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EMPOWERMENT



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RISK UNDER
ONE **ROOF**

Bounce Back Faster: Integrating Resilience into BCM

Brian Zawada

Content Provided by Daniel Holmes' Discount Tire



Recovery-Based Planning Lifecycle



What: return the org back to its pre-event (or otherwise pre-agreed) state

How: document alternate arrangements and the steps to get there (and back)

Pros

- Organizational discovery
- “What if” mindset
- Training (Planning vs. Plan)

Cons

- Maintenance
- No one follows
- Slow
- Constrains dynamic thinking



What is Resilience, Really?

Capacity to organically adapt to changing conditions and return to a balanced state

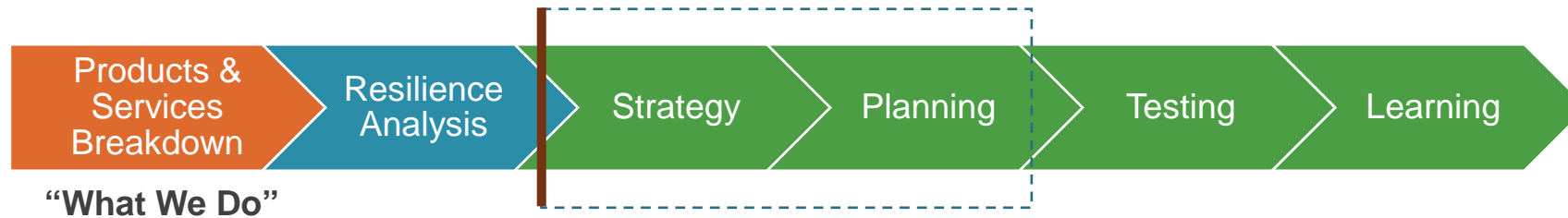
- In any adverse situation, people behave the same as they did the day before
- Business people hate documentation

What if we could get people to conduct their daily business accounting for a disruption?





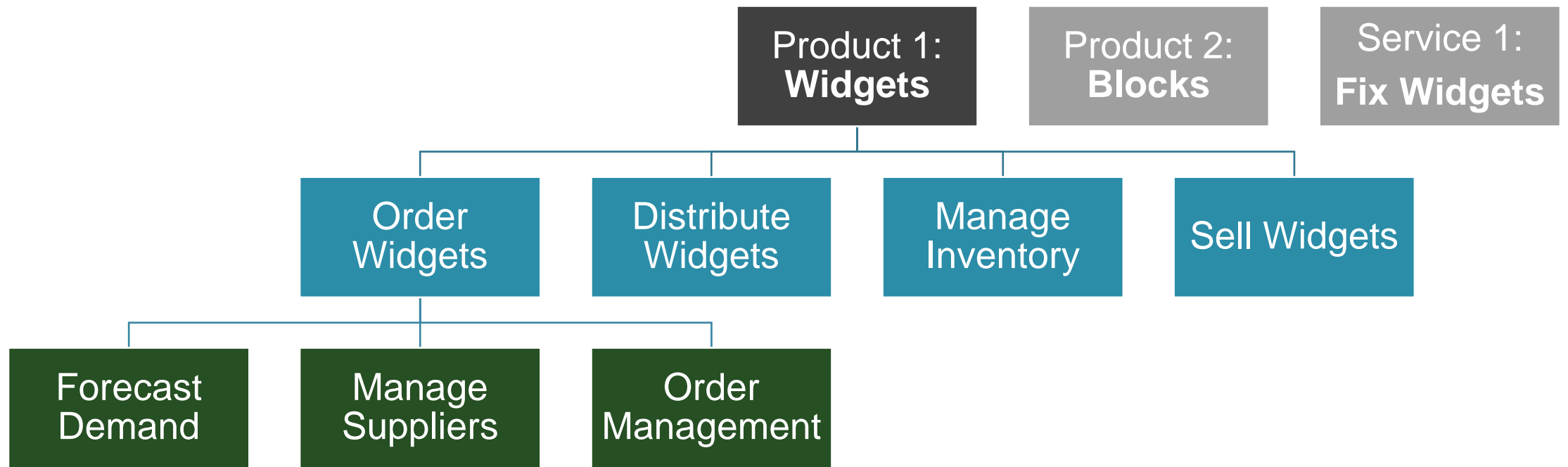
Resilience-Based Planning Lifecycle



1. List Top-Level *Delivered* Products & Services (P/S)
2. Rank all P/S by a (few) key measurement (ex: revenue)
3. Determine *approved* MAO for each
4. Determine each P/S’s “next level” steps w/owners (twice)

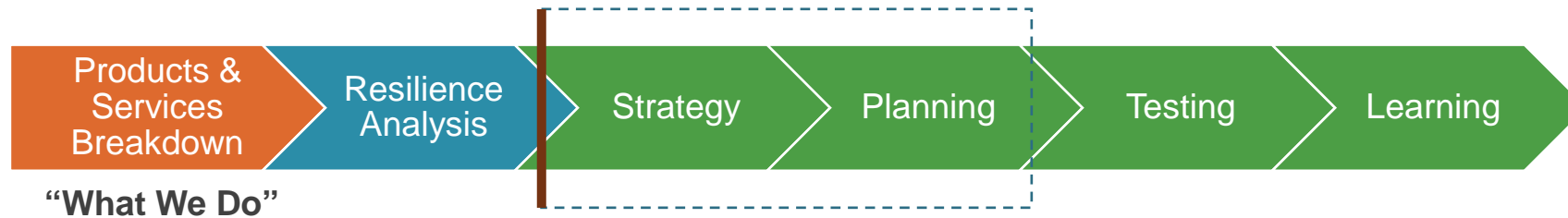


P&S Breakdown Example





Resilience-Based Planning Lifecycle



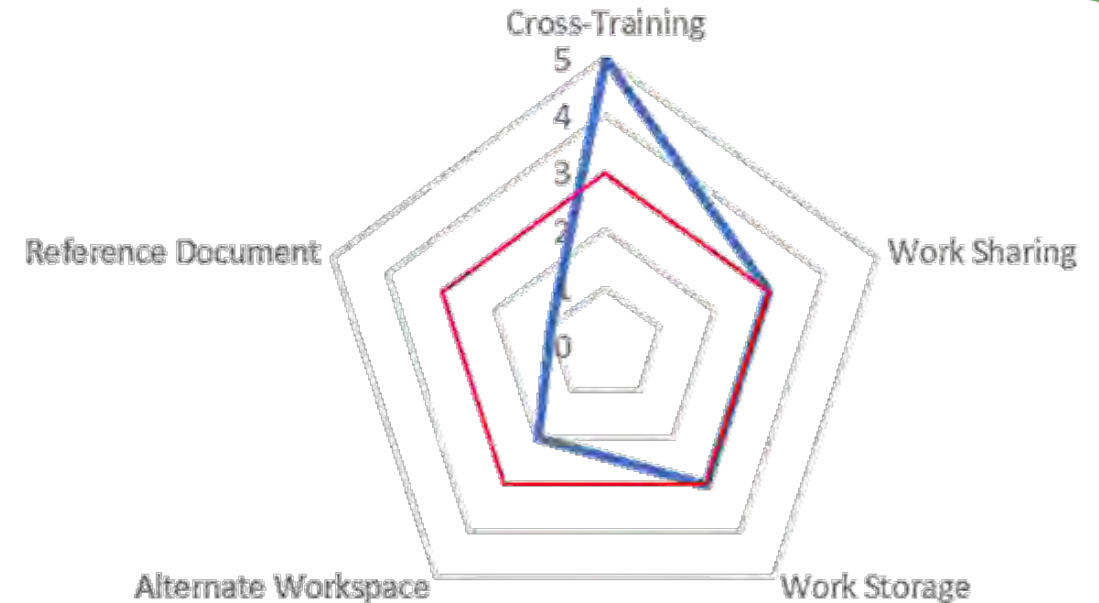
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5. Conduct “Resilience Analysis” on each “bottom” step



Resilience Analysis

Within the context of the “parent” activity...

- Leads/Feeds (confirm or modify)
- Critical deliverables
- Critical dependencies
- Key personnel
- Key workarounds / defined strategies
- Single points of failure
- **Current expected recovery time**
- **Resilience Scoring**
 - **Score resilience factors**
 - **Improve the activity (over time)**



Scale range example Work Sharing:

0 – nothing

1 – identified people, no access

2 – quarterly reviews

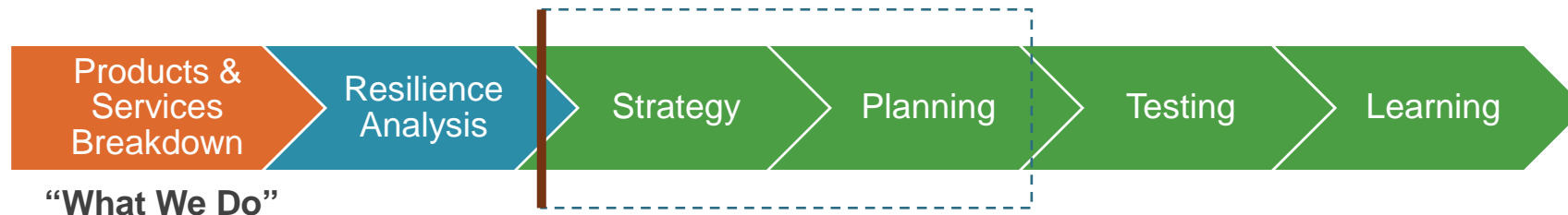
3 – regular discussions, have access

4 – occasional work sharing

5 – share work daily



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5. Conduct “Resilience Analysis” on each “bottom” step
6. Report Resilience Analysis Score and Return as a *Resilience Plan*
7. Report scoring, improve, recommend “some” for recovery planning
8. Meta-improvement: compare committed vs actual/proven capability



Resilience vs. Recovery Focus

RECOVERY

Planned

Prescriptive

Slow



RESILIENCE

Prevent & Proactive

Adaptive

Faster

Resilience enables your people and your organization to “bend, not break”



Key Takeaways

- Resilience is natural, adaptive, and fast
- Reduce the documentation burden on everyone
- Focus on what your organization delivers (“what we do”)
- Trust and enable (and engage) your people



Questions?



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DISCOVER

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