Risk calibration exercise

A 45-minute conversation to make judgments legible. This exercise uses qualitative anchors to compare reasoning; it does not turn ordinal words into probabilities or calculate residual risk from a control score.

Fictional practice scenario. A regional distributor is preparing its quarterly management pack. A late sales-system correction may miss the reporting cut-off.

Set the room

Decision / objective	Issue the quarterly management pack with reconciled figures by the agreed date.
People in the room	Facilitator: _____ Risk owner: _____ Control owner: _____
Evidence available	Close calendar; late-adjustment log; two prior reconciliations; access to the source-system correction history.
Decision rule	Record dissent and missing evidence. Do not average it away or label a blank judgment Low.

Run the conversation

01 — Inherent judgment Before controls, choose likelihood and impact. Circle one anchor for each and write the observable basis.	
02 — Control judgment Describe the control and evidence. Is the design specific? Was it operating in the period? These are separate questions.	
03 — Residual judgment After the control discussion, choose residual likelihood and impact. Explain what changed, what did not, and what evidence would change the answer.	
04 — Response and follow-up Choose a response, name an owner, set a date, and record the next review. Capture disagreement explicitly.	

Use words with evidence

These anchors are deliberately qualitative. They help a group explain why it chose a judgment. They are not a risk heat map, an assurance conclusion, or a probability model.

Likelihood	Working meaning	Impact	Working meaning
Rare	Exceptional in the stated horizon; no relevant observed pattern.	Limited	Contained, reversible impact with no material decision disruption.
Unlikely	Could happen, but conditions or history make it uncommon.	Moderate	Manageable disruption; extra work or attention is required.
Possible	Credible in the stated horizon; the group can describe a plausible path.	Significant	A material decision, delivery, or stakeholder outcome is affected.
Likely	Expected in the stated horizon without further action.	Severe	Major operational, financial, regulatory, or trust consequence.
Almost certain	Expected repeatedly or imminently under current conditions.	Critical	Sustained or enterprise-threatening consequence requiring executive response.
Not assessed	No conclusion. Do not substitute a lower anchor.	Not assessed	No conclusion. Do not substitute a lower anchor.

Practice record

Inherent likelihood	Rare Unlikely Possible Likely Almost certain Not assessed
Inherent impact	Limited Moderate Significant Severe Critical Not assessed
Basis for inherent judgment	_____
Control / evidence	_____
Design judgment / operation judgment	_____
Residual likelihood / impact	_____
Residual rationale	_____

Close with accountable next steps

Do not seek false consensus. A well-run assessment makes the points of agreement, disagreement, and uncertainty visible enough to act on.

What changed between inherent and residual judgment?	
What evidence would change the residual judgment?	
Disagreement or uncertainty to retain	
Response	Accept Reduce Transfer / share Avoid Investigate Not decided
Response owner	_____
Response due date	_____
Next review date	_____

Decision summary to retain

What needs to be true at the next review?	
What remains explicitly unresolved?	

A configuration next step

Once the risk language, ownership, and review rhythm are settled, Lockfield can help scope a Workiva Enterprise Risk Management configuration around your organization's fields, roles, requests, remediation, and evidence needs. This worksheet is independent practice guidance, not a tenant walkthrough or a claim that a configuration has been tested.

Official context: Workiva, *Workiva for Enterprise Risk Management*, retrieved September 14, 2026 — https://support.workiva.com/hc/en-us/articles/360059568912-Workiva-for-Enterprise-Risk-Management