



PEOPLE NOT PAPER: Resiliency Begins with Training

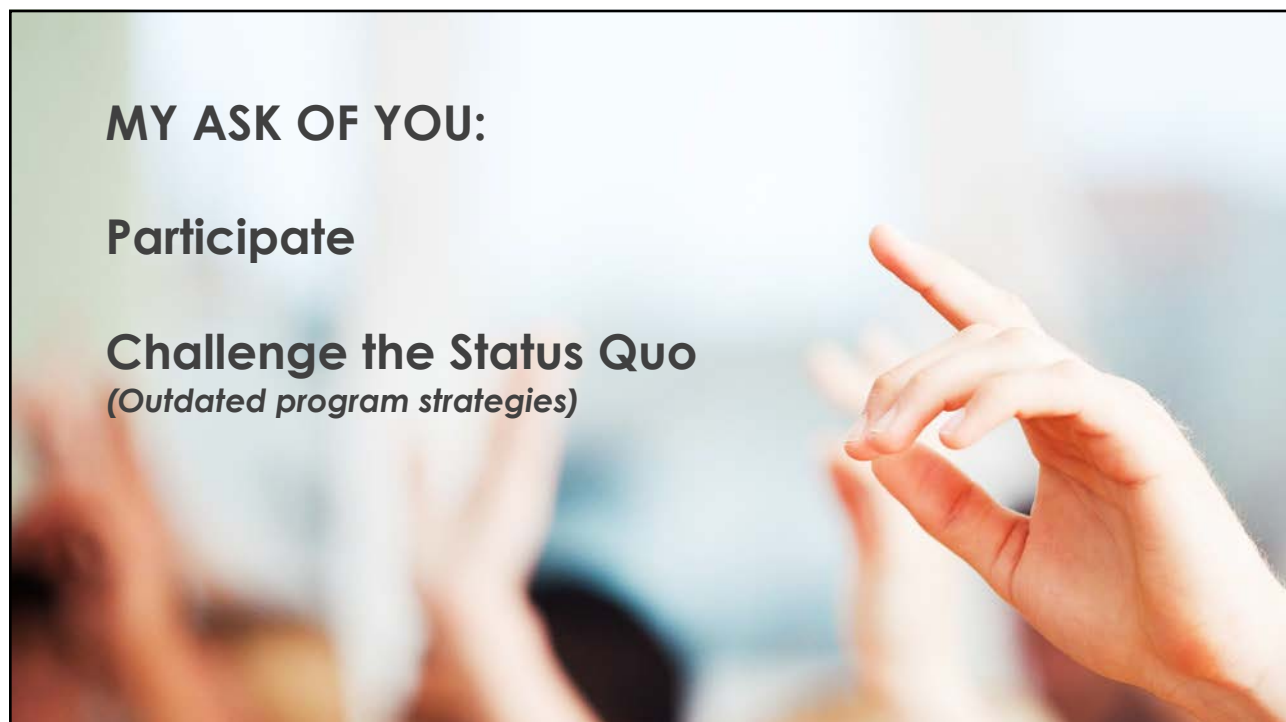


Workbook
Handout in workshop

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MY ASK OF YOU:

Participate

Challenge the Status Quo

(Outdated program strategies)

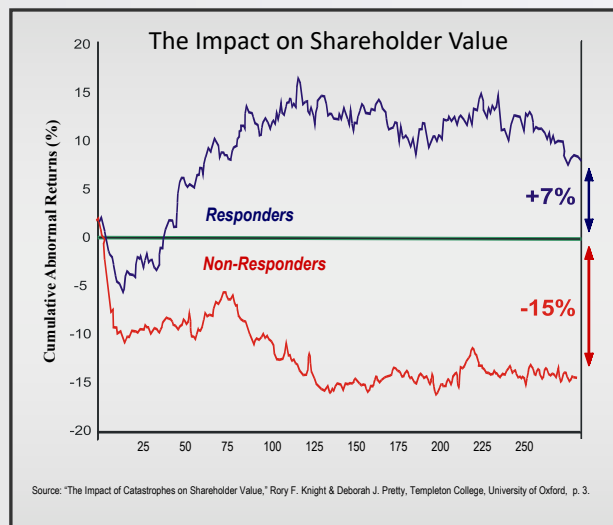
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Quality of Response Does MAKE a Difference

**Company market valuation
based on 'perceived'
management capabilities**

CRITICAL PERIOD:

First 7 to 20 days



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Phil's Resiliency Formula

Resiliency = People & Plans & Resources

People = Knowledgeable, Trained & Ready

Plans = Simple, Accurate & Viable


Resources = Accessible, Functional & Adequate




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Ripcord Solutions




We design organizational parachutes
to ensure a soft landing when faced with a crisis.







Phil Lambert
Program Architect

Everyday,
Is Someday

		
<p>Current State Assessment</p> <p>Current State Assessment Future State Assessment 2 Year Roadmap ...with Project Plan</p>	<p>Advisory Services</p> <p>Training, Coaching, & Program Assistance Strategy, Artifacts, Documentation & Templates</p>	<p>Advanced Training</p> <p>Video Podcast On-demand Education On-line & Live Workshops Peer Interviews Virtual Q&A</p>


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RESILIENCY TRAINING THAT WORKS


You need effective training for your employees and recovery teams. We can help.




Business Continuity




Disaster Recovery




Crisis Management



Physical Security



Life Safety



IT Security

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*"The power to
affect your future
lies within your own
hands."*

Nido Qubein

Today's Session:

Pursuing Specific Outcomes

Today's Rules of Resiliency

The New Rules of Resiliency

Flipping the Program

Training Methods

5 Experiential Exercises



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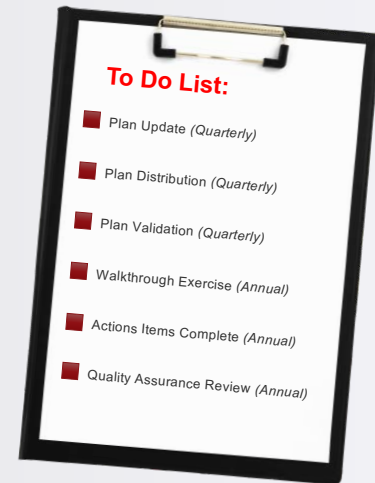
CAN WE RECOVER?

Not only can we recover, but will
we become stronger & better
after the crisis has been resolved?

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DID NOT ASK?

- How many plans updated?
- Who attended your last training?
- Participate in exercise?
- Pass audit / regulators *(They did ask!)*
- Adhere to best practices?
- Checkmark on the 'A' list



In the end, what REALLY matters?

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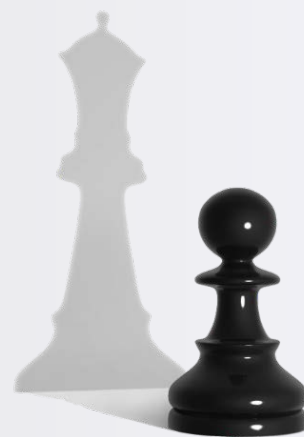
Having a specific objective & timeline:

WIN Strategy

*What's
Important
Now*

*"The great majority of people are wandering generalities
rather than meaningful specifics."*

-Zig Ziglar



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✚ Make it as easy as you can for people to participate in your program

- ➔ Engage, Equip & Empower
- ➔ Minimize their investment of time
- ➔ Use tools that simplify the message
- ➔ Cut it in half, and then again

"If you can't explain it simply, you don't understand it well enough."

-Albert Einstein



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Program significance is not developed when we value becoming resilient.

It's about the value that **others place on your resiliency program that really matters.**



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Today's Rules of Resiliency

- *Guiding Principles we Use Today*

An elaborate tapestry of:

*Standards
Regulations
Best Practices
Maturity Models*

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Contingency Planners & Practitioners TODAY

INDEPENDENT ORGANIZATIONS: REGULATIONS

ISO 22301

NFPA 1600 – 2016

ASIS SPC.1-2009

BASEL II

COBIT 5

76 major in the USA alone

“BCI Legislations, Regulations, Standards and Good Practice”

Banking & Finance

Public Health & Healthcare

Transportation & Shipping

Energy (including nuclear)

Industry (general)

Agriculture, Food Supply & Water

Information Distribution & Communications

Government & Public Agencies

INDUSTRY ORGANIZATIONS:

BCI

DRI

A TAPESTRY OF STANDARDS, REGULATIONS & BEST PRACTICES! AT BEST!

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HOW DOES RESILIENCY LINE UP WITH OTHER DISCIPLINES

- **Risk Management:** *(Uncertainty)*

Foresight & Analysis

Identify, Evaluate, Mitigate

Minimize probability and severity of threats. Predictability becoming harder to ascertain

- **CM, DR, BC, VC:** *(Someday Event)*

Proactive Planning

Respond, Restore, Recover

Minimizes negative impacts when threat becomes reality

- **Resiliency:** *(Improvisation, Empowered)*

Enterprise Conditioning

Respond, Adapt, Transform

Accepts all business challenges & readies for them

Note: Resiliency accepts that incidences will happen, and the organization's capabilities & power of response has enormous opportunities



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Vision, Focus, Results

OTHER SPECIFIC OUTCOMES:



...CAN WE RECOVER

...TO ACHIEVE A STATE OF READINESS
TO FACE ANY CHALLENGE OR ADVERSITY

..TO BECOME CRISIS READY

..TO ESTABLISH BUY-IN, OWNERSHIP,
& PARTICIPATION

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The NEW Rules of Resiliency

- *Reimagine a future where:*

. . . organizations emerge stronger, better & more formidable from a crisis

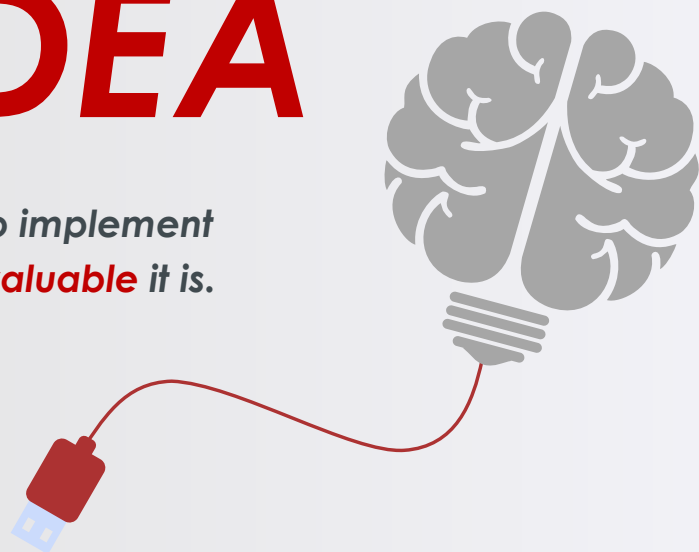
. . . practitioners are properly trained and sufficiently enthused about the opportunity at hand

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Thought for the Day

IDEA

*The more time it takes to implement
your program, the less **valuable** it is.*



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PEOPLE NOT PAPER

- Operating with excellence and producing the highest quality of **systems**, **documentation**, **mega data**, and **artifacts** does us no good if we have not enrolled **people** into the process.
- Significant gains will require properly trained **teams of people**.
- **People** will work with you when you have a **clear vision** of where you are going and an **uncluttered pathway** to get there.
- Program significance is not developed when **you & I** place value on business continuity. It's about the value that **others** place on your Business Continuity Program that matters.

*If people ARE more important than paper, we must do a better job
obtaining their buy-in, ownership and participation!*

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BUY-IN = ENGAGEMENT

➔ Engaged, Equipped & Empowered

OWNERSHIP = COMMITMENT

➔ Ambitious, Accomplished & Accountable

PARTICIPATION = CRISIS READY

➔ Cooperation, Collaboration & Change

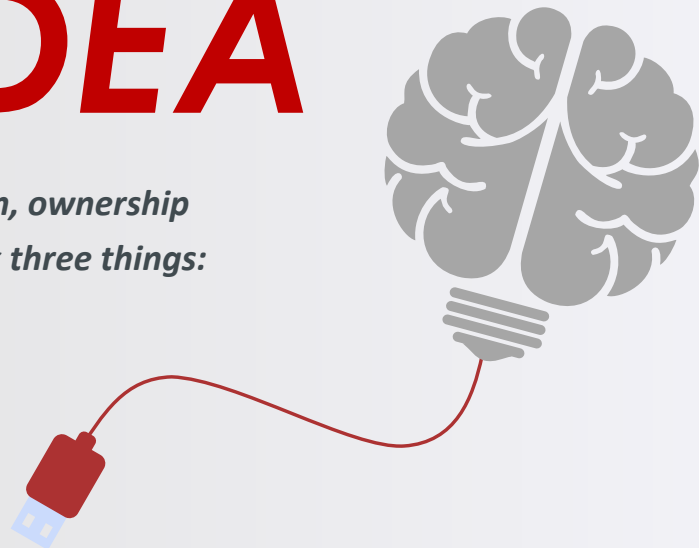
Continuous Improvement = Anticipate, Stimulate and Embrace Change

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...another **IDEA**

If people **do not** have buy-in, ownership and participation, they lack three things:

1. **Trust**
2. The **right information**
3. What's in it for **them**



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YEAR AFTER YEAR ... SURVEY AFTER SURVEY

TRAINING & AWARENESS IS OUR INDUSTRY'S

ACHILLES HEEL

Forester 2003-19 = Invoked Plans

One of the first three issues:

**"Should have raised awareness
and trained people more."**

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E³ establishes buy in, ownership & participation

ENGAGE



...to **EQUIP** Others

- ✦ Informational: Awareness, Response Cards
- ✦ Instructional: Virtual, Classroom, Documents
- ✦ Experiential: TTX Exercises

...to **EMPOWER** Others

- ✦ Playbooks
- ✦ Maturity Model
- ✦ Process Charts, Graphics
- ✦ Triads

...so make it easy as you can

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PEOPLE LEARN BY DOING (PARTICIPATION)

- ➔ Discover – Experience – Ownership – Apply

PEOPLE REACT TO A CRISIS

- ➔ Intuitively = fight, flight, freeze or submit
- ➔ Logical reasoning is circumvented by adrenaline

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Flipping the Program

How do we get there?

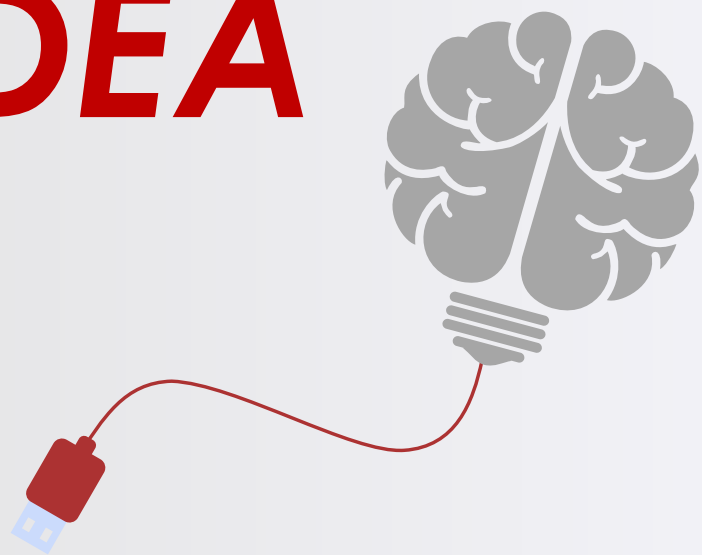
Re-imagine the Program Framework

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Thought for the Day

...another **IDEA**

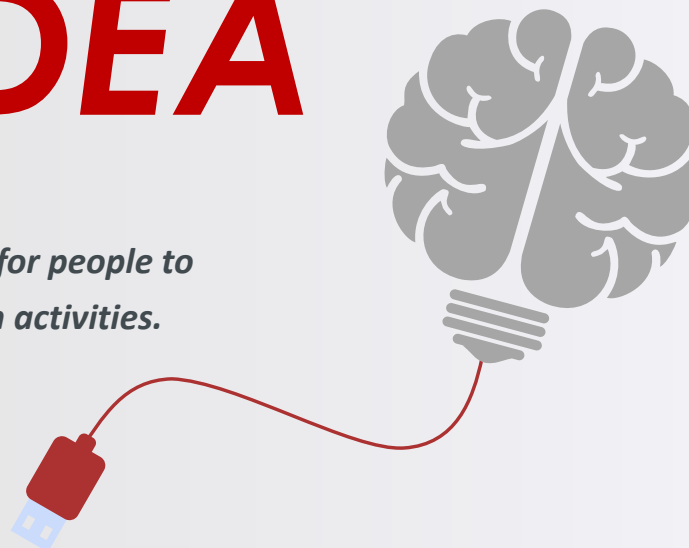
*If I have done my job **well**,
when a **crisis** does occur,
I'm going to the **beach**.*



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...another **IDEA**

Make it as **easy** as you can for people to **participate** in your program activities.

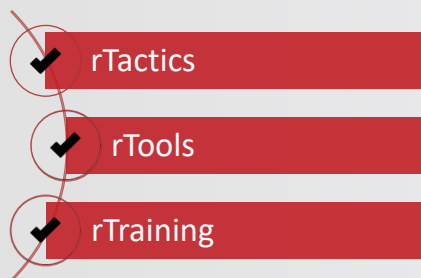


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THE ONLY FULLY FUNCTIONAL CONTINUITY PROGRAM APPLICABLE FOR ANY BC APPLICATION

RAPID CONTINUITY®

*The more time needed to implement your program,
the less valuable it is.*



⇒ **Implement faster** ⇒ **Less Effort** ⇒ **Exceptional Results**

...as it should be: agile, smart, systematic, practical, & functional

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PROGRAM FOCUS

Activity Based Planning:

- Process of observing and recording activities
- Identifies types of activities needed to successfully complete task
- Determines level of resources needed to complete the task within a specific timeframe

Assurance Based Planning: (Outcome focused)

- Comparing performance of equipment, systems, tools and participants with known objectives
- Observing expected behavior noting strengths, weaknesses and areas that need improvement

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Business Continuity



Disaster Recovery



Crisis Management



Physical Security



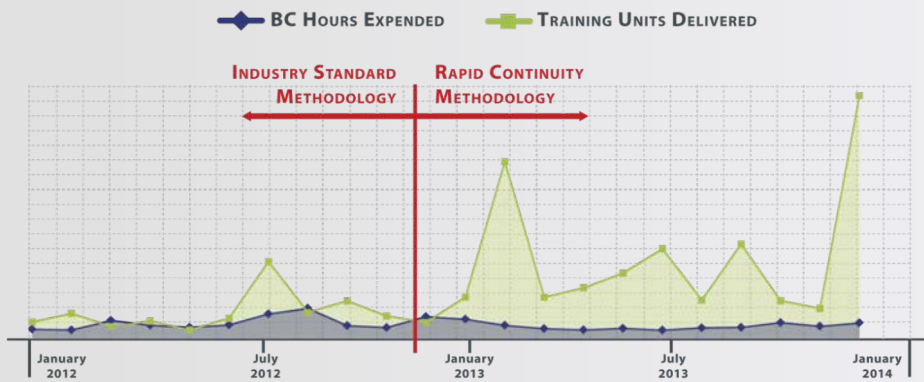
Life Safety



IT Security

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Workflow Strategies



Paradigm Shift

	Average Monthly Training Activities		
	2011	2012	2013 YTD
BC Hours Expended	80	56	28
Training Units Delivered	98	121	495



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Training Methods

Design
Develop
Produce
Facilitate
Measure

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Learning Pyramid



AUDIO

70% first hour
10% after 3 days



VISUAL

75% first hour
20% after 3 days



MIXED AUDIO / VISUAL

85% first hour
66% after 3 days



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Training Tidbits

TRAINING TYPES & STYLES

➔ **Informational**
Awareness

➔ **Instructional**
How to...
Action items . . .

➔ **Experiential**
Learn by doing

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DEBRIEF FACILITATOR:

- ➔ **To discover for themselves**
 - Draw out of them the right answer
 - -What does that look like
 - -And the next step would be
 - -Tell me more about that
- ➔ **Don't tell them = Lead them**
 - Applying your expertise – gently
 - Respond as a coach & mentor

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TRAINING CONTENT

- ➔ **ACTIVE CURRICULUM**
 - engaging, collaborative, participatory, active, experiential, perform task, immediate feedback
- ➔ **PASSIVE CURRICULUM**
 - front of mind, reminders, refresh, no feedback, random conclusions,

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Four Major Areas of Training Focus



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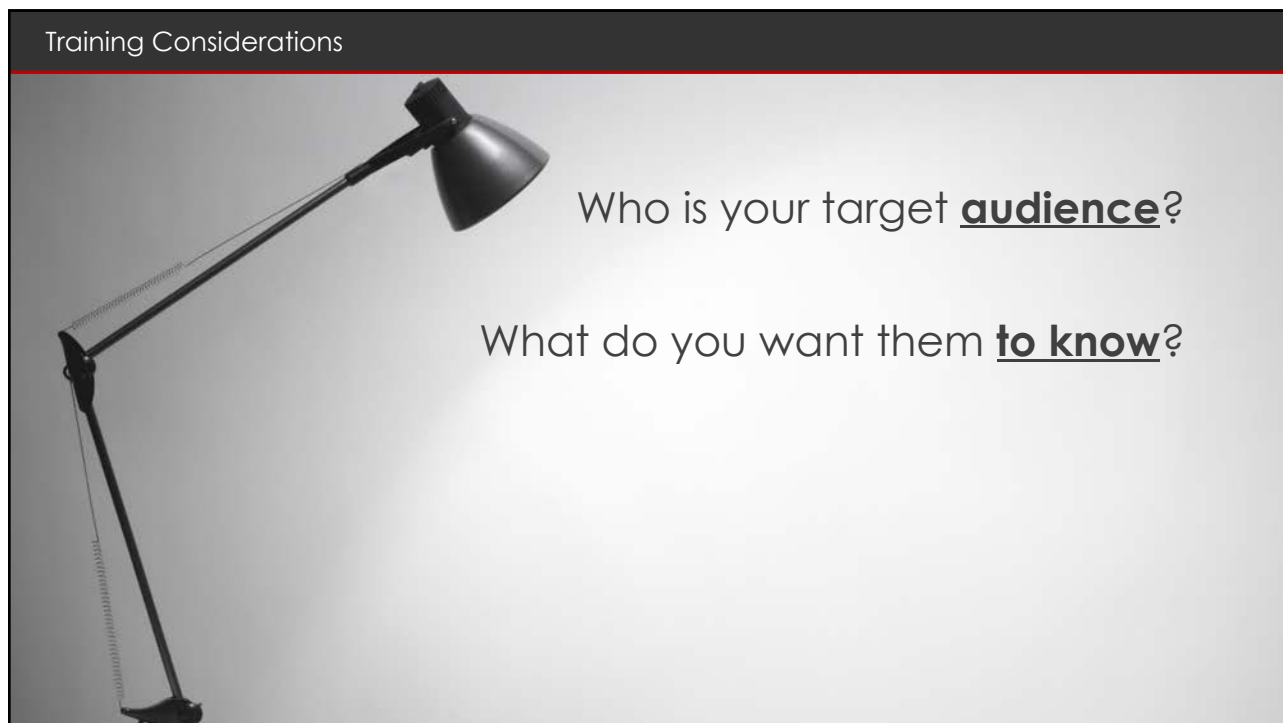
Training Focus Area #1

Audience

- ↳ Define who your audience is
 - ⇒ By position, experience, influence
 - ⇒ Corporate culture
 - ⇒ Soft skills level
- ↳ Define the role each plays
- ↳ Resiliency planning drivers



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Who is your target **audience**?

What do you want them **to know**?

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Outcomes

- ↳ Not Mini Me's
- ↳ Establish greater buy-in, ownership & participation
- ↳ How to: *(learn, understand and apply)*
 - ⇒ ...build plans
 - ⇒ ...determine right response
 - ⇒ ...be a team player
 - ⇒ ...understand situational awareness
 - ⇒ ...work with chaos, confusion, and instability
- ↳ How to design training to achieve outcomes
- ↳ Has clear & distinct requirements / methodology



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Who is your target **audience**?

What do you want them **to know**?

What do you want them **to do**?

How can you facilitate **their learning**?

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Method

- ↳ Make it as easy as you can for them to participate in the program
- ↳ Types of training methods
- ↳ How to determine right method
- ↳ Has a clear & distinct requirements / methodology
- ↳ Establish working standards & governance
- ↳ Leverage program to align with culture



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The Delivery Mechanisms

Channel	Complex Content	Design	Outcomes
Text Documentation	somewhat	simple	least
Physical Reminders	easy	simple	somewhat
Live Facilitated Trainings	somewhat	hard	effective
Improv: One-on-One	somewhat	improv	very effective
Web Based Training	complex	hard	effective
Experiential Training	complex	hard	very effective

E³ ...to engage, equip & empower!

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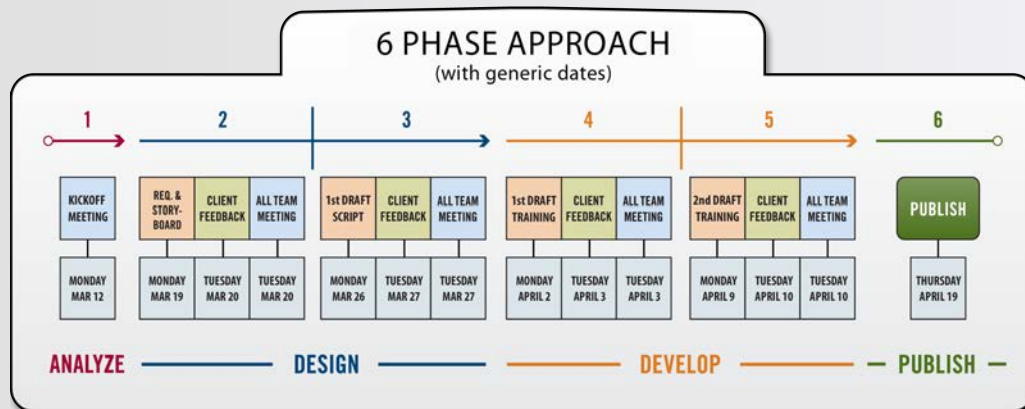
A Design Process

- ➔ Analyze
- ➔ Design
- ➔ Develop
- ➔ Facilitate / Publish



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Training Design Process



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Training Focus Area #4

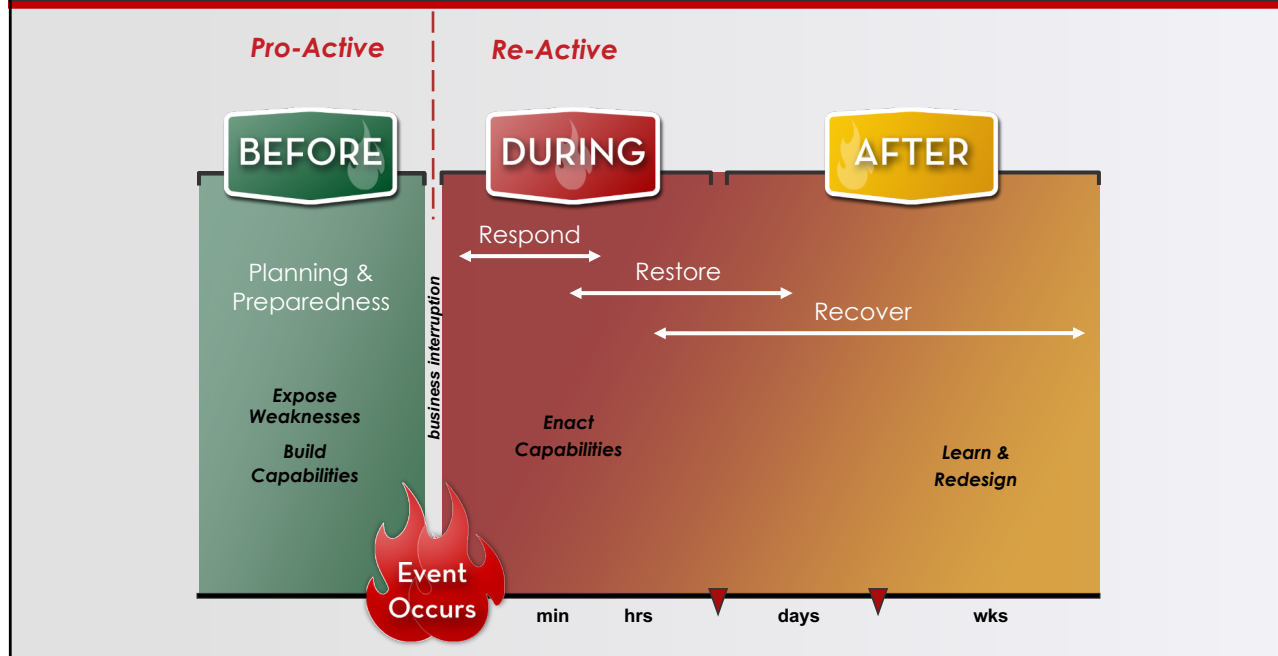
Facilitation

- ↳ Reimagine making it easy
- ↳ Conviction, passion and confidence
- ↳ How to facilitate training to achieve outcomes
- ↳ Focused on other successes



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The Disaster Timeline



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Training Design Methodology

FOR THE BUSINESS AREA TEAM MEMBERS

What is your role and responsibility:



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QUESTIONS / DISCUSSION / DISCOVERY:

➔ Debrief

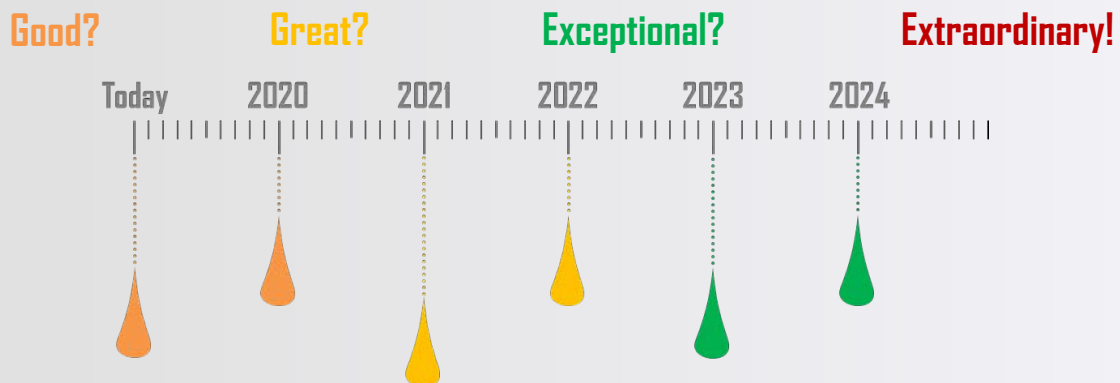
- Don't try and fix
- Discovery & identification only

➔ Asking versus Telling

- What worked | What didn't work so well
- Participants to take ownership
- Retention

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IN 5 YEARS YOU WILL ARRIVE. THE QUESTION IS . . . WHERE?



*"Great things in business are never done by one person.
They're done by a team of people."*

-Steve Jobs

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