

WHAT IS ADAPTIVE BUSINESS CONTINUITY?

ONE-PAGE SUMMARY

Adaptive Business Continuity is a flexible and outcome-oriented alternative to traditional continuity planning. Its focus is the continuous improvement of capabilities that will allow an organization to continue or recover its services following an uncontrolled unavailability of resources (including locations) and people.

Drawing on advances in Agile project management and lean process improvement, Adaptive BC facilitates the rapid enhancement of recovery capabilities. The practitioner should work in short cycles to prioritize efforts and produce deliverables that provide value to the organization. Adhering to the principles of the “Adaptive BC Manifesto,” practitioners should develop their business acumen, taking time to learn about the mission and culture of the organization, adapting to the needs of each department instead of forcing a strict methodology across all parts of the organization.

The Adaptive BC approach is non-linear, allowing the practitioner to prioritize efforts based on the relative value provided. Throughout the process, the planner adapts to the needs and culture of each department, improving existing capabilities and empowering employees to adapt to disruptive events as they unfold. Planning is social and collaborative, requiring the practitioner to work and build trust with all participants. The required outcomes of the BC program should be balanced with the environment of the organization.

An organization’s recovery capabilities consist of: Resources, procedures, and competencies. Each of these can be measured by assessing what the organization needs for recovery compared to what is already shown to be in place.

All planning takes place within an “aperture” of constraints, namely loss and restriction:

- The constraints of loss: Things, people, and locations. Regardless of what causes a disaster, these three categories of loss will be affected. The practitioner must identify the range of loss for which each department will plan. Following an incident, the actual loss will constrain actual recovery efforts.
- The constraints of restrictions: Time, cost, and scope. The practitioner must help determine how much latitude each department will have in these three categories when they have to recover.

The proper work of the Adaptive BC practitioner is to prepare an organization to recover its services from uncontrolled actual losses by improving an organization's capabilities to recover within a range of anticipated losses while keeping within the restrictions set by the organization.