The Resilience Wave – What it Means for Business Continuity

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9:30 am – 10:30 am

Agenda

Resilience

Organizational Resilience is the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper. (- Cranfield University, UK)

Business Risk

Business risk is the exposure a company or organization has to factor(s) that will lower its profits or lead it to fail. Anything that threatens a company's ability to achieve its financial goals is considered a business risk. (- Kenton, W., Investopedia)

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The Wave and Problem Solving

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Regs, Good Practice, and Benefits

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Strategic Planning, Requirements, Program Pillars

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Program Metrics and Measurements

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Quick Tips and Takeaways

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Q&A and Connections

The Resilience Wave describes the dynamic disturbance impacting BC

ROADMAP

- Resilience is influencing BCM practice
- Expectation of agile, nimble framework
- Black Swan events & Snow Leopards

1

JOURNEY

- A transformative year
- Elements for a successful roadmap
- Resilience innovations

3

2

ROV

- Ongoing Resilience Program Evaluation and Governance
- Resilience and Risk
- Short-term gains and long-term benefits

4

PROGRAM REFRESH

- Think strategically
- Create/refresh the program vision
- (re)Define Program elements

Is Resilience BCM Rebranded?

What is the Resilience Wave?

- Business Continuity Management is evolving
- Business Continuity Management – Reactive Focus
  - Began in the 1970s – IT
  - 1980s - Gap Analysis, Risk Assessments, BIA
  - 1990s – US Government Standard for Federal Agencies
  - 2000s – Post 9/11 Relocation and Hot Seats for Continuity
- Business Resilience – Proactive Focus

What are we trying to solve for?

Post-COVID Paradigm

COVID **exposed** gaps in not only business continuity planning, namely underprepared pandemic plans, but the failure of companies to both ask, "what if" and "how great of an impact" can we withstand.

However, many organizations displayed an amazing ability to **rise** to the occasion and push through a challenging situation. The "we'll only be out of the office for 2 weeks" became > two years for most businesses.

Business Risk & Resilience

Entering the **new normal**, organizations are grappling with what it should look like. The right fit will differ for every company, but there's a growing realization that **resilience** is an activity across the service continuum and involves the entire company.

Along with this, we saw the increased **reliance** on risk management, risk forcasting, and horizon scanning. None of these activities, namely risk assessments and identifying gaps in process were new for BCM but the focus as **shifted** to BAU through and crisis.

US BC/DR Standards and Good Practices

Designation	Description
ASIS SPC 1:2009	Organizational Resilience Standard: approved as part of the PL 110-53 Private Sector Preparedness Act of 2009
FFEIC BC Handbook	Business Continuity IT Planning; IT Examination Handbook (2008)
ISACA Document G32	IT Auditing Guideline; Business Continuity Plans
FINRA Rule 4370	Business Continuity Plans and Emergency Contact Information; consolidates NYSE Rule 446 and BASD Rules 3510 and 3520
FEMA FCD	Federal Continuity Directives for Government Agencies
DRJ GAP	Disaster Recovery Journal Generally Accepted Practices
NIST SP 800-34	Contingency Planning Guide For Information Technology Systems
NIST SP 800-53	Security and Privacy Controls for Federal Information Systems
NIST SP 800-84	Guide to Test, Training and Exercise Programs for IT Plans
ISO 22301: 2019	Security and resilience — Business continuity management systems — Requirements

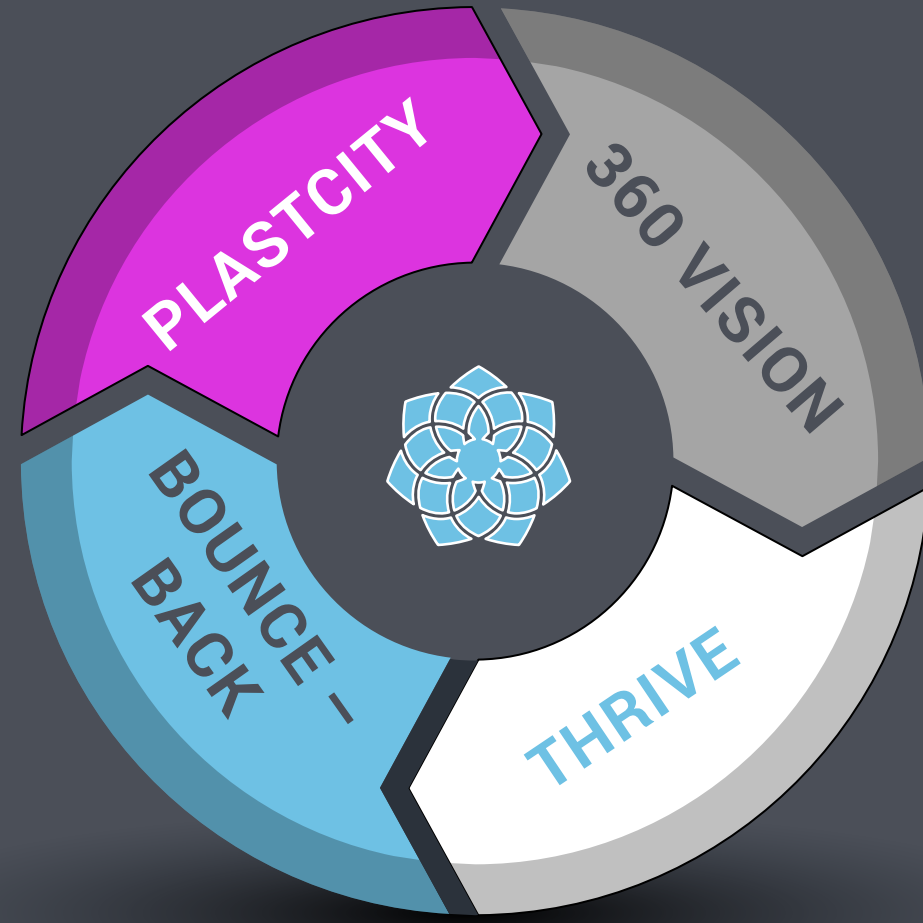# There are four main benefits of a Resilience Framework

Plasticity

Your brain's ability to grow, adapt, and change in response to experiences

"Bounce-Back" Attributes

Elastic is a term used in economics to describe a change in the behavior of buyers and sellers in response to a change in price for a good or service

360 Vision

The ability to see in all directions at once

Ability to Thrive

The ability, capacity or fitness to make steady progress, prosper, grow vigorously and flourish

PLASTCITY

360 VISION

BOUNCE - BACK

THRIVE

Creating a strategic plan is critical for resilience success

Post-COVID Strategies

- Assess what worked well
- Identify gaps
- Conduct horizon scanning
- Refresh the vision
- Update programming
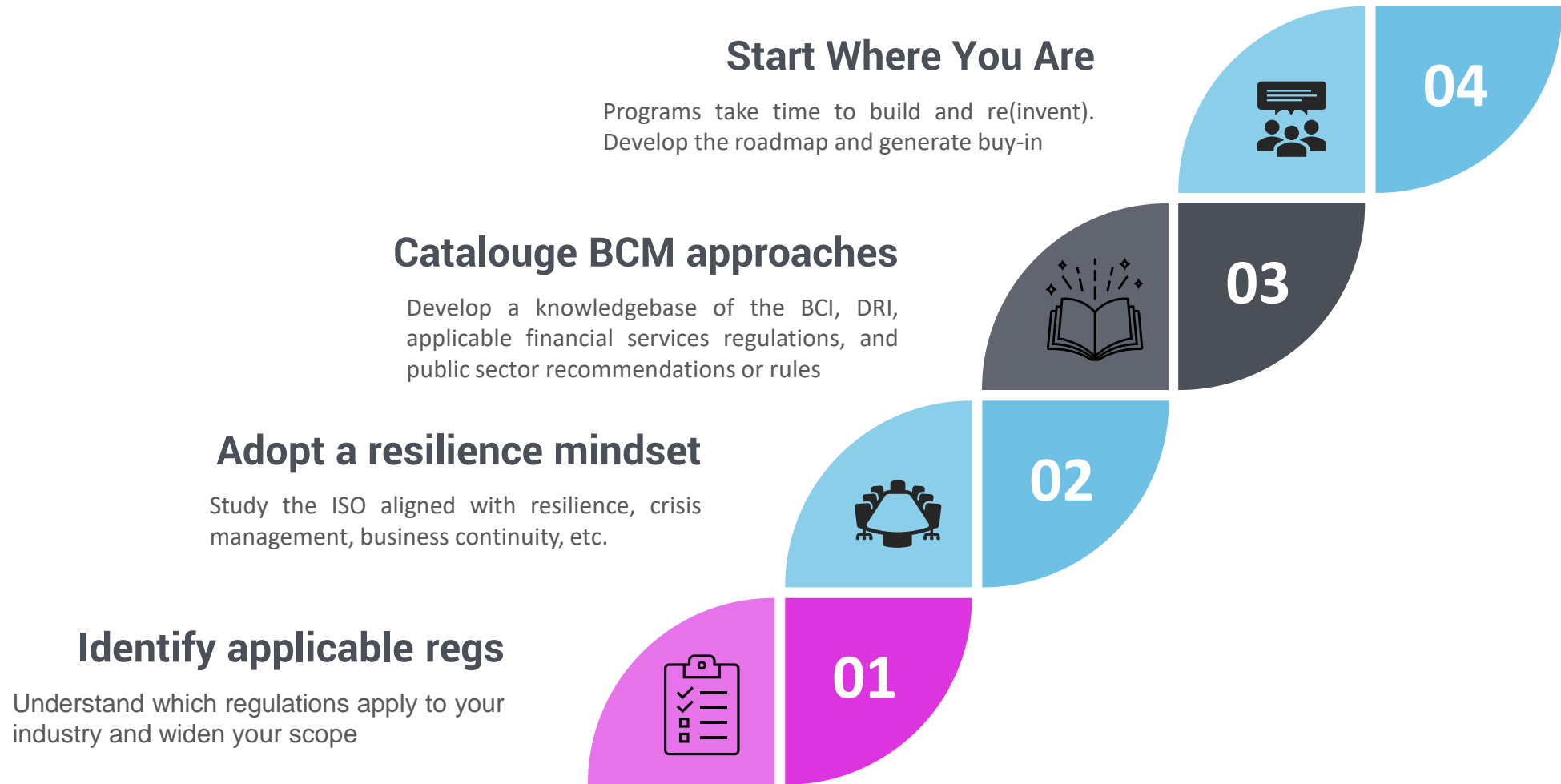- Create ROV for the future

Next Step Actions

- Communicate w/leadership
- Gather stakeholder input
- Understand which audiences need the big picture & others that need the fine details (be ready with both)

Strategic Planning Steps

1. **Design your vision – create a snapshot of the future**
2. **Articulate competitive advantage – define the unique value**
3. **Define milestones – set executable targets**
4. **Create a growth ladder – understand the scale & next steps**
5. **Use data for decision-making – make choices based on facts**
6. **Plan long-term – execute on continuous goals over time**
7. **Adopt a flexible approach – expect to be agile & adaptable to change**

Develop resilience program requirements specific for your organization

Start Where You Are

Programs take time to build and re(invent). Develop the roadmap and generate buy-in

04

Catalouge BCM approaches

Develop a knowledgebase of the BCI, DRI, applicable financial services regulations, and public sector recommendations or rules

03

Adopt a resilience mindset

Study the ISO aligned with resilience, crisis management, business continuity, etc.

02

Identify applicable regs

Understand which regulations apply to your industry and widen your scope

01

# Resilience Program Plan & Pillars
Why BCM should embrace it

Program Planning

Creating a program plan enables clear communication across the enterprise. It is also a platform to report program maturity and compliance.

Workplan

It's a delivery tool to that explains why the change is necessary and the actions taken to achieve it. It helps you track, enables accountability, and communicate status.
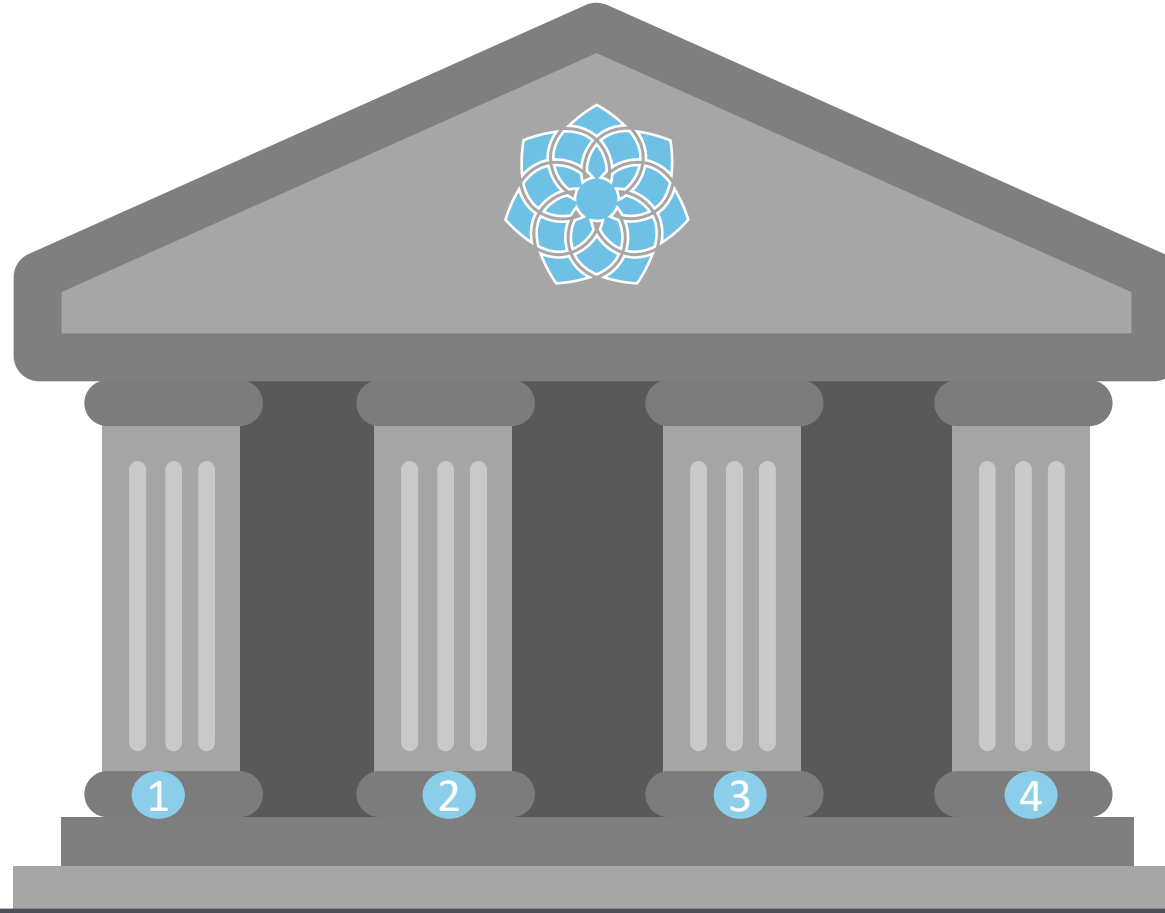
Connectedness

It enables the right stakeholder and leaders to understand the importance and value of the work. Done well, it can be leveraged for business critical and strategic decision-making.

Program Pillars

1. Organizational Security
2. Organizational Safety
3. Business Continuity Value
4. Risk Management

How metrics and measures can level-up your program

Six Steps

1. Define the program's goal(s)
2. Outline the overall objective
3. State the program description and purpose
4. Then share the program evaluation elements
5. Share the sources of evaluation data & collection
6. Describe data results and improvement recommendations
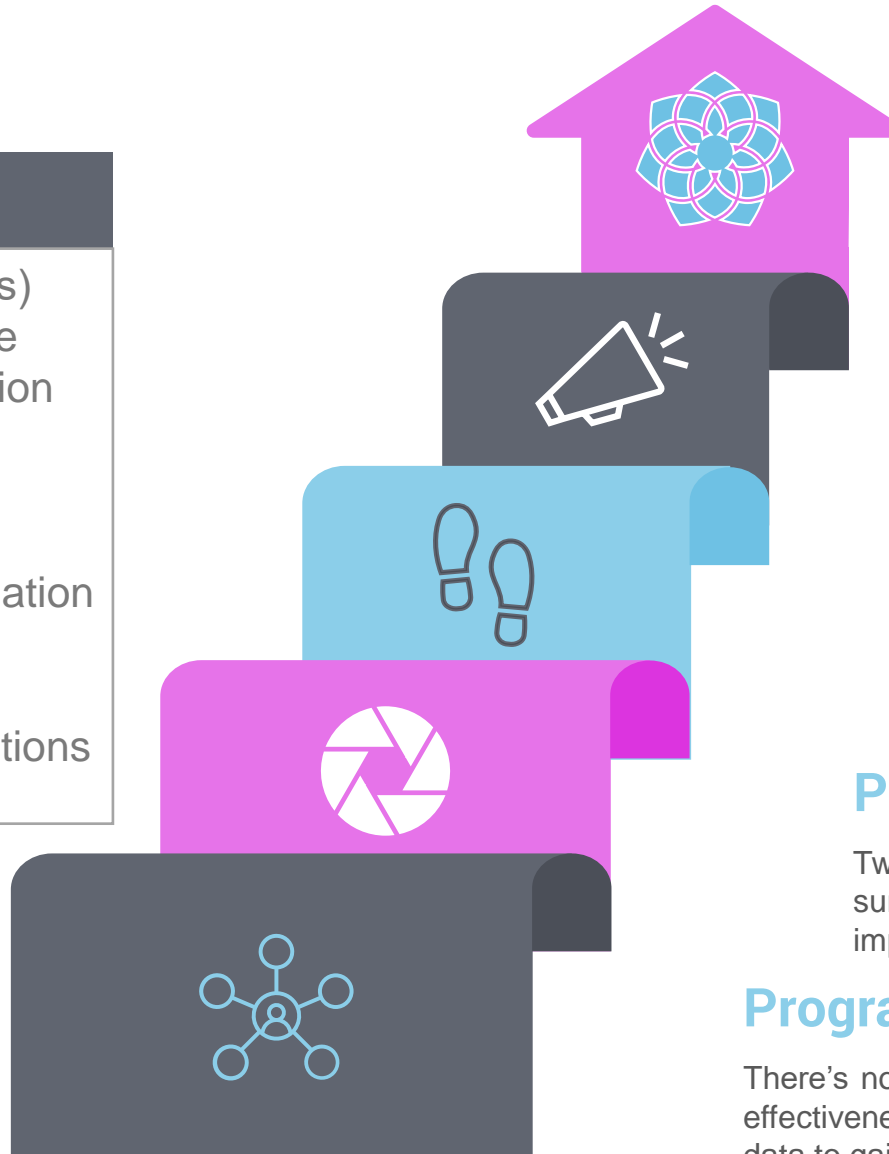
A Resilience Practice

Adopt a process excellence approach by continuitng to iterate meaningfully and with purpose.

Communication

Share meaningful insights with leadership for inputs and to highlight the program's value

Six Simple Steps

Focus on a process for administering and measuring the program so that you have a model for continuous improvement

Program Evaluation

Two main goals: Formative evaluation and summative evaluation. We often use impact evaluation

Program Administration

There's no way to understand a program's effectiveness unless you collect & analyze data to gain insights

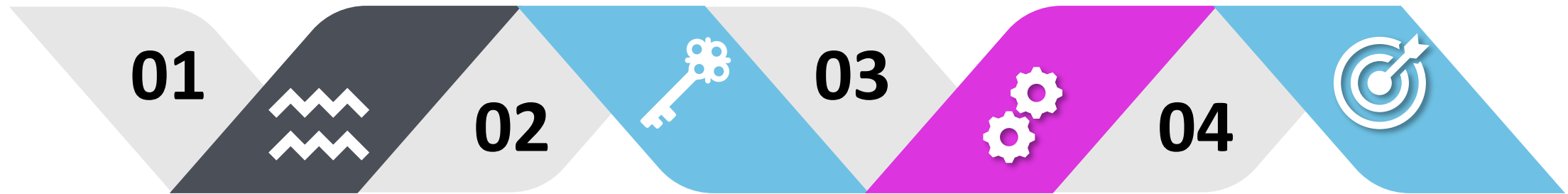*"One accurate measurement is worth a thousand expert opinions."* – Grace Murray Hopper

Today's Key Takeaways

Collaboration is Key

Work cross-functionally to achieve resileince

BCM's Role

Continuity is the lynchpin to launch & maintain resilience

01

02

03

04

Riding the Wave

Why Resilience is the wave of the future

Risk & Resilience

Aligning these tools is critically necessary

Thank you

Q&A / Contact Info

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