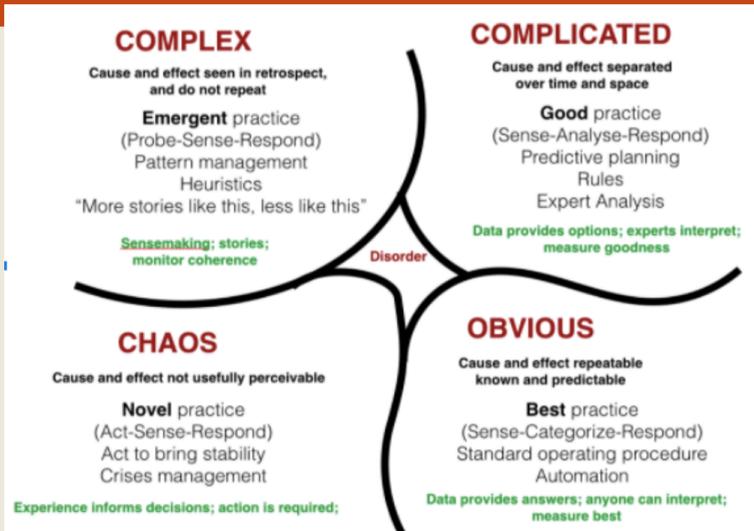


BUSINESS RESILIENCE IN TIMES OF CRISIS

To ensure a holistic approach to business resilience, there are a number of aspects that businesses need to consider to ensure they remain competitive:

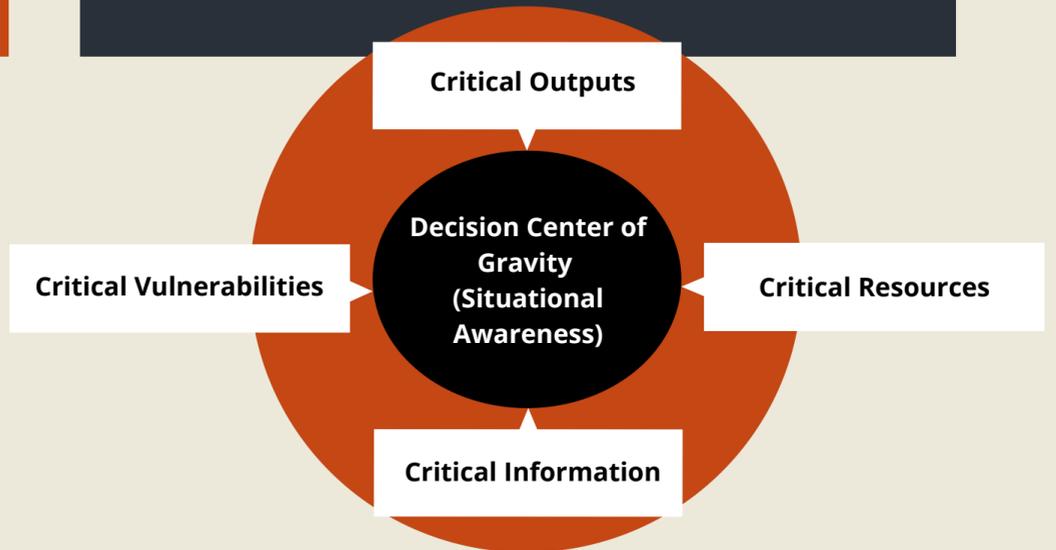
LEADERSHIP

One of the main failings of many businesses across a myriad of different sectors is to assume that because they have a good management team, they can respond appropriately to a crisis. Reference to the Cynefin Framework developed by Professor Dave Snowden that identifies different problem types and how they are best addressed can help to explain this dichotomy. In "chaotic" situations, no relationship between cause and effect exists so your primary goal is to establish order. This is the realm of crisis and emergency management. Ultimately, how can you expect a talented individual who operates day to day in an ordered domain to have the appropriate experience and skill set to lead you through a major incident?



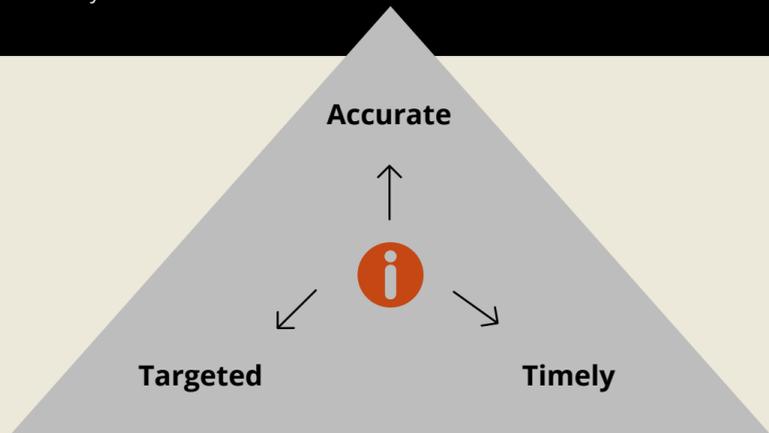
PREPARATION

How many times have we heard that prior preparation is the key to success or at least prevents poor performance? This holds particularly true for critical events or a crisis. Clearly we cannot always anticipate the nature of the crisis or incident, but we can ensure we understand how it may impact our business. Understanding how to achieve situational awareness and its supporting elements: **critical vulnerabilities, critical capabilities, critical resources** and **critical information** allows you to understand your priorities that need to be maintained in a crisis to ensure you continue to function and recover.



INFORMATION

Timely information is the key to successful decision making. Without it your decisions are at best guesswork or hunches. However, it is important that decision makers are not overwhelmed by the volume of information being received, in simple terms information must be targeted, accurate and timely.



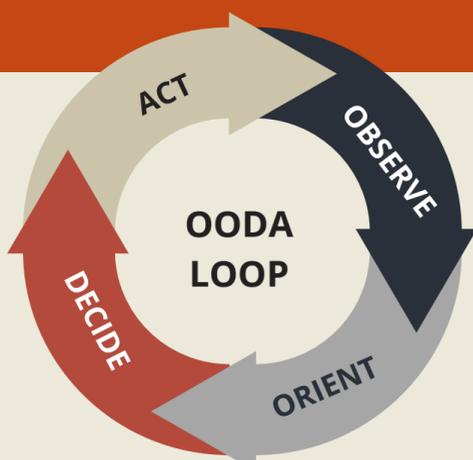
ANALYSIS

It is vital that staff involved in crisis management are trained and selected for the role. Information provided also needs to be relevant to the appropriate decision making levels. For instance, at the Chief Operator Officer level, not only will they want to know how the event is being managed, but they will also want to know:

- How is output being affected short term/long term?
- What is the financial impact short term/long term?
- What is the impact on customers?
- What is the impact on staff?
- Has the event affected competitors?
- Has the event and subsequent management had any reputational impact?
- Has the event resulted in change to legislation or Govt advice?

DECISION MAKING

In a crisis the key element in decision making is **SPEED**. In the world of Emergency Management you will be judged and your ultimate success will be determined by what actions you take in the first 30 mins. In John Boyd's OODA Loop (Observe, Orientate, Decide, Act) the idea of a 'loop,' highlights the importance of repeating the OODA cycle indefinitely. The use of this decision making cycle is transferable across most sectors. What is clear, it is the speed the loop is navigated and revisited that is the path to successful output focus decisions.



RESILIENCE

The cost of resilience, particularly in a cost leadership business, has to be balanced against **competitiveness**. That said, resilience can be a selling point, particularly in a differentiated or focused business. Who wants to do business with a "fly by night" company and due diligence will seek to reward companies that are resilient.

