



**NEXUS**  
Advisory Group

# Human Risk Index

## Organisational Risk Diagnostic Report



Prepared for  
**Nexus Advisory Group**



Prepared by  
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Project  
**Leadership Risk Baseline**



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# Executive Summary

This sample executive summary demonstrates how the HRI report communicates the overall risk position, key signals and immediate leadership priorities.

## Overall Risk Position

Meridian Foods Group is showing an elevated Human Risk position. The strongest risk signals relate to leadership alignment, execution discipline and cultural consistency. The organisation is still functioning, but the risk pattern suggests that performance pressure may be creating uneven experiences across levels and departments.

## Overall HRI Score

**68**

High



## Leadership Risk

**72**

High



## Cultural Risk

**61**

High



## Decision Risk

**58**

High



## Execution Risk

**64**

High



## Psychological Risk

**49**

Moderate



## Key Observations

- 1 Leadership and execution risks are the strongest signals and should be reviewed together.
- 2 The workforce view is less positive than the leadership view in three of the five domains.
- 3 Technology Strain is elevated and may be amplifying work pressure and process frustration.

## Priority Actions

- 1 Clarify leadership ownership of the highest-risk domains.
- 2 Run targeted validation sessions with high-risk groups.
- 3 Create a 30-60-90 day action plan and track progress monthly.



# Overall HRI Score Overview

The overall score reflects the weighted profile across Leadership, Cultural, Decision, Execution and Psychological Risk. Technology Strain is shown separately.

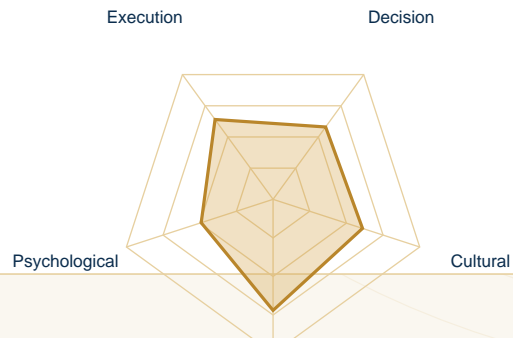
## Overall Human Risk Index Score

**68**

High



## HRI Profile



## Overall Interpretation

The overall HRI score is in the High risk range. This means the organisation is not necessarily in crisis, but the current human system is carrying meaningful risk that can affect trust, execution, productivity and transformation outcomes if left unmanaged.

## Five-Domain Summary

Leadership Risk		<b>72</b>	<b>High</b>
Cultural Risk		<b>61</b>	<b>High</b>
Decision Risk		<b>58</b>	<b>High</b>
Execution Risk		<b>64</b>	<b>High</b>
Psychological Risk		<b>49</b>	<b>Moderate</b>



# Domain Analysis

## Leadership Risk

Weight in HRI score: 25%

### Domain Score

**72**

High



### Domain Comparison



This view positions the domain score against a 0-100 risk scale.

### Interpretation

Leaders are viewed as committed, but there are signs of uneven alignment and inconsistent accountability. This creates uncertainty for managers and weakens confidence during periods of change.

### Key Drivers

- 1 Role clarity and expectations
- 2 Leadership routines and follow-through
- 3 Consistency across departments

### Observed Risks

- 1 Inconsistent employee experience
- 2 Delayed alignment and escalation
- 3 Reduced confidence in change

### Recommended Focus

- 1 Assign accountable owner
- 2 Validate with group data
- 3 Create measurable action plan



# Domain Analysis

## Cultural Risk

Weight in HRI score: 20%

### Domain Score

**61**

High



### Domain Comparison



This view positions the domain score against a 0-100 risk scale.

### Interpretation

The culture shows positive intent, but lived experience appears uneven. Collaboration and psychological safety are not experienced consistently across business areas.

### Key Drivers

- 1 Role clarity and expectations
- 2 Leadership routines and follow-through
- 3 Consistency across departments

### Observed Risks

- 1 Inconsistent employee experience
- 2 Delayed alignment and escalation
- 3 Reduced confidence in change

### Recommended Focus

- 1 Assign accountable owner
- 2 Validate with group data
- 3 Create measurable action plan



# Domain Analysis

## Decision Risk

Weight in HRI score: 20%

### Domain Score

**58**

High



### Domain Comparison



This view positions the domain score against a 0-100 risk scale.

### Interpretation

Decision-making is functional but slowed by unclear ownership and inconsistent evidence use. This may create rework, delayed execution and escalation fatigue.

### Key Drivers

- 1 Role clarity and expectations
- 2 Leadership routines and follow-through
- 3 Consistency across departments

### Observed Risks

- 1 Inconsistent employee experience
- 2 Delayed alignment and escalation
- 3 Reduced confidence in change

### Recommended Focus

- 1 Assign accountable owner
- 2 Validate with group data
- 3 Create measurable action plan



# Domain Analysis

## Execution Risk

Weight in HRI score: 20%

### Domain Score

**64**

High



### Domain Comparison



64

This view positions the domain score against a 0-100 risk scale.

### Interpretation

Execution risk is elevated, with pressure around follow-through, resource capacity and role clarity. The organisation may be trying to deliver too much through unclear routines.

### Key Drivers

- 1 Role clarity and expectations
- 2 Leadership routines and follow-through
- 3 Consistency across departments

### Observed Risks

- 1 Inconsistent employee experience
- 2 Delayed alignment and escalation
- 3 Reduced confidence in change

### Recommended Focus

- 1 Assign accountable owner
- 2 Validate with group data
- 3 Create measurable action plan



# Domain Analysis

## Psychological Risk

Weight in HRI score: 15%

### Domain Score

**49**

Moderate



### Domain Comparison



49

This view positions the domain score against a 0-100 risk scale.

### Interpretation

Psychological risk is moderate. People are not reporting a severe breakdown, but there are signs of workload pressure and energy depletion in parts of the workforce.

### Key Drivers

- 1 Role clarity and expectations
- 2 Leadership routines and follow-through
- 3 Consistency across departments

### Observed Risks

- 1 Inconsistent employee experience
- 2 Delayed alignment and escalation
- 3 Reduced confidence in change

### Recommended Focus

- 1 Assign accountable owner
- 2 Validate with group data
- 3 Create measurable action plan



# Respondent Profile and Perception Gaps

This section compares how leadership and the broader workforce experience human risk across the five HRI domains.



## Perception Gap Overview

Domain	Leader	Workforce	Gap
Leadership Risk	76	64	+12
Cultural Risk	66	58	+8
Decision Risk	60	55	+5
Execution Risk	70	59	+11
Psychological Risk	52	48	+4

## Gap Interpretation

The largest perception gaps appear in Leadership Risk and Execution Risk. This suggests that leaders may be experiencing the organisation as more aligned and controlled than the workforce does. These gaps should be treated as possible blind spots and explored through structured dialogue.

## Notable Group-Level Differences

- Leadership view is more positive than workforce view in all five domains.
- Execution and leadership gaps are large enough to warrant follow-up.
- Psychological Risk gap is smaller, but still indicates workload and support concerns.



# Technology Strain Diagnostic

Technology Strain is reported separately from the weighted HRI score. It reflects the extent to which digital systems, reporting demands and communication load affect the employee experience.

## Technology Strain Score

**57**

High



## Technology Strain Indicators

Digital Load		61
System Friction		54
Reporting Burden		59
Communication Overload		55

## Interpretation

Technology Strain is elevated. The organisation should not treat this only as a user adoption issue. The findings suggest that systems, reporting routines and communication channels may be adding cognitive load and reducing productive focus.

## Suggested Response Areas

- 1 Reduce duplicated reporting and dashboard requirements.
- 2 Review system friction in high-volume operational teams.
- 3 Clarify communication norms to reduce channel overload.
- 4 Simplify workflows where tools are creating unnecessary workarounds.



# Priority Recommendations and Action Plan

The recommendations below are aligned to the strongest risk signals and should be treated as a focused leadership response plan.

Priority	Recommendation	Owner	Timeframe	Status
1	Clarify leadership ownership for the two highest-risk domains.	CHRO / COO	0-30 days	● Not Started
2	Run validation sessions with high-risk workforce segments.	People & Culture	0-45 days	● Not Started
3	Create a focused execution discipline routine for priority work.	Operations	30-60 days	● Not Started
4	Reduce technology strain by reviewing duplicated reporting demands.	IT / PMO	30-90 days	● Not Started
5	Develop managers in feedback, prioritisation and psychological safety.	L&D	60-120 days	● Not Started

## Strategic Notes

The action plan should be sponsored by the executive team and reviewed monthly until the HRI risk position stabilises. Avoid trying to solve everything at once. Focus on two or three material risk drivers first.

## Immediate Priorities

- 1 Leadership alignment
- 2 Execution discipline
- 3 Technology strain review



# Appendix and Methodology

The Human Risk Index measures people-related organisational risk through a weighted five-domain model. This appendix summarises the scoring framework used in this sample report.

## HRI Scoring Model

Domain	Weight
Leadership Risk	25%
Cultural Risk	20%
Decision Risk	20%
Execution Risk	20%
Psychological Risk	15%

## Technology Strain

Technology Strain is reported as a separate diagnostic and is not included in the weighted HRI score. This prevents the HRI from being skewed in organisations where AI or digital transformation is not yet a dominant factor.

## Respondent Grouping Logic

- Leadership group: Executive and Senior Management.
- Workforce group: Middle Management and Non-Managerial respondents.
- Other or unclear roles may be excluded from perception-gap calculations.

# Confidentiality and Disclaimer

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## Confidentiality Notice

This Human Risk Index report is confidential and is intended solely for authorised representatives of the client organisation and approved project stakeholders. The information may contain sensitive organisational, leadership, cultural and employee-experience insights. It may not be copied, distributed, published, disclosed or used outside the approved assessment purpose without prior written authorisation.

## Purpose of the Report

The report is designed to support organisational reflection, leadership decision-making and targeted risk reduction. It should be used as a diagnostic guide, not as a standalone judgement of individual employees, departments or leaders. Findings should be interpreted alongside business context, sample size, respondent composition and other available organisational evidence.

## Interpretation Disclaimer

The Human Risk Index is based on respondent perceptions and available project data at the time of reporting. While the report identifies meaningful patterns and risk indicators, it does not claim to represent every individual experience or all organisational realities. Results should be interpreted professionally and should not be used as the sole basis for disciplinary, legal, medical or employment decisions.

## Technology Strain Note

Technology Strain is reported as a separate diagnostic area and is not included in the weighted Human Risk Index score. It should be interpreted as a work-system signal relating to digital load, system friction, reporting burden and communication overload.

## Data and Anonymity

Where anonymity thresholds apply, results should only be reviewed at group level. Any attempt to identify individual respondents from aggregated findings undermines the integrity of the process and may reduce trust in future assessments.

## Use of Recommendations

Recommendations are intended to guide leadership action and organisational improvement. Implementation responsibility remains with the client organisation. The report should be used to support dialogue, prioritisation and practical action planning.