

# Leading Change: Building Organisational Resilience

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# Agenda

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- ▶ What is Organizational Resilience?
- ▶ Why Should You Care?
- ▶ Are You Prepared?
- ▶ What Do You Need?
  - ▶ Business Continuity Management
  - ▶ Organizational Resilience
- ▶ A Call to Action



# What Is Organizational Resilience?

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- ▶ **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.”



# Why Should You Care?



- ▶ DISASTERS REALLY DO HAPPEN
  - ▶ There is always risk
  - ▶ Threats are real
  - ▶ Threat landscape changes
- ▶ The Key is PREPAREDNESS

- ▶ Incidents/ Disasters
  - ▶ Natural: Floods, Fires, Earthquakes
  - ▶ Manmade: Cyber attacks, IoT Eco-System, Bombs, System Failures, Building Collapse, Social Media



# Are You Prepared?

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- ▶ If your organization had a disaster right now, what would happen?
  - ▶ What teams are trained to REACT, RESPOND, and RECOVER to any crisis, incident, or disaster?
  - ▶ Who would do what?
- ▶ What group(s) have responsibility for business continuity, risk management, and/or organizational resilience?
- ▶ How are these groups working together?

# What Do You Need?

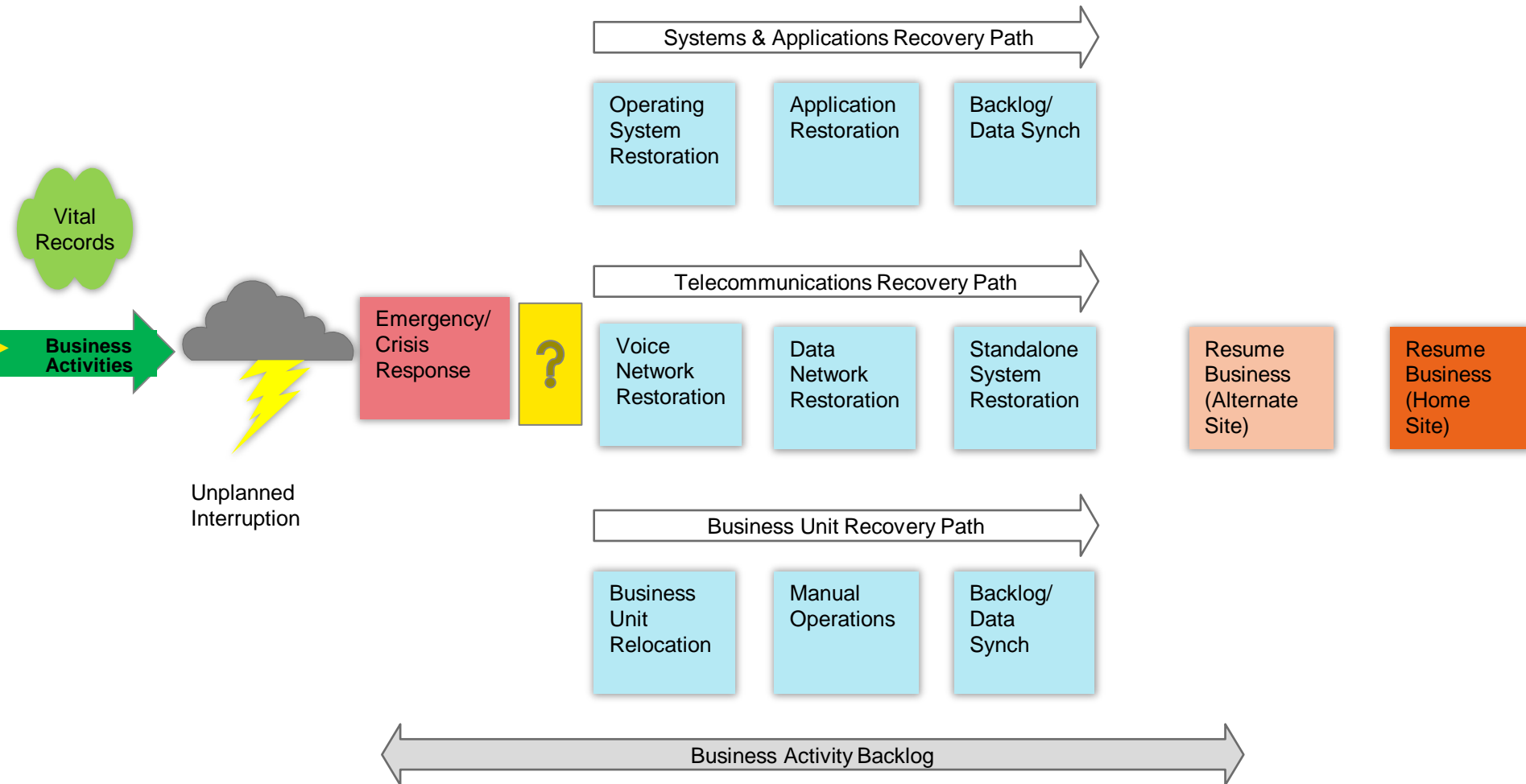
**Let's Talk - Business Continuity**

# Respond vs. React

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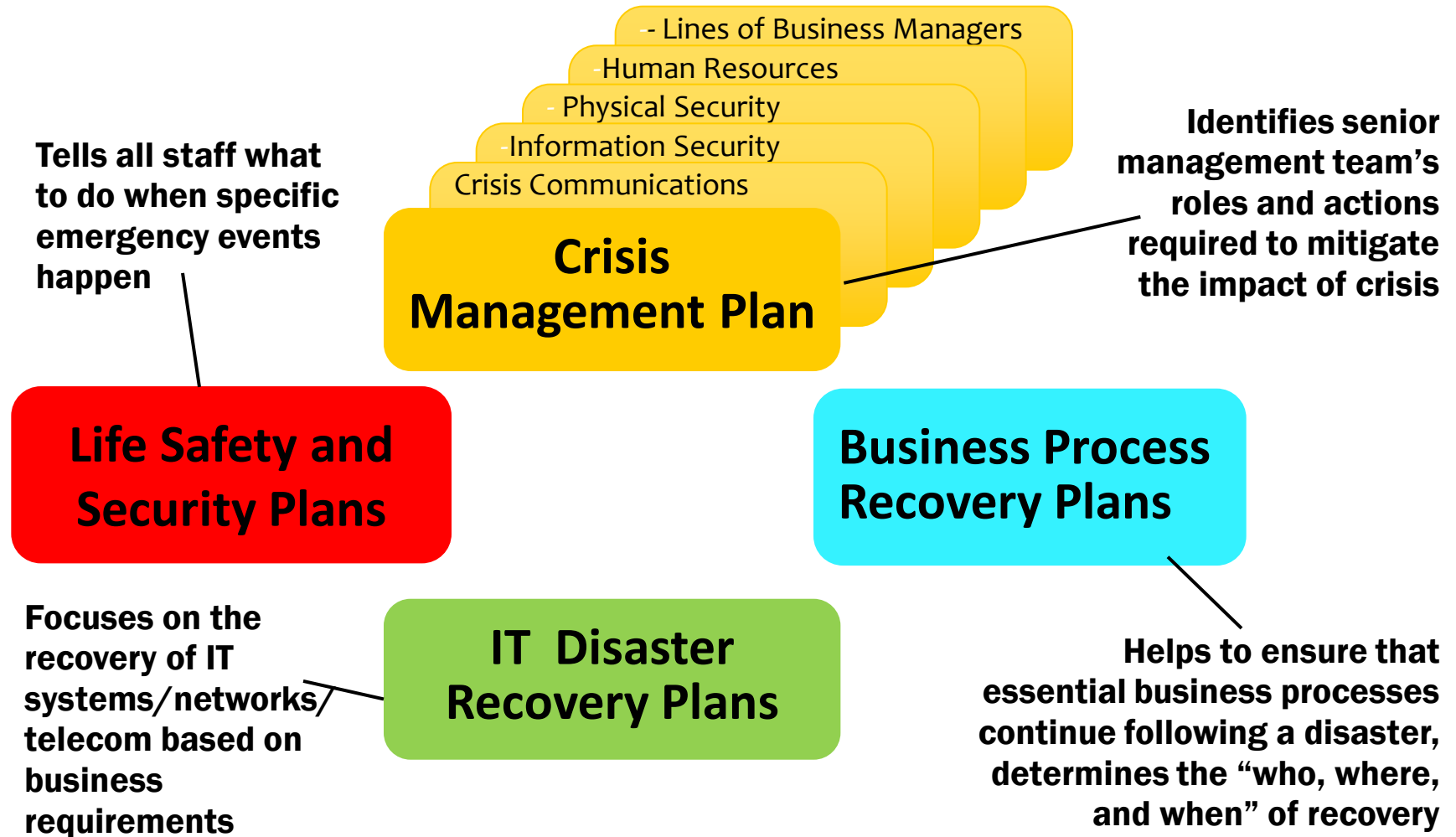


# Business Continuity – The Timeline





# Four Types of Plans Needed



# Crisis Communications

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## Speed at Which Risk and Crisis Communication Information Flows Through the Media

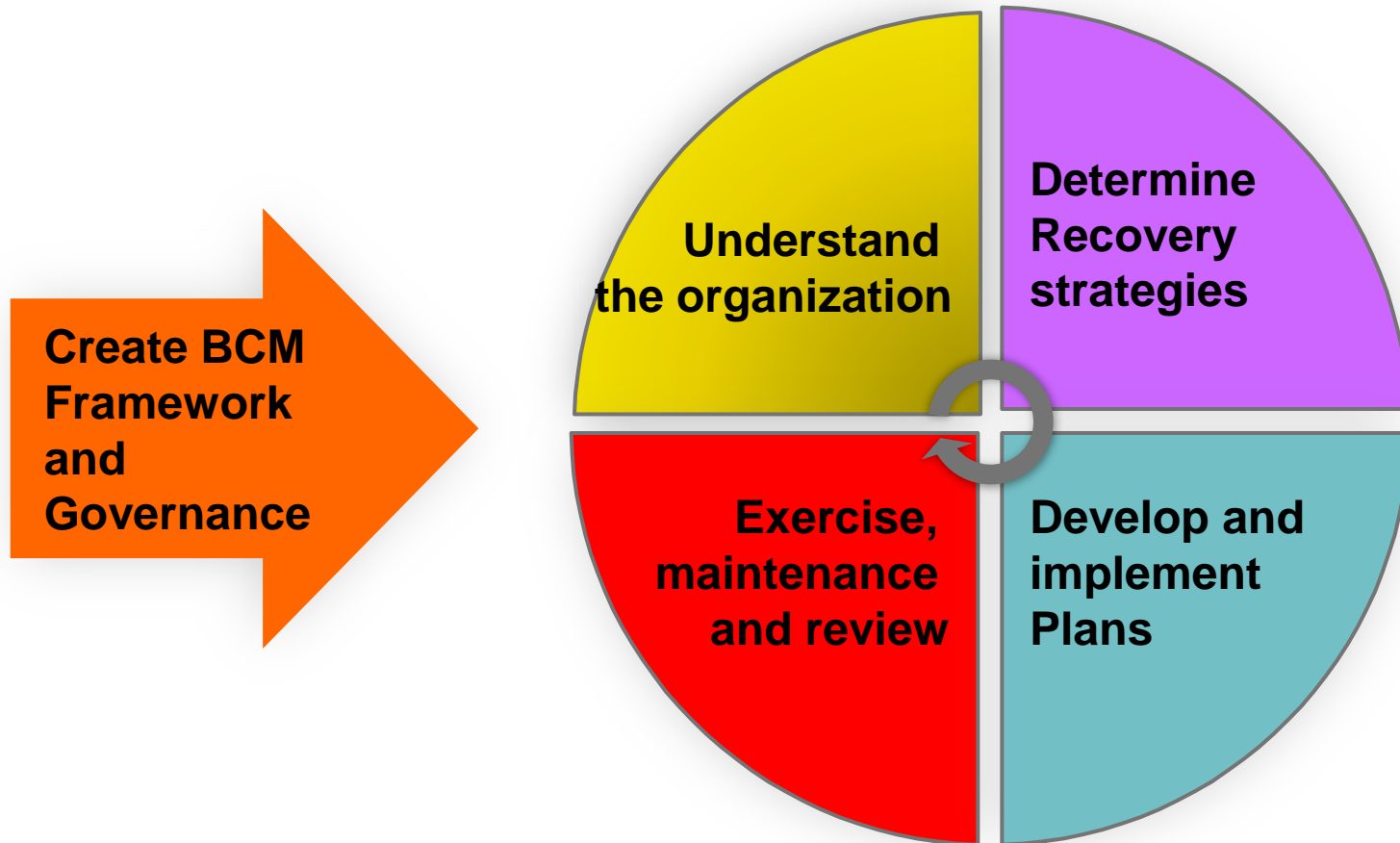
- 20 years ago: 24 hours
- 10 years ago: 4 hours
- 2010: 4 minutes



- Can a crisis go viral in less than a minute via social media outlets?

# Business Continuity Management System

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# Let's Talk - Managing Risks



# What Groups in Your Organization Manage Risk?

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- ▶ Management
- ▶ Information Security
- ▶ Corporate / Physical Security
- ▶ Business Continuity
- ▶ Facilities / Real Estate
- ▶ Information Technology / Telecom
- ▶ Risk Management
- ▶ Audit
- ▶ Procurement
- ▶ Communications
- ▶ Legal/Compliance
- ▶ Operations/Business Units (e.g. Customer Service, HR)
- ▶ Project Management



# Leading Change



# Build: Organizational Resilience Framework

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- ▶ Gain Buy-In
- ▶ Scope Program – Governance Framework
- ▶ Identify / Integrate Initiatives Across Organization
- ▶ Unify Resilience Activities



# Organizational Resilience Success Factors

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- ❑ Integration of Initiatives
- ❑ Relationship Building
- ❑ NETWORK!!!!



# These Factors Could Help You or Hurt You

- **Current State**
- **Strategic Growth on Horizon**
- **Business Culture**
- **Past Incidents/Disasters**
- **Organizational Change**
- **Resources**
- **Budget**
- **Changing Priorities**
- **Getting Results from Others Not Under Your Direct Control**



# Leading Change - Success Factors

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- ▶ Become an Agent of Change
- ▶ Where Should I Start?
  - ▶ Gain Senior Management Buy-In
  - ▶ BCP Teams and Plans
- ▶ Governance: Who, what, when, where and how?
  - ▶ Benefits to all stakeholders  
What support/resources do you need?
  - ▶ Do you have to sell it?
- ▶ Document Your Strategy / Game Plan



# Questions?

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