



# FIVE STEPS TO ORGANISATIONAL RESILIENCE


Organisational resilience is a company's ability to not merely survive uncertainty, complexity and operational disruption but to thrive, emerging on the other side even stronger.


When it comes to operational disruption — such as cyberattacks, power outages, terrorism and other catastrophic events — corporate strategy has meant getting help from business continuity, disaster recovery and crisis management.


However, in a world characterised by hyper-extended supply chains, complexity, and risk from adversaries, having a single way of responding does not always work. In fact, adversaries will adapt their attack to overcome your response and the impacts you anticipated during the planning process will almost certainly differ on the actual day of disruption. Your business, therefore, needs to have the agility to change tactics as a situation evolves, especially if it wishes to do more than merely survive.


Being resilient in the face of operational disruption requires the organisation as a whole to have the **will, skill and grit to succeed**, regardless of what situation it finds itself in. It is not something that can be achieved by simply buying new software or rejigging business processes. It requires **strong leadership, an adaptive, change-ready organisation and a mutually supportive network** of suppliers and stakeholders.


You can create this agile environment by following these five steps:

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**Step One**  
INTROSPECT, PRIORITISE & ROADMAP
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**Step Two**  
LAY THE RIGHT FOUNDATIONS
- 

**Step Three**  
PREPARE YOUR ORGANISATION FOR ACTION
- 

**Step Four**  
DEVELOP CRISIS LEADERSHIP
- 

**Step Five**  
FOSTER A MUTUALLY SUPPORTIVE NETWORK OF SUPPLIERS AND STAKEHOLDERS



## Step One

### INTROSPECT, PRIORITISE & ROADMAP



**Evaluate your current position** – when faced with disruption, do you simply defend your position, or do you have the skills, will and grit to turn disruption to your advantage? Are all parts of the organisation pulling in the same direction or are they simply looking after their individual part?

You need to determine what is important to you, your clients and stakeholders during operational disruptions, together with how well your business is currently configured to achieve those aims so that a Resilience Roadmap can be constructed.

#### Things to think about:

- Current State Reviews
- Cyber Risk Assessments
- Business Impact Analysis and Risk Assessments (BIRA)
- Resilience Roadmaps

## Step Two

### LAY THE RIGHT FOUNDATIONS



**Ensure your IT is robust to support 'business as usual' needs, yet also agile** –

Having the right information in the right hands at the right time is important for 'business as usual' but it can be a game changer during disruption.

Ensure your IT foundations can flex to meet information needs because an agile response hinges on having situational awareness which, in turn, requires information.

You need to make sure your ICT Service Provision (both internal and external) understands and can support the information needs of the organisation even in times of stress.

#### Things to think about:

- ICT Transformation & Service Continuity
- InfoSec
- Disaster Recovery

## Step Three

### PREPARE YOUR ORGANISATION FOR ACTION



It is neither feasible or desirable to have a plan for every conceivable eventuality. However, the knowledge developed during the act of planning and exploring contingencies through scenario exercising builds **the flexibility that allows the business to go 'off-piste' to respond** to specific circumstances.

#### Things to think about:

- Business Continuity Planning
- Scenario Exercising
- Training & Awareness
- Supply Chain Resilience

## Step Four

### DEVELOP CRISIS LEADERSHIP



While a planned response primarily requires strong management, **leadership is required to spearhead an agile response** to changing circumstances. You need to equip senior management with the skills, competencies and psychological coping strategies necessary to lead your organisation successfully through complex, uncertain and unstable environments.

#### Things to think about:

- Masterclasses
- Executive Coaching
- Coached Crisis Scenario Exercises

## Step Five

### FOSTER A MUTUALLY SUPPORTIVE NETWORK OF SUPPLIERS AND STAKEHOLDERS



**Build deep relationships that go beyond service level agreements.** Today, there is no such thing as 'an isolated incident' and even relatively minor disruptions have the potential to upset your commercial ecosystem.

#### Things to think about:

- Market-wide Crisis Exercises
- Supply Chain Resilience

Developing resilience involves cultural change from the top of the organisation down: there is no quick fix. Wherever you are on the journey, if you'd like guidance on your next step, call us on **0800 143 413** or visit **[www.sungardas.co.uk](http://www.sungardas.co.uk)**

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