

## Business Risk Management Questionnaire

### Owner & Director Self-Assessment

#### Purpose

This questionnaire helps business owners assess how effectively key risks are identified, understood and managed.

#### Score each statement from 1–5

(1 = Not in place | 5 = Well managed and embedded)

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#### Financial Risk

- Cash flow is actively monitored and forecast
- Profit drivers, margins and cost risks are understood
- The business can absorb short-term financial shocks

#### Operational Risk

- Critical processes are documented and followed
- The business is not reliant on undocumented knowledge
- Key supplier and system dependencies are managed

#### People & Capability Risk

- Key roles are not single points of failure
- Leadership capability exists beyond the owner
- Succession has been considered for critical roles

#### Governance & Decision-Making Risk

- Decision rights and accountability are clear
- Significant decisions are documented and reviewed
- Oversight is appropriate for the size and complexity of the business

#### Legal & Compliance Risk

- Regulatory, employment and WHS obligations are met
- Contracts and insurance are current and appropriate
- Compliance risks are understood and monitored

#### Strategic & Market Risk

- The business has a clear strategic direction
- Revenue is not overly dependent on one client or market
- The business can adapt to change

#### Owner Dependence & Continuity Risk

- The business can operate without the owner day-to-day
- Key relationships are not solely owner-held
- There is a documented succession or continuity plan

## Interpreting Your Results

- **Average 4–5:** Risks are well managed
- **Average 3–3.9:** Manageable risk, improvements required
- **Below 3:** High exposure — priority action needed

Strong risk management supports better decisions, stronger performance and a more resilient, transferable business.