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Every risk has an owner. The sum of them doesn't.

Most organisations know each of their risks precisely, and their overall risk only by feel.

Individually, the work is excellent. Equipment is assessed. Corrosion is monitored. Safety cases are argued in detail. Each area has specialists who understand their exposure and can defend it to anyone who asks.

Then someone asks a different question: **what does all of this mean together, for this business, over the next three years?**

And the room goes quiet.

Not because the analysis is missing. Because it was never designed to be added up. Reliability holds one part. Safety holds another. Technology, logistics, maintenance each hold their own. Every piece has an owner. The composite has none.

What I find interesting is that this is not a secret. It has a name, a professional discipline, and thirty years of literature behind it. Everyone agrees the whole picture matters more than any single part of it.

So why is the function so rarely built?

The usual answer is that **it's hard** — different data, different languages, different systems. True, but organisations solve harder problems every year when they decide something matters.

I have started to wonder whether something else is at work. **That a composite picture, once assembled, has to be looked at.** And that whoever assembles it becomes accountable for something no single function can fix alone.

So, people step back. Understandably. Cross-functional territory is uncomfortable, and few are rewarded for standing in it.

Working on strategy, I have come to think this is where it belongs. Not strategy as a document. **Strategy as a function that asks for the data, enables cross-disciplinary analysis, holds the**

conversation at organisational level, and driven by thinkers focused on long-term value and opportunity.

Visibility is the first step. The organisational capability to act on it is the point.

Where does the whole picture get assembled where you work — and who is willing to look at it?