

COVID-19 and Organizational Resilience

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By Royal Charter

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Overview

- 1. Introduction and context
- 2. Crisis Management Principles
- 3. Understanding the situation
- 4. Defining appropriate objectives and strategies
- 5. Command, control and communications
- 6. Responding appropriately
- 7. Building resilience into the CM team
- 8. Planning for the return to normality / exit strategies



1. Introduction and context

- This presentation will provide a concise and compact introduction into crisis management practices
- The content is designed to provide a “first aid” approach to the current challenges for those organizations that have not already developed their crisis management capabilities, it is anticipated that people and organizations will develop their skills, learning and understanding as the situation unfolds.
- We will examine how crisis management principles and concepts can be used as a toolkit
- We will share experiences and insights to try and enable people to better respond to current crisis
- Before we proceed let’s examine the definition of a crisis and why does that even matter?

Difference between an incident* and a crisis* (* source BS CEN TS 17091:2018)

An *incident** is an adverse event that might be, or could lead to a disruption, loss, emergency or crisis.

A *crisis** is an unprecedented or extraordinary event that threatens an organization and requires a strategic, adaptive and timely response in order to preserve its viability and integrity.

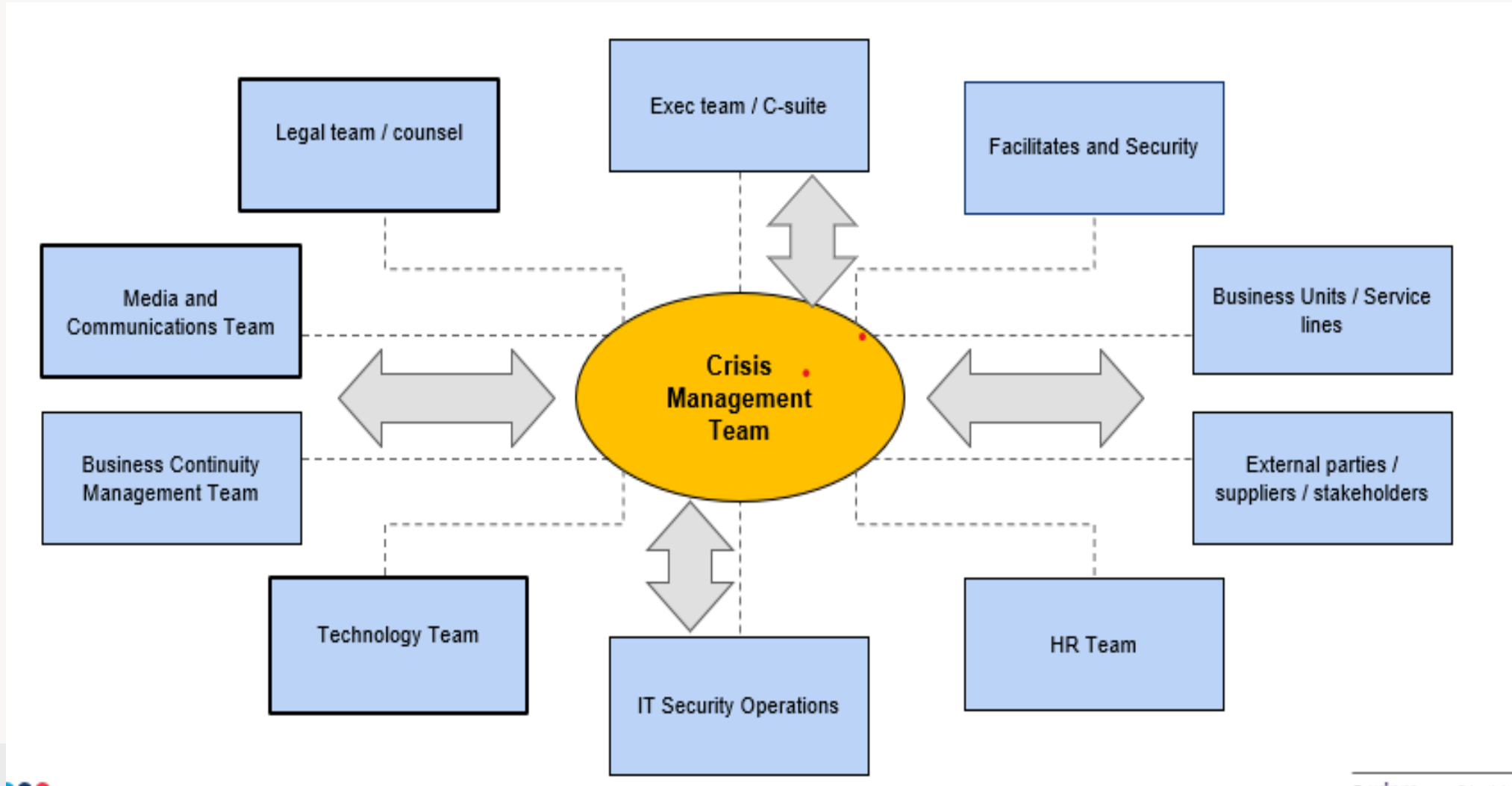
- Note 1 – The event might include a high degree of uncertainty
- Note 2 - The event might exceed the response capability or capacity of the organization
- Note 3 – There is no adequate or appropriate plan to deal with the event such that a flexible and dynamic approach is needed

2. Crisis Management Principles

- Crises have distinct phases, each phase can have its own distinct challenges
- Crisis Management Principles provide the capabilities or skills that people need to use to respond to the crisis effectively.
- The Phases of a crisis are:
 - Pre-crisis
 - Response phase
 - Consolidation or stabilisation phase
 - Recovery phase
 - Return to normality
 - Post crisis (learning from the crisis and preparing for the next challenge)
- The first principle is that a crisis of the current nature needs a team response.

2. Crisis Management Principles

No single team in an organization can manage a crisis on its own, it usually requires a collaborative response process, using diverse teams drawn from across the firm, that is underpinned by an effective command, control and communication's structure.



3. Understanding the situation

- For the CMT to function effectively, it needs information and that information has to be accurate, concise and clear in its messaging.
- There is also a risk that there's too much information and so it makes sense for an individual or group of individuals to perform an information gathering and assessment process to sort the wheat from the chaff and provide an overview of the current situation. Wherever possible, it makes sense to leverage trusted information sources and unverified or informal information sources should be treated with caution.
- The objective is try and build a shared understanding of the situation amongst the members of the CMT.
- The understanding of the evolving situation should be viewed through the lens of the impacts, or potential impacts, upon the organization and considering how those impacts will affect the organizations objectives and its operations.
- The information picture should be frequently reviewed and refreshed and the CMT should then reconvene to consider their response to the updated information.
- The frequency of the subsequent meetings needs to agreed and scheduled so that the process develops a rhythm and structure.

4. Defining appropriate objectives and strategies

Once the CMT has developed a shared understanding of the situation, then objectives need to be agreed and strategies and tactics developed that will provide the activities to then deliver on those objectives. Every organization will have different objectives, but the consistent primary objectives that we're all working towards now are:

1. Protecting life
2. Defeating the virus
3. Surviving the economic impacts of the situation

Each organization will develop its own objectives and those objectives may also evolve over time as the crisis and the impacts upon society and the organization evolves. Objectives should be realistic and attainable and they should always be in full accordance with the values and ethics of the organization.

The evolution of the objectives, strategies and response processes will often be driven by the flow of information that the CMT is receiving and so that quality and accuracy of the information becomes a pivotal requirement.

The CMT needs to maintain a durable record of its decisions, actions and the drivers or factors that led to them as they may have to be justified at a later stage and that review may not occur for many years.

Organizations need to beware of the risks "Hindsight bias", especially in this aspect

5. Command, control and communications

Once the CMT has decided what it is trying to achieve and how it is going to actually deliver the desired outcomes, it then needs to direct and inform the members of its organization and relevant stakeholders of its decisions and provide clear instructions on what it wants done and the priorities for those activities.

The organization needs to have in place clear communication structures and arrangements that meet the following audiences and guidance:

1. The CMT itself and its support workers or colleagues.
2. The internal messaging arrangements to disseminate information to the organization.
3. The arrangements for messaging to external parties and stakeholders, such as customers, business partners and other people.
4. Messaging needs to be consistent and the CMT needs to decide how it will approve the messages that it provides to its internal colleagues and to external recipients.
5. All messaging and communications should conform to the ABC mnemonic – **A**ccuracy, **B**revity and **C**larity
6. The organization should be aware of potential single points of failure in the technology supporting the communication's structures and develop contingency solutions.
7. Messaging has to be two way, so that progress reports and can be provided or issues escalated back to the CMT.

6. Building resilience into the CM team

The CMT itself needs to be in a position to maintain its operations for a protracted period.

Alternates and deputies need to be identified and drawn into the CMT activities to provide training and to bring them up to speed.

The CMT resources need to have durability and strength built into them.

The CMT should consider potential scenarios and impacts and walk through their responses to prepare for situation.

It often helps to look at impacts and situations in other organizations and look at the situation through the lens of “what would we do, if that situation happens to us?”

For example, the organization may suffer two simultaneous crises, such as a catastrophic cyber attack or breach, and how this situation will be addressed needs to be considered.

The CMT members need rest breaks and downtime to avoid fatigue and exhaustion.

The psychological impacts and stresses of acting in the CMT needs to be addressed too.

The organization may suffer two simultaneous crises and how this will be addressed needs to be considered.

The requirements of the HSAWA regulations have not been suspended and apply to CMT too.

7. Planning for the return to normality / exit strategies

The organization needs to develop strategies and tactics for returning the organization back to its steady and stable operating environment.

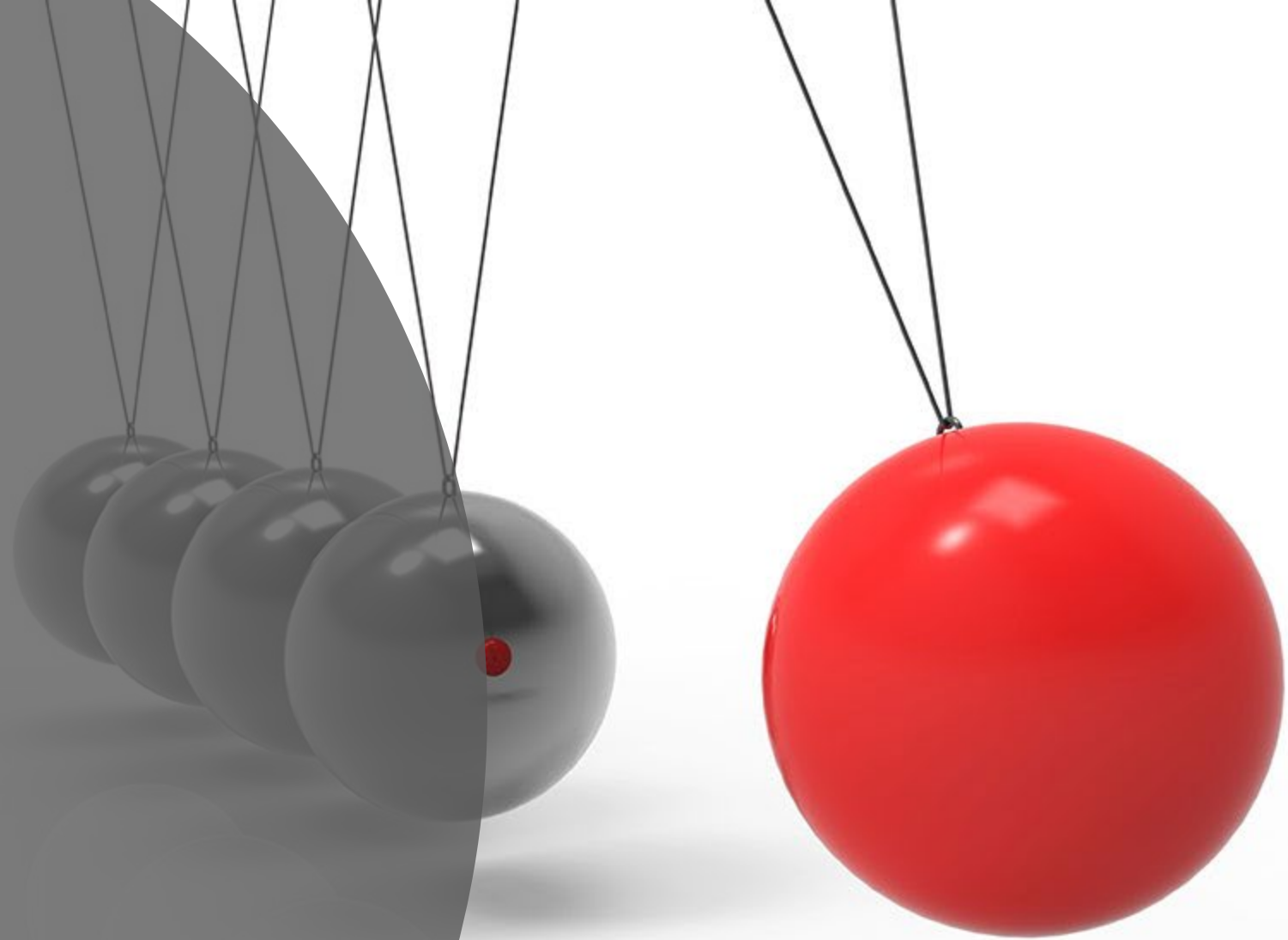
These requirements will vary and be unique for each organization, but they will need to be considered from the consolidation and recovery phase of the crisis.

• Questions?

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People in Organizations in Crises

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The material and viewpoints set out in this presentation are the speaker's own and do not in any way represent UK Government policy.

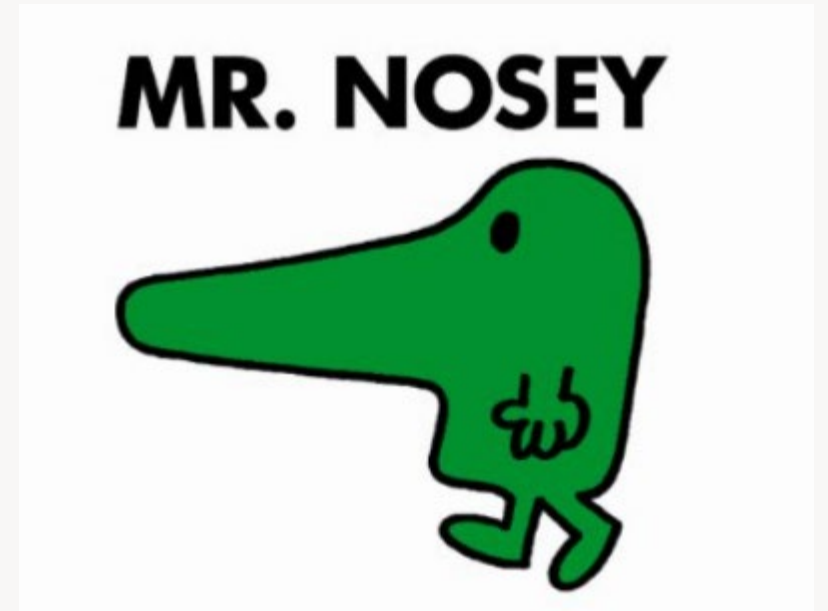


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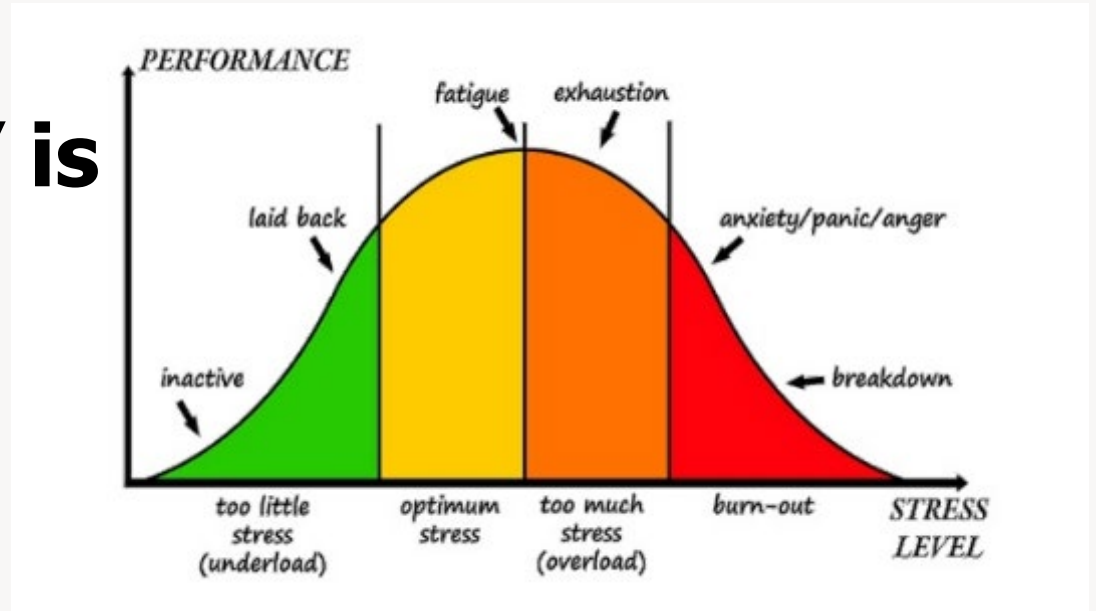
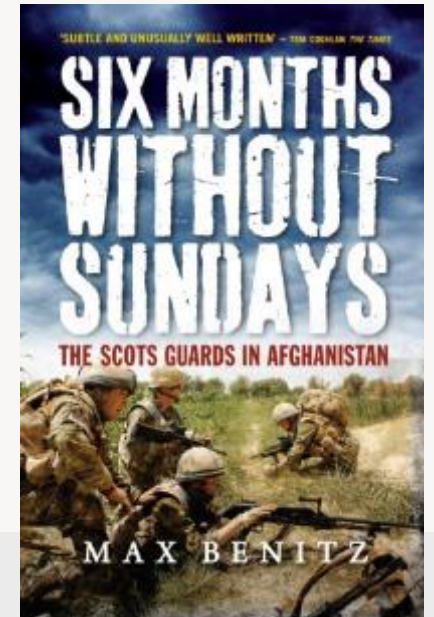
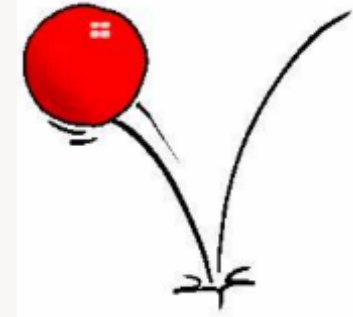
- To briefly explore the human component of highly resilient organisations

Outline

- The essence of resilience
- The challenge of crises
- People matter, in so many different ways
- What you will be remembered for
- Linking organizational and personal resilience

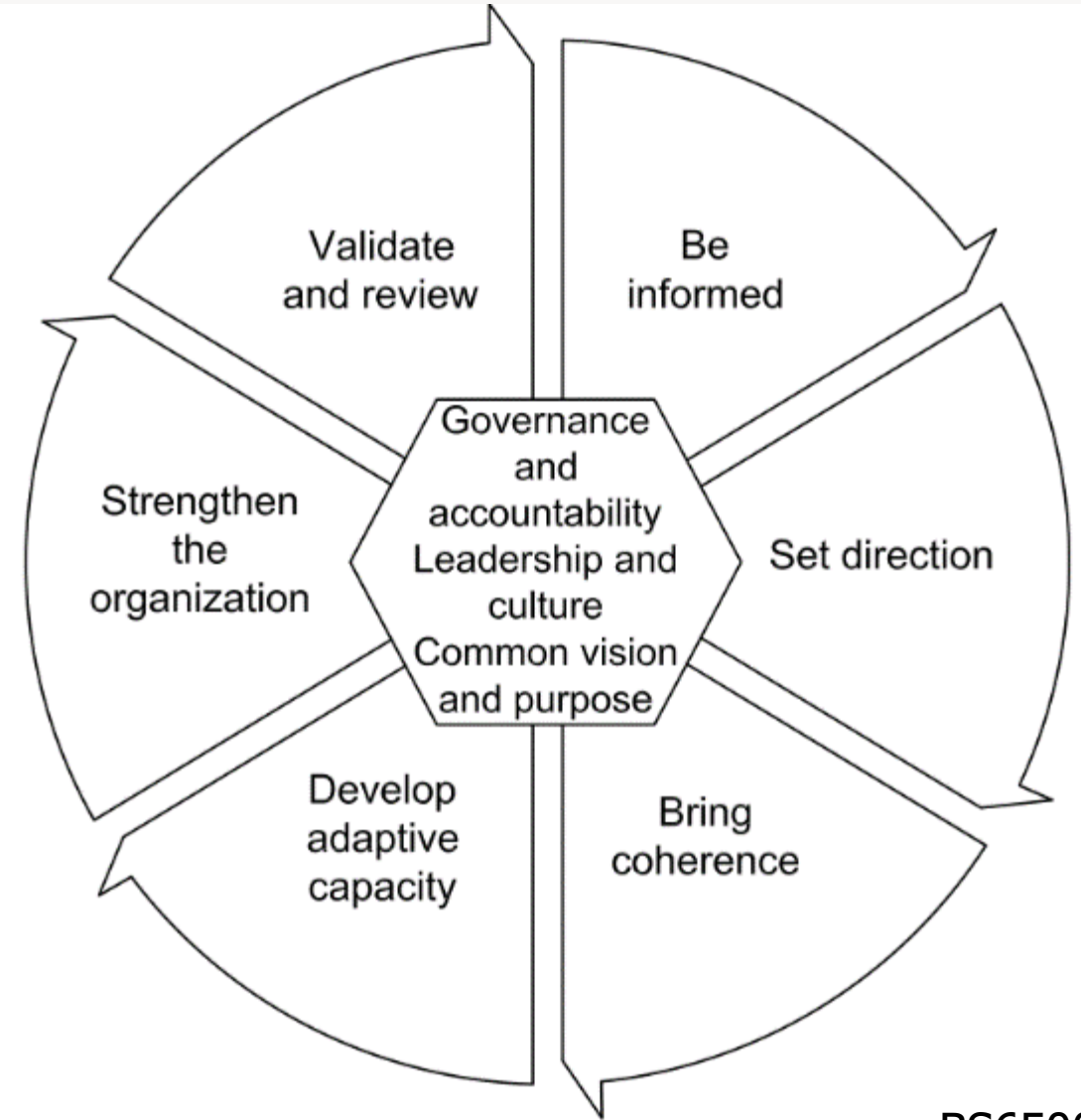


Some themes and memes: Plenty of views about what 'it' is



Organizational Resilience

- Resilience – continuity and adaptability dimensions
- It can become quite technical
 - *Horizon scanning*
 - *Situational awareness*
 - *Strategy formulation*
 - *C3*
 - *Systems integration*
 - *Contingency planning*
- But people matter, everywhere, in every way and all the time



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Crises

- Uncertain
- Complex
- Frightening
- Fundamental
- Defining
- Enduring
- Exhausting
- Scrutinised
- Stressful



Crises and people

- Crises affect people 'outside' the organisation, and failing people through incompetence or negligence will rarely be forgiven
- The cause of a crisis - very often it is socio-technical
- Crisis management is done by people - sometimes well, sometimes badly
- Crises affect people 'inside' the organisation - very easy to underestimate this, but they/we are a finite and quite fragile resource
- We are all subject to psychological heuristics and biases (e.g. familiarity, un/voluntary, vividness, predictable, statistical-anecdotal)
- Leadership matters disproportionately, especially where reasonable plans connect with an 'unreasonable reality'

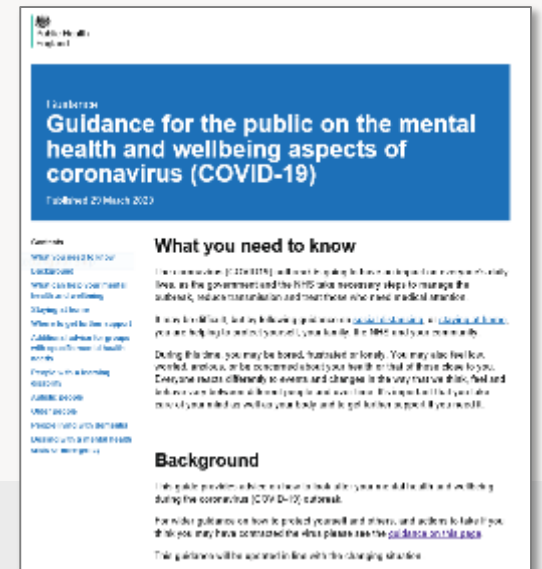
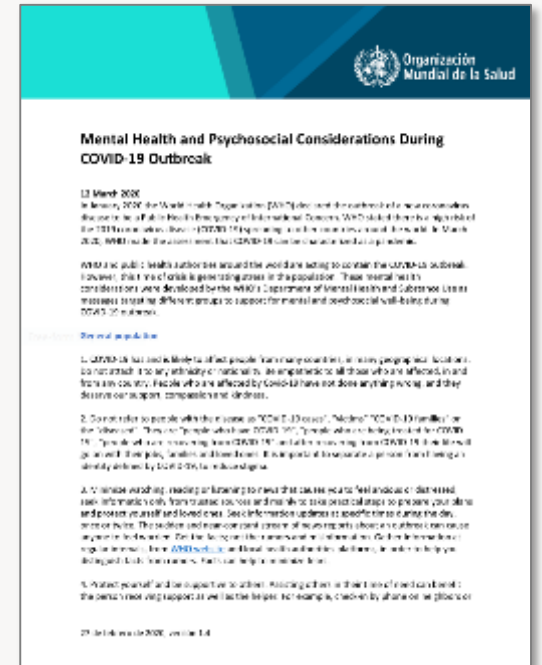
The Human Component of Resilience Capability

Physical	Organisational	Intellectual	Human
Equipment Infrastructure Logistics and supplies	Legislation Relationships Information and communications	Concepts Doctrine Standards Lessons Plans and procedures	Competences Selection Training Education

- It's about much more than having *enough* people
- Its much more about having the *right* people
- But what you really need are enough of the right people
- You then need to develop them (KSAB)
- And you *always* need to look after them

Personal Resilience

- It's easy, and unhelpful to over-generalise and/or be simplistic about this, but...
- No-one is immune from stress
- But our thresholds, capacity and coping strategies are all different
- Physical and mental health and wellbeing
- Know your (and your team's) indicators – presence or absence
- Leadership and authenticity
- Get help from the professionals

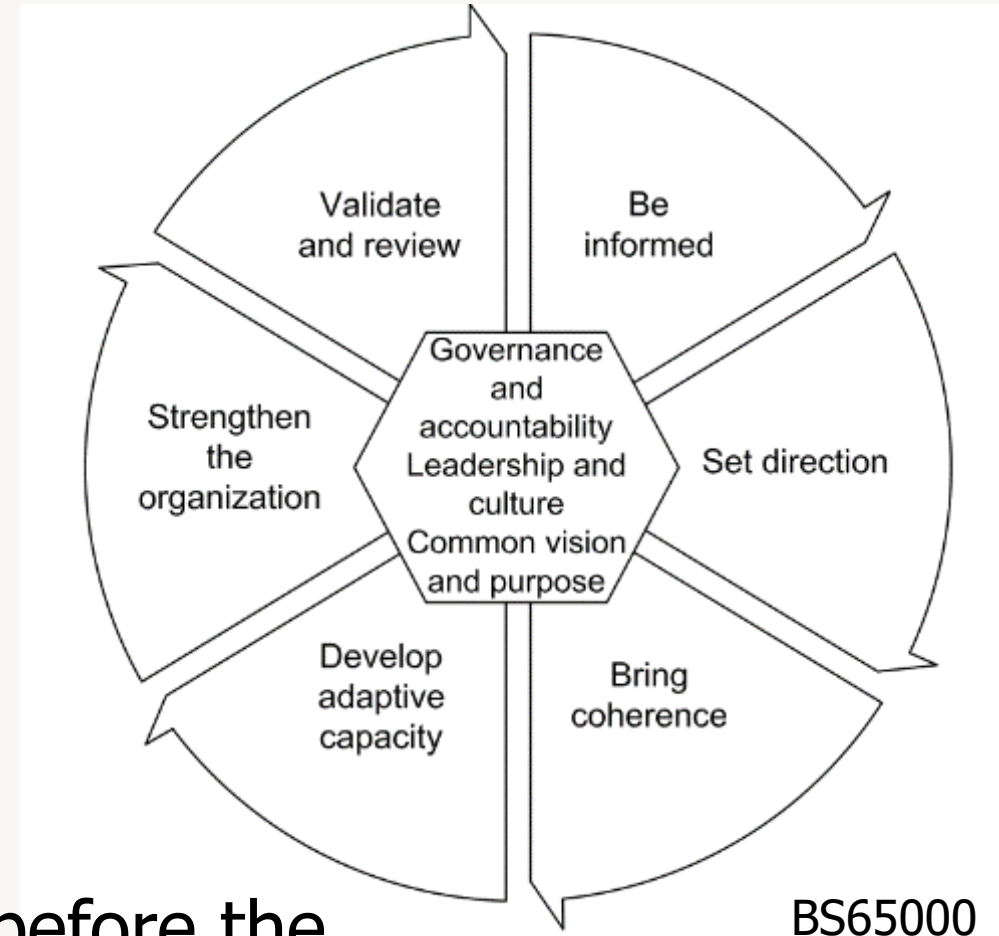


Winding up

- Highly resilient organisations:

- *Connect people to purpose*
- *Look for trouble*
- *Listen to themselves*
- *Put principles above rules*
- *Have layers of leaders*
- *Challenge themselves*

- And they also think hard and invest (before the bad day happens) about the human and cultural dimensions of continuity and resilience



For more information related to COVID-19 and Continuity and the full list of webinar and standards available, Please visit <https://www.bsigroup.com/en-GB/topics/novel-coronavirus-covid-19/risk-management-and-business-continuity/>

