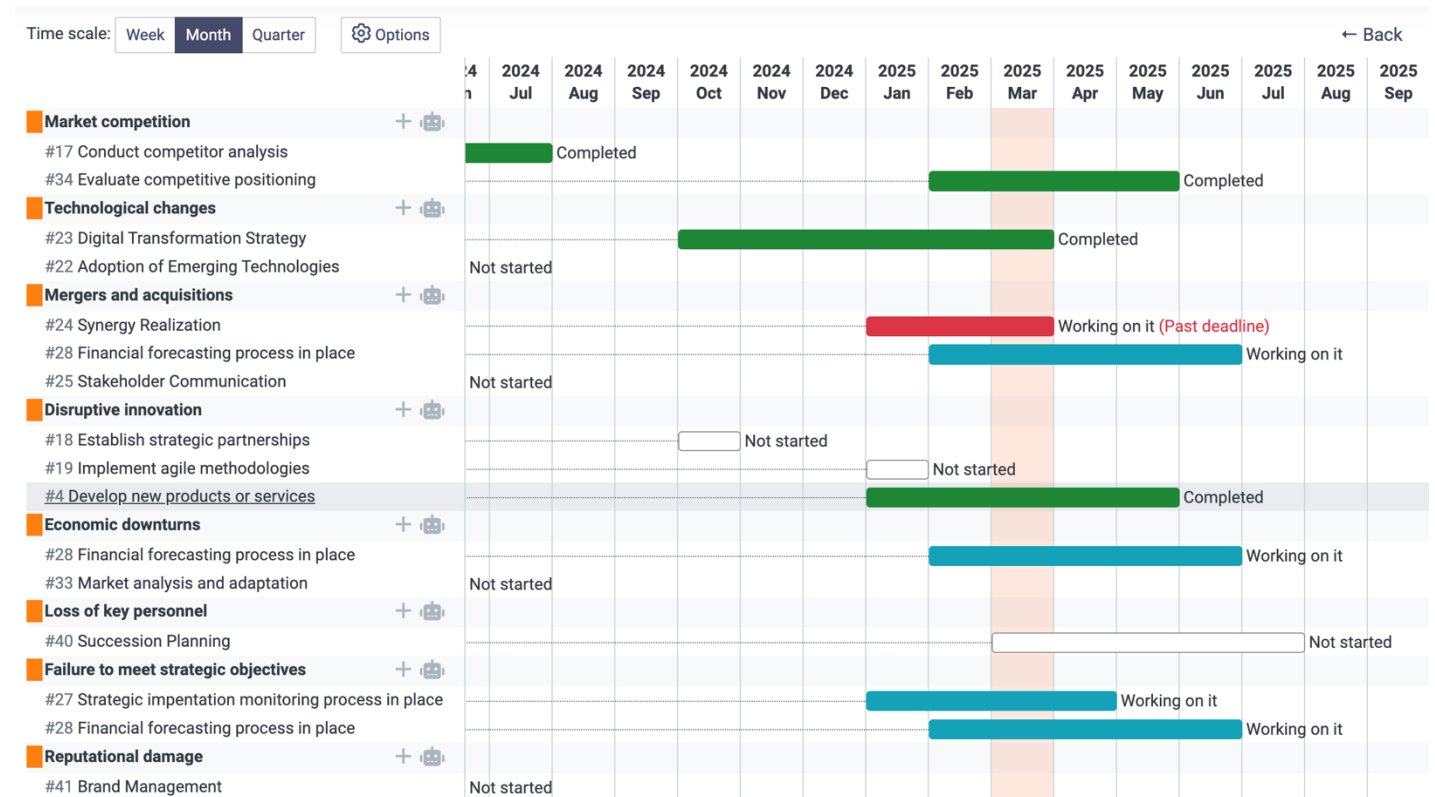
Manage interdependencies

- Create sense of control to complex systems
- Define and delimit the system:
 - Risks – Risks
 - Risks – Processes
 - Processes – Processes
 - Resources – Processes
 - Etc.



From analysis to action

- Psychological resilience develops by taking action
- Small iterative decisions and actions can be better than large decisions in a crisis



Key features of Inklus



Collaborative risk assessments

Harness the expertise of your stakeholders and engage them for the best mitigation outcomes and opportunity spotting



Embedded AI

Avoid, blindspots, complement planning, draft summaries, enable scenarios, allow custom prompts, receive observations and suggestions



Automated workflows

Engage stakeholders through automated requests and reminders



Data consolidation

Produce coherent analyses and boost your productivity and level of insight with the help of AI

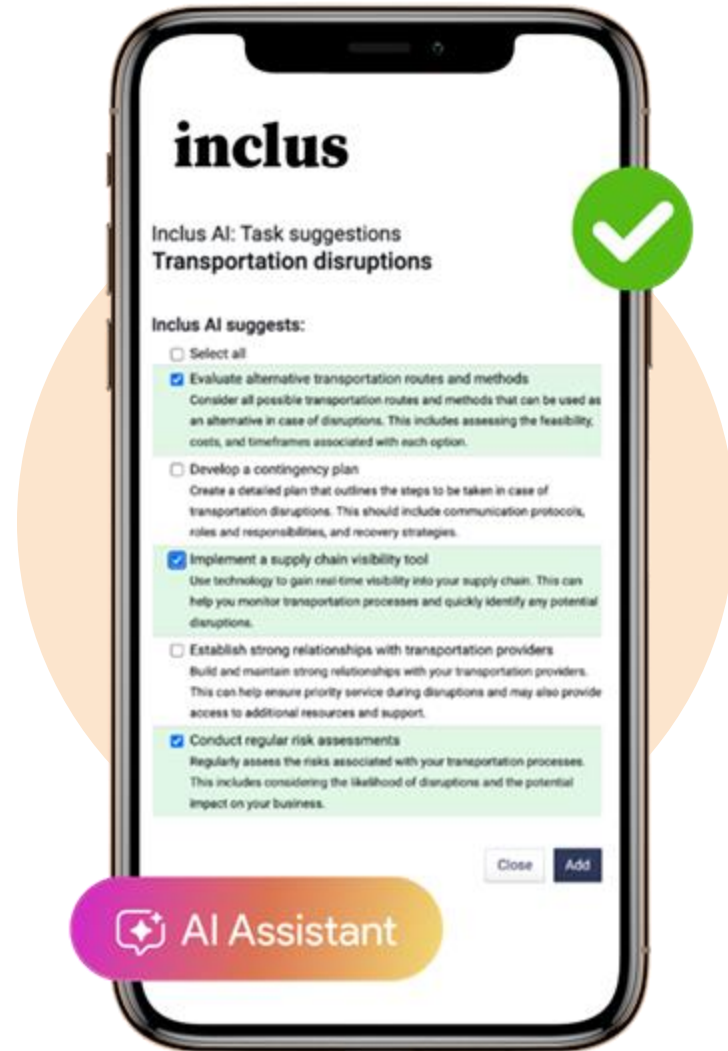


Visual analysis and reporting

Create visual and interactive summaries of your risk insights and explore them either individually or as a team

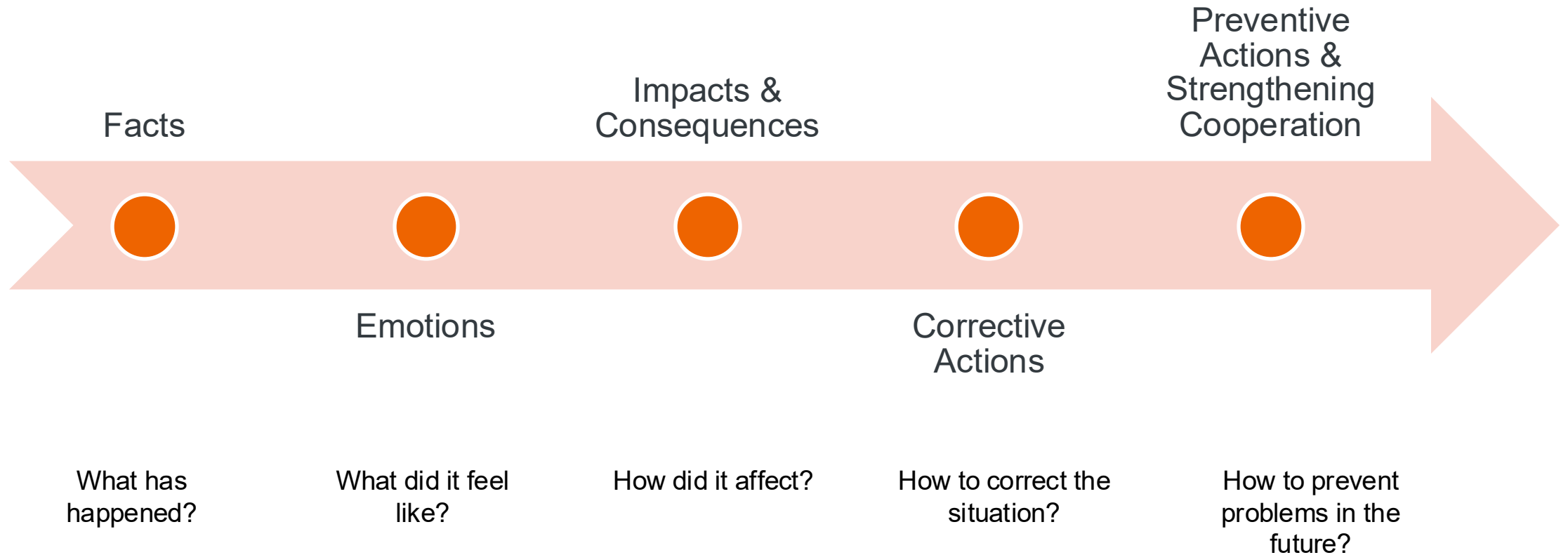
AI as a coworker

- Focus in practical applications
- AI changes risk management
- AI will always leave uncertainty



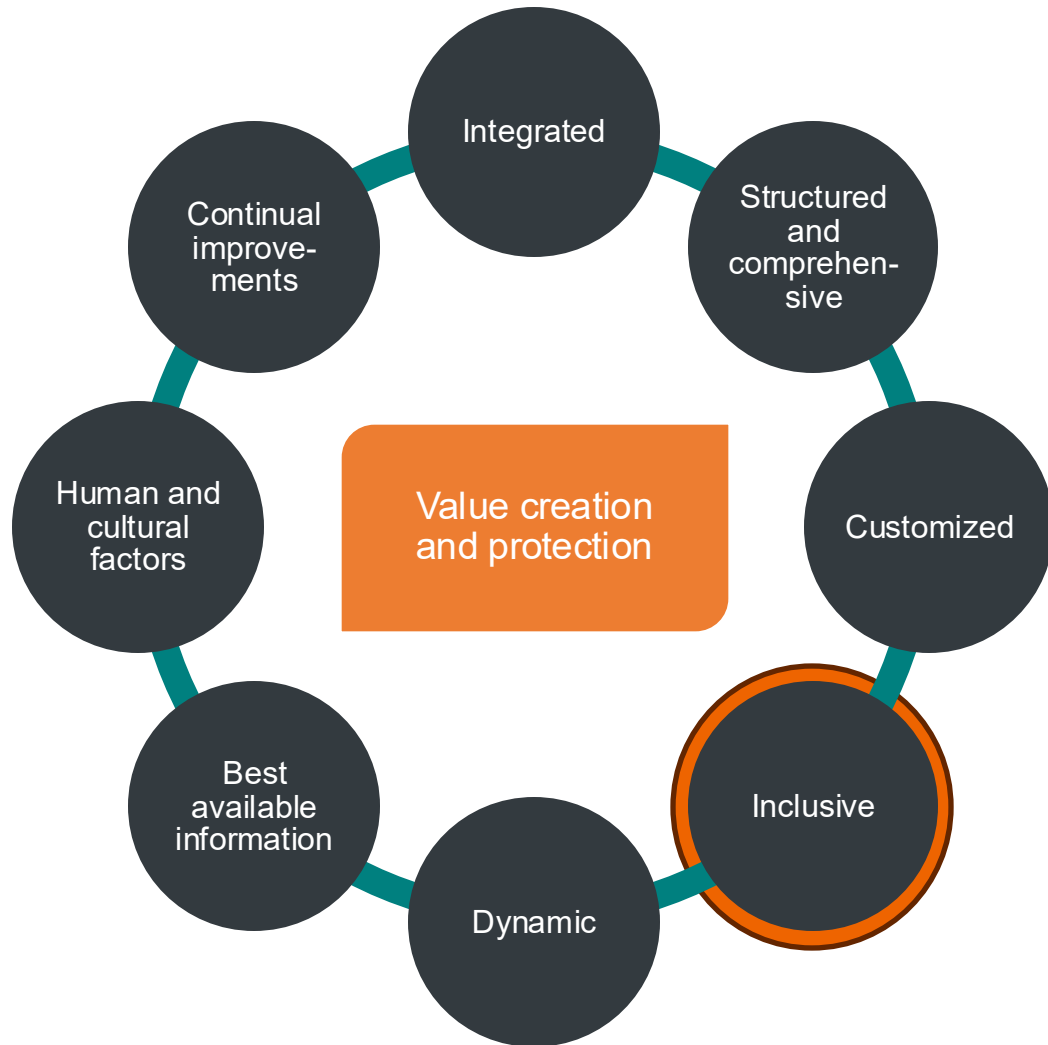
Risk management as participatory problem solving

Risk Management as a Conflict Prevention Process



Collaborative Risk Management

Communicate and consult stakeholders throughout the risk management process



- Engage and empower the organization by facing uncertainties
- Avoid cognitive biases
- Avoid groupthink
- Utilize the best expertise
- Avoid hidden risks
- Prevent potential conflicts
- Strengthen commitment to act

Collaborative risk management as a leadership tool

- Honest discussion of potential problems builds trust
- Open discussion of risks shares the responsibility (thus not formal accountability) to the wider the organization to find solutions for mitigation
- Stakeholders knowledge and skills can only be activated when they are informed of risks and involved in managing them
- Collaborative risk management energizes and activates the organization to face uncertainty together

Please do not hesitate to contact me with any idea!

We always seek new talent, knowledge, clients and partners.

Thank you!

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