

BUSINESS CONTINUITY EVOLUTIONS

The Adaptive Business Continuity Newsletter

February 7, 2020, Issue # 2

BUSINESS CONTINUITY NEWS:

Changes to ISO

22301:2019: A detailed review of changes to the standard was written by Hilary Estall, MBCI and published by Continuity Central [here](#).

The UK's FCA issues [discussion paper](#) on building impact tolerances as part of integrating Business Continuity and Operational Resilience.

ALSO IN THIS ISSUE:



Elaine Comeau provides ideas for transitioning to Adaptive



Spotlight on Christine Bendel formerly of the United Nations

WHAT'S NEW WITH ADAPTIVE BUSINESS CONTINUITY

The inaugural issue of **Business Continuity Evolutions** - the Adaptive Business Continuity newsletter – was released last month! Did you miss it? Worry not, you can access it AND sign up for future issues [right here](#).

Reminder: The next Adaptive Business Continuity Foundations Certification course (cABCF) will be April 23-24! It follows the 18th annual [Continuity Insights Management Conference](#) in San Antonio. The conference will be held April 20 – 22, 2020 at the [Hyatt Regency Hill Country Resort](#). Information on the certification course can be found [here](#).

If you are anywhere near the Omaha, NE area on February 12, be sure to catch [Adaptive Advisory Group](#) Member Robin Martin's presentation *Getting Started with Adaptive Business Continuity* to the [Great Plains Contingency Planners](#).

The meeting will be between 11:30 am and 1:00 pm at Blue Cross Blue Shield of Nebraska: 1919 Aksarben Drive, Omaha.

David Lindstedt and Mark Armour will be discussing the merits of Adaptive Business Continuity with colleague Skip Williams of [Kingsbridge BCP](#) in conjunction with the [Continuity Insights Webinar Series](#), Tuesday, March 10 at 2:00pm ET.

David and Mark are also going to be speaking remotely to the Central [Arizona Chapter](#) of the [Association of Continuity Professionals](#) (ACP) on Thursday morning, March 5. This event is open to ACP members. If you are interested in attending, contact the chapter [membership director](#).

Look for us in Charlotte, NC May 7th as we speak at the [Contingency Planning Association of the Carolinas'](#) 2020 Symposium. Watch the [Events](#) section of our web site for more details as we also hope to deliver a post-event certification course!

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ELSEWHERE IN THE WORLD

Keeping abreast of developments directly related to Business Continuity is certainly important but there are a lot of resources that already curate most of this information. Many of them also include information from related disciplines like Risk, Emergency and Crisis Management. What we hope to do in this section is provide information that we feel is of interest to the Adaptive Business Continuity practitioner from many areas, even if it is not directly related to the field of business continuity planning. And while the relevance to our practice may be obvious in most cases, do not expect it at all times. Hopefully this is an area where you'll find some surprising information and resources. We also encourage you to provide information and content that you feel may be worthy of inclusion in this page.

[Suboptimal: How to Respond Productively When Things Go Wrong](#)

Strategies from the emergency room that you can use to regroup, recover, and evolve out of any crisis

[Dan Dworkis, MD PhD](#) takes us through his experiences as an ER physician and offers some insights into ways of dealing more effectively with crisis events.

[The Art of Blooming Late](#)

This is a recent publication of a [Harvard Business Review](#) article by [Kevin Evers](#) that first appeared in their May / June 2019 issue. "Having a wide range of skills and experiences is more beneficial because it allows you to be nimble and creative." Sounds very Adaptive to us!

[Peacocks, Damned Peacocks, and Emergency Management Metrics](#)

Vanity Metrics FTW in Disasters

[Sherilyn Burris](#) shows us the way to better, more informative and useful metrics in the world of Emergency Management. Could #adaptiveEM be far behind?

[What If Your Ladder Is Against The Wrong Wall?](#)

Interview with [James Green](#) of SAI Global.

The latest Resilience Decoded podcast from Vanessa Vaughn-Matthews and DRJ.

[No More 'What Ifs': Meet your digital twin](#)

In 2020, our very own digital replicas will inform decisions we make in the real world, predicts [Aleks Berditchevskaia](#), [Jack Orlik](#) and [Oliver Cansdell](#).

[Design Sprint as part of your Agile Transformation](#)

As agile organizations, teams and team members, we must constantly question what could be better in order to continually improve by [Thabet Mabrouk](#).

[2020: Predictions for Business & Society.](#)

Just how much will change – and how much will continue? And, what does all this mean for navigating day-to-day life in business? Leaders in business and academia offer these 22 predictions. Curated by The Aspen Institute, from December, 2019.

[What can you learn from your 2019 reading list?](#)

[Sarah Powell](#) reinforces the notion that we should move beyond our "hyper-focus on one subject area". By way of example, she provides her own reading list from last year along with lessons applicable to her own life.

[2020: The Year the AAR/IP Finally Dies](#)

Using Design to Break the Cycle of Disaster > Learn > Disaster > Repeat.

Here, [Sherilyn Burris](#) covers the familiar ground often tread by After Action Reports and Improvement Plans (AAR / IP) and provides some worthwhile solutions.

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Adaptive Tip: Where to Begin – Sharing our Experience

By Elaine Comeau, Senior Director, Business Continuity, Crisis Management at National Bank of Canada

I've been in the "Business" for more than 20 years. I guess that means that I have a few "plans" under my belt, so when we decided to go Adaptive, we needed to define a roadmap. We defined our targeted state: Be Adaptive by Year 3. Next we defined what we needed, identified what we had, and what we could remove or change in order to reach our goal. We decided to follow the Agile model: small iterations and planning step by step.

Win-win strategy

Sit down with your Internal Audit Team. Explain your roadmap - explain the differences between the before and after- and repeat every time they come back to you with requests.

Year 1:

Step 1: Remodel our BC "Plans". This meant determining our needs versus our wants. We went from lengthy MS Word-based documents to lighter web-based versions (our BC coordinators thanked us for this). We removed everything unnecessary – keeping it simple and lean. Our target: bring it down to a one-pager in the near future.

Trick

Too many BC tools force you to follow a methodology. Find one that allows you to decide how you want to structure your program. There are some tools on the market that allow you to customize and modify different templates to fit your needs.

Step 2: Revamp our BC methodology. We replaced long and tedious meetings around BC requirements and time objectives with on-line and in-person questionnaires on Resources, Procedures & Competencies (the RPC Model). This enabled each Business unit to determine their own level of preparedness (and then know what they needed to improve). We prepare for effects, not causes: loss of building, staff, IT systems and 3rd parties.

Year 2:

Learn the business: One of the 10 Adaptive principles is to learn the mission and culture of each department, and to understand the systems and services involved. This is "the" most important principle that we identified as being essential for reaching our targeted state. We favored spending time with our business units to learn what they do. We've had really good discussions and chats focusing on the "needs" versus the "wants". We've established very good relationships with all levels of our organization, for us this was crucial in our path to better prepare the organization.

Year 3:

Step 1: Measure and benchmark. One of our measures is the Confidence Level. We require that each of business unit evaluates their level of confidence in each of their 4 strategies (loss of building, staff, IT systems and 3rd parties):

Green = we're confident that, in a disaster, we have the strategies in place that will allow us to maintain our critical operations.

Yellow = we still have some work to do or certain parts need to be finalized

Red = we do not have the assurance that we would be able to maintain our critical operations.

This allows them to identify, themselves, where future BC efforts should be focused. This is also part of the quarterly reporting that we do.

Step 2: Exercise, exercise and exercise again (goes with Step 1). We cannot afford to wait until time of disaster to know if we are prepared to recover from a significant event, so we require our business units to validate their different strategies by participating in regular: Relocation exercises, Work from Home, Table tops, simulations, etc.

We are in our third year of our roadmap, with a lot of work still ahead. Have we've done all that we set to do? In some areas yes, and in others a little less. Overall, we are very satisfied with the results and with our decision to move to a more Adaptive way of running our program.

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SPOTLIGHT: CHRISTINE BENDEL

The Spotlight for this edition is on Christine Bendel, founder and owner of *Lights-On! Business Continuity Made Easy*. Christine was the Chief of the Business Continuity Management Unit at the United Nations Secretariat for four years. Prior to that, Christine spent two years managing the BC program for the United Nations Development Programme (UNDP).

What led you to Adaptive BC?

I was following Adaptive Principles before I discovered the Adaptive BC approach! When I joined the UN Secretariat in 2015, I inherited a BCP of over a hundred pages with thousands of critical functions and vague continuity measures. It frightened me. The existence of a BCP that nobody would have the time to read in a crisis meant the Secretariat's Headquarters was unprepared. My focus was on building continuity **capabilities** and not on nice looking documents. I also learned that when we did a risk assessment under the umbrella of the organizational resilience management system, the measures for BC purposes were always the same, independent of the threat or hazard we analyzed. BC, I soon realized, dealt with the impacts on staff, location, equipment, and vendors. Any threat or hazard is able to cause a loss of any of these four resources needed to conduct business. It took a lot of courage to not focus on developing a plan. When I came across Adaptive, I was extremely relieved to find others in the discipline doing similar things.

How would you describe your approach to Business Continuity?

I look at my role as a facilitator or a coach. From the beginning, I make it clear that the departments and organizations are owners of their continuity strategies. This means they are the ones responsible for developing their continuity capability. I offer guidance to enable them to ask the right questions and find solutions that are tailored to their business priorities. It is my job to question their ideas and to empower teams to truly understand what works and what doesn't. As a result of this process, it becomes clear what resources are required to continue the services they consider essential and time-critical. I also offer to facilitate exercises for staff members to build confidence in their strategies and to discuss the level of authority staff members should have in a crisis. Are they empowered to do what is obviously needed or do they need to wait for permission from a supervisor? On the other hand, do staff members have the support they need to make decisions that can impact the survival or reputation of the organization?

Any guidance for those that are pursuing their own Adaptive BC Path?

I suggest that you first read the book and identify the Adaptive Principle or Principles that can be most easily applied to your organization. Second, try it out with a team that is already advanced in BC. Listen, listen, listen. Then ask critical **and** supportive questions. Your role is not to make their life difficult but to promote reflection on how to best organize in order to continue the business services they are responsible for. Third, try to avoid a one-size fits all approach when it comes to documentation. Use what works for that specific team: maybe it's a list of key words to help remember things, perhaps it's a checklist, it could even be a detailed set of procedures.

As mentioned before, you do not own business continuity – you are there to facilitate, empower, and challenge those that do have responsibility for when disruptions occur. Your job is to help and make things easier. You set the tone in this partnership!

What have you got planned for the future?

As part of my new consulting business, I first wish to help internationally working not-for-profits benefit from a more effective and constructive approach. This will enable them to continue their important humanitarian mandate following a crisis. Second, I focus on small businesses, as they are at the greatest risk of a breakdown should they face a long term disruption. Last, but not least, I want to pass on my passion for business continuity. It is a great field that brings me joy when I see that an organization is significantly better prepared than before I worked with them.

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RESOURCES

Remember, we have a list of smart and knowledgeable advisors who you can contact for Adaptive questions, help and support: <https://www.adaptivebcp.org/aag.php>



CONTACT US

If you wish to participate or have a contribution you can make in the form of a presentation, article, or other medium, we are always happy to help tell your story and promote your experiences.



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