

The Goal of Resilient Organisations

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To **understand and reduce** the **impact** of hazard events, we need to be able to **evaluate** how **key organisations** are going to **perform** during and after these events.



- Resilience can look very different for different organisations
- Without metrics it is difficult to secure the necessary focus and investment
- Resilience concepts need to be made relevant to the average CEO



A Resilience Paradigm

- Resilience is not something you do...it is something you are (or try to become).
- **Waves of Adversity** (Bruce Glavovic)
- **Learning to Surf** (Mariana Van der Walt)
- For most organisation Resilience should be a **goal** or critical **business objective**



How do you Judge Resilience?

- You can't just wait for the disaster to happen to find out!
- Many paradoxes
 - ❑ Some organisations that don't plan, actually perform very well during a crisis – why?
 - ❑ Some organisations that plan extensively, perform poorly when the actual crisis doesn't align with planning assumptions.



Predicting which Organisations will Stand or Fall..

- Risk intelligence
- Effective planning
- Leadership
- Trust and engagement
- Ingenuity under stress
- Ability to sense and anticipate environment changes



10 case studies of very different organisations

- ❑ Large primary producer
- ❑ Manufacturer and exporter
- ❑ Wholesale distributor
- ❑ Medium sized retailer
- ❑ Public utility provided
- ❑ Private utility provider
- ❑ Private nationwide contractor
- ❑ Small technology service provider
- ❑ Large education institution
- ❑ Small local government authority



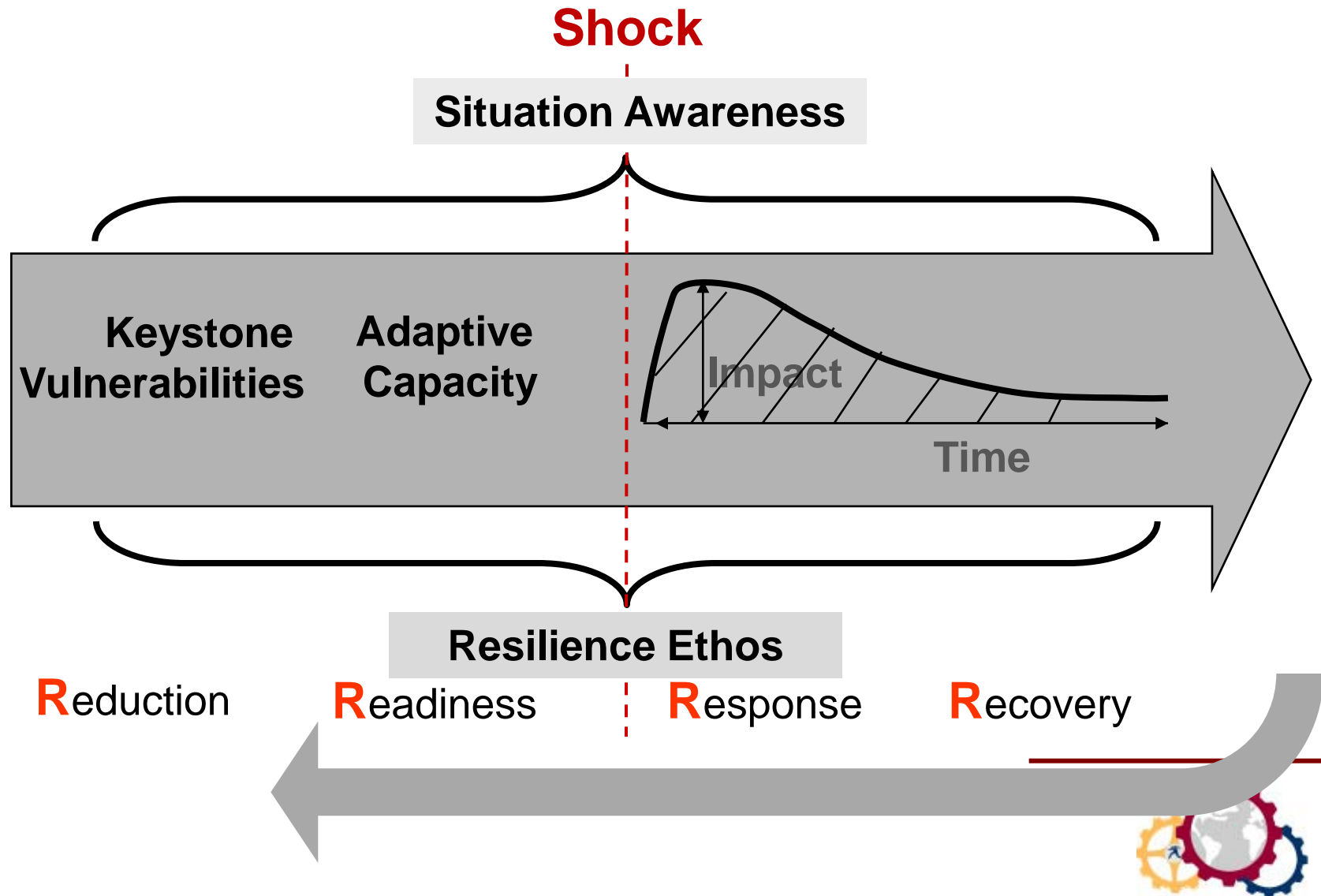
A Resilient Organisation is one that is not only able to survive but to thrive, still achieving it's core objectives, even in the face of adversity.

Four Pillars of Organisational Resilience

- ❑ Resilience Ethos
- ❑ Situation Awareness
- ❑ Management of Keystone Vulnerabilities
- ❑ Adaptive Capacity



Resilience



Resilience Ethos

A culture of resilience that is embedded within the organisation across all hierarchical levels and disciplines, where the organisation is a system managing its presence as part of a network, and where resilience issues are key considerations for all decisions that are made.

Resilience Ethos	Commitment to resilience as a Goal for the Organisation
	Commitment to Supporting Greater Network Resilience

Situation Awareness

An organisation's understanding of its' business landscape; its' awareness of what is happening around it, and what that information means for the organisation, now and in the future.

Situation Awareness

Internal & External Situation Monitoring & Reporting

Informed Decision Making

Understanding & Analysis of Hazards & Consequences

Shared Recovery Priorities

Awareness of Connectivity and Interdependencies

Clarity around BAU and Crisis Roles & Responsibilities

Awareness of Insurance Cover and its Limitations

Managing Keystone Vulnerabilities

The identification, proactive management, and treatment of vulnerabilities that, if realized, would threaten the organisation's ability to survive.

Mgmt of Vulnerabilities

Robust Processes for Identifying & Analyzing Vulnerabilities

Quality of Planning Strategies

Broad Participation in Exercises

Capability & Capacity of Internal Resources

Capability & Capacity of External Resources

Ability to Leverage Organisational Connectivity

Staff Engagement & Involvement

Adaptive Capacity

The organisation's ability to constantly and continuously evolve to match or exceed the needs of its operating environment before those needs become critical.

Adaptive Capacity

Strategic Vision & Outcome Expectancy

Leadership, Management & Governance

Minimization of Silo Mentality

Communications & Relationships

Management of Information & Knowledge

Innovation & Creativity

Devolved & Responsive Decision Making

What is your Organisation's Resilience Personality?

- Each organisation will have a different resilience profile
- The key is to know your strengths so you can leverage them in times of crisis...
- ...and to know your weaknesses to protect against them in times of crisis.



- Of the 24 factors identified, which factors do you think contribute most towards an organisation's overall resilience?
- Please vote for your top 4.



Just a new buzzword?

- Why a **new concept** and **new terminology**?
- Existing practices tend to be practiced in silos and not cover the full spectrum of relevant issues.
- Resilience provides a **paradigm** or **framework** for thinking about an organisation survival potential
- RM, BCP, Strategic Planning etc are in the **toolkit** for achieving greater resilience.



Surviving what?

- Black swans and ontological risks
- Resilience concepts are a valuable addition to our current risk thinking
- The qualities that enable an organisation to survive a crisis (of whatever kind) are surprisingly similar.



Crises can take many forms...

Regional Event	Events that cause significant physical damage to buildings, contents, or resources. At the same time, community infrastructure services, such as transportation, electricity, water and telecommunications may be disrupted.

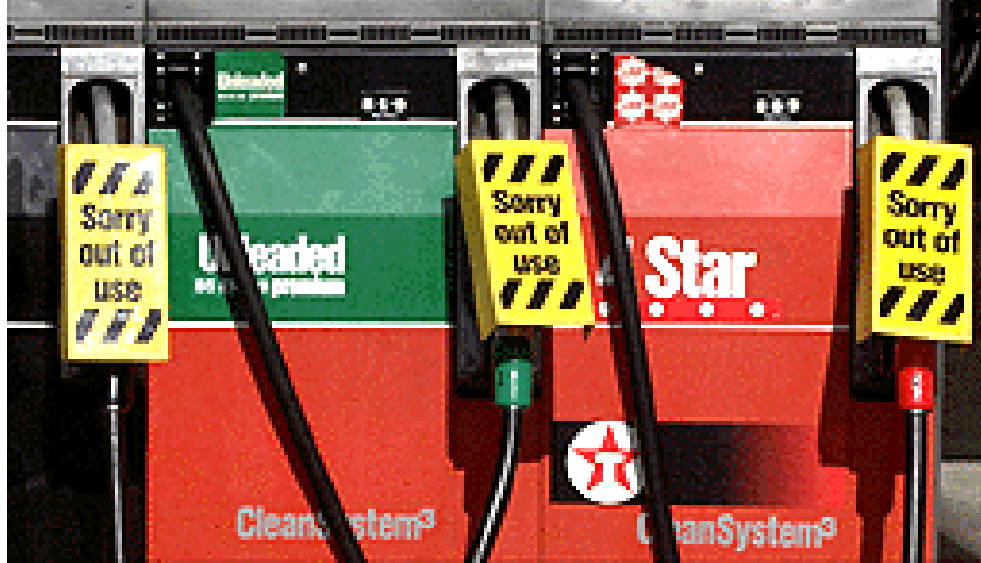




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BLOOD BANK

THE HEATING SYSTEM
FAILED IN THE NIGHT.
THE WHOLE PLACE HAS
SCABBED UP.



aweldon.

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<p>Distal Event</p>	<p>Disruption somewhere in the network that the organization operates within. These events impact business flow through key suppliers or customers and their impact can be creeping rather than immediate.</p>





From Crisis Comes Opportunity to Change...

- When life is comfortable – change is hard to initiate:
 - No sense of urgency: “why fix what isn’t broken”?
 - Incremental rather than radical change.
 - Prevailing cultures can be very resilient!

- Creating the Crisis to Drive the Change
 - New CEO → Restructure to create culture change
 - Remove the comfort zone
 - Show them the light at the end of the tunnel...

- A disaster/crisis presents the same pre-conditions for change!



Resilience as the 4th bottom line?

- Resilience Ethos
- Situation Awareness
- Management of Keystone Vulnerabilities
- Adaptive Capacity

How would YOUR
organisation measure up?



Resilience Benchmarking

- Launched 16th March in Auckland to 1000 organisations
- Web-based survey filled out by a cross-section of staff, with additional questions for the senior manager.
- Diagnostic report, with action plans for areas of greatest strengths and weaknesses, and compare results against organisations of a similar size and sector, and also track progress over time.
- To nominate your organisation to participate in future studies go to: www.resorgs.org.nz/benchmark

