CGI GLOBAL GOVERNANCE SUMMIT 2026

22–23 September 2026 · Breakout Session 2D

Governing Through Turbulence

Navigating Global Risk, Economic Headwinds, and New Imperatives for Boards

PANELLIST BRIEFING



Panellist 2 · Speaking Notes

Good governance isn’t about having a crystal ball.

It’s about building resilience when the crystal ball is not always right.

- Separate signal from noise.
- Think in scenarios rather than single-point forecasts.
- Build enough flexibility — financial, operational, strategic — to respond when circumstances change.

Dynamic developments



The question is not:

“Can we predict the next shock?”

It is:

“Are we prepared if things turn out differently from what we expect?”

Three connected risk areas



Geopolitics

Trade, supply chains and energy are now far more influenced by politics.



Rates & Cost of Money

Higher rates affect borrowing, investment and valuations.



Technology & AI

AI can lift productivity — but can also reshape jobs and business models fast.

These risks are connected — don't look at them separately.

Ask exposure, not prediction

Don’t try to predict every geopolitical event.

Not this:

“Will it happen?”

The better question:

“If it happens, what happens to us?”

Ask where the business is exposed:

- Where are our key suppliers?
- Which markets do we depend on?
- What happens if shipping is disrupted?
- What happens if oil prices rise?
- What happens if a currency moves sharply?

Keep it simple



Rates set the price of money — that flows through to borrowing costs, currencies, asset prices and investment decisions.

Don’t over-focus on: *Whether the next move is 25 basis points*



Ask instead: ***“Can our strategy still work if rates stay higher for longer?”***

Inflation upside and downside

FORCES PUSHING DOWN

Technology

FORCES PUSHING UP

Geopolitics, energy, supply-chain change

So boards should ask:

- **What happens to our margins?**
- **What happens to our customers?**
- **Do we have pricing power?**

AI – a thoughtful approach

"AI will solve everything."

"AI is too risky, so let's wait."

A better approach: experiment carefully

- What problem are we solving?
- What is the business benefit?
- What are the risks?
- Who is accountable?
- How do we know it's working?

Two ideas can both be true

AI can be transformational.

AND

Some AI-related investments can still become overpriced.

One risk becomes several

Risks often interact — that is why boards also need scenario thinking.



The key question:

"What combination of events could really hurt us?"

Scenarios, not single forecasts



Think about resilience:

You don’t want an organisation that only works when everything goes right — you want one that can still operate when conditions become difficult.

The aim: A strategy that adapts if conditions turn out differently.

Shocks will happen.

Markets will surprise us.

Technology will change things faster than expected.

The organisations that do well will not necessarily be the ones that predict everything correctly. They will be the ones that are ready to adapt.