



Anticipate and Adjust Organisational Resilience the New Paradigm

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“The security professional can contribute pragmatic solutions to top risks and provide leadership, creativity, productivity and resilience”.

Dr Sally Leivesley, NewRisk Ltd

Natural Disruptions – Bushfires



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Natural Disruptions – Floods



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Types of natural disasters and weather emergencies

Earthquakes

❖ Hurricanes

❖ Tornadoes

❖ Floods

❖ Tsunamis

❖ Wildfires

❖ Extreme heat and Winter weather



❖ Landslides and mud slides



❖ Volcanoes



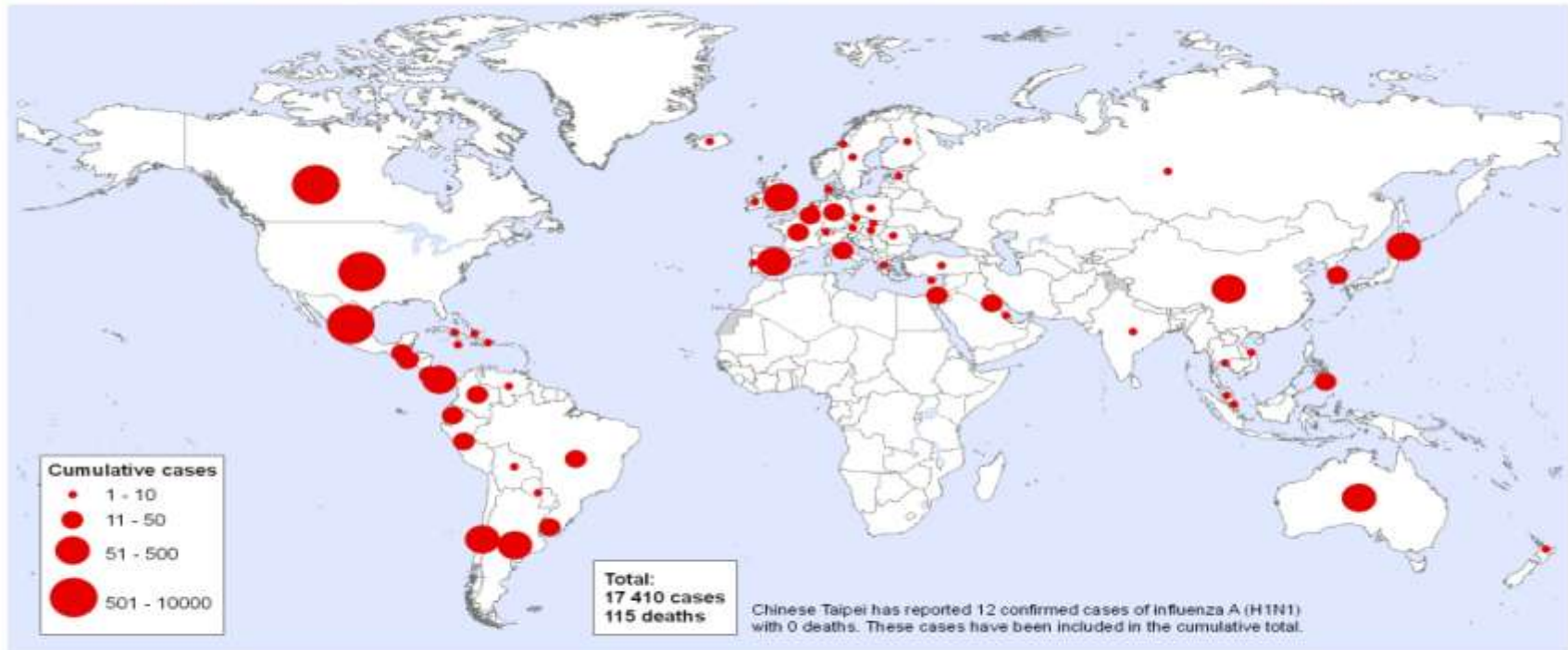
Source: Centre for Disease Control and Prevention

H1N1 Swine Flu Global Spread at 1 June 2009

Source: World Health Organisation

New Influenza A (H1N1),
Number of laboratory confirmed cases as reported to WHO

Status as of 01 June 2009
06:00 GMT



The boundaries and names shown and the designations used on this map do not imply the expression of any opinion whatsoever on the part of the World Health Organization concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries. Dotted lines on maps represent approximate border lines for which there may not yet be full agreement.

Map produced: 01 June 2009 06:46 GMT

Data Source: World Health Organization
Map Production: Public Health Information
and Geographic Information Systems (GIS)
World Health Organization



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Accidental Disasters

- ❖ Mechanical and technical failure
- ❖ Cuts to cable and power supply
- ❖ Food and water contamination



- ❖ Chemical spills
- ❖ Computer outage



Intentional Acts of Disaster

- ❖ First 3 months – 118 terrorist incidents
- ❖ First 5 months – 178 incidents
- ❖ 1,310 deaths in 5 months
- ▶ *The remainder of 2009?*



Chemical Industry Vulnerability

- ▶ Transportation
- ▶ High visibility
- ▶ Volatility
- ▶ Flammability



Disruption

- ❖ You don't know what will happen
- ❖ You don't know when it will occur
- ❖ You don't know how severe the impact will be
- ❖ You can't predict how long it will last

Known Vulnerabilities

- ❖ Supply chain
 - ❖ Communications networks
 - ❖ Competitive environment
- ❖ Transportation system
 - ❖ Insufficient financial reserves
 - ❖ Weak commitment to employees

Black Swan Events



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Resilience Umbrella



“Resilience really is the umbrella for which continuity, risk, security, and so on, is underneath” Andrew Fry IBM

Limitation of *What-if* Scenarios

Plans created to prepare :

- ❖ for the inevitable

- ❖ pre-empt the undesirable

- ❖ control the controllable

Weick and Sutcliffe 2007

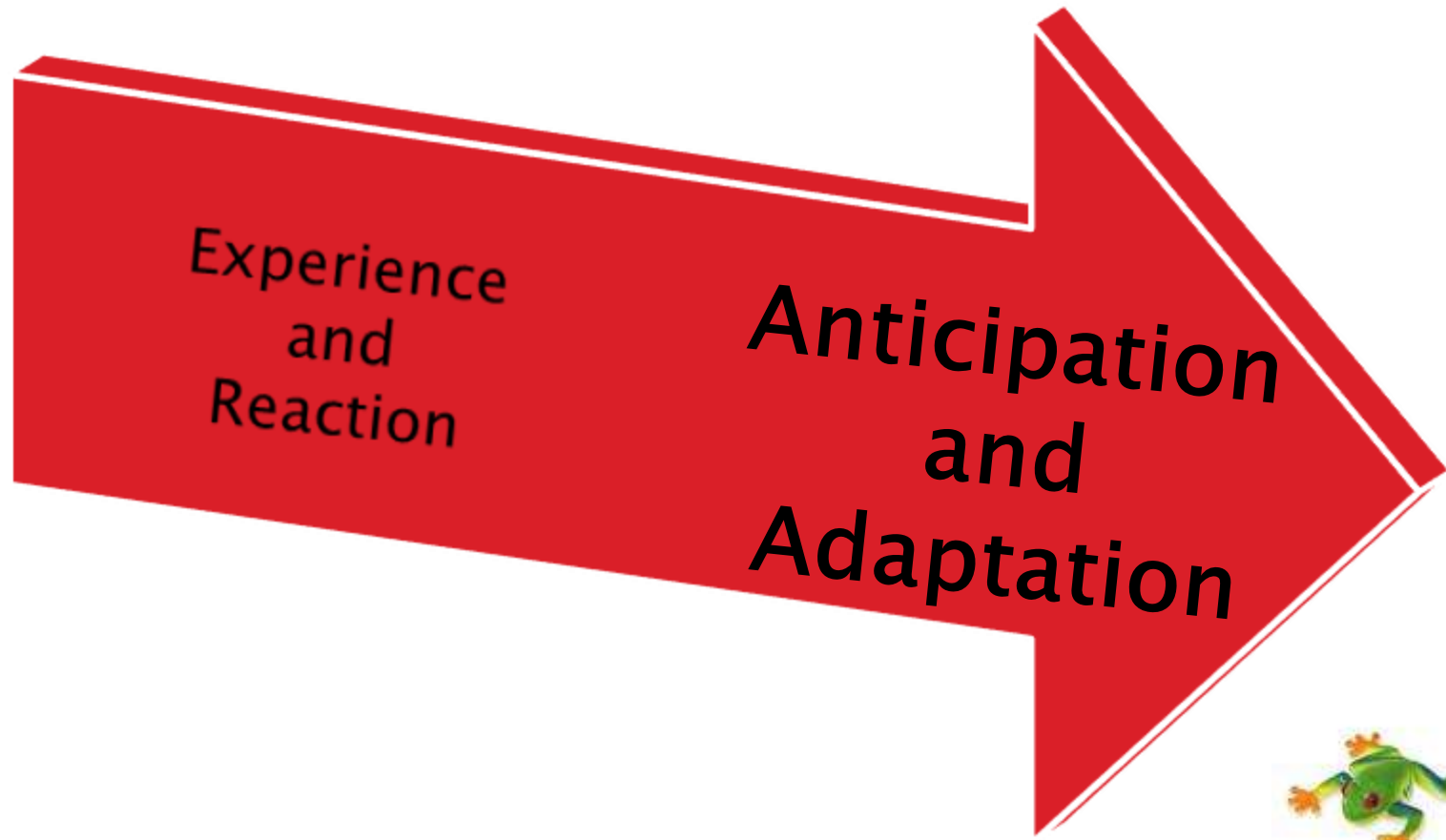
Somali Pirates

Montage from MV Faina November 2008 by JR Zalasky



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Organisational Resilience



Resilience –An interconnected system



Resilience Thinking



Resilience Attributes

- ❖ Values and Culture
- ❖ Business planning, strategies and processes
- ❖ Personnel and stakeholder relationships
- ❖ Key capabilities
- ❖ Adaptive capacity and assurance levels

Organisational Maturity Matrix

Attribute	1	2	3	4	5
Values and Culture					
Business Planning and Strategies					
Personnel and Stakeholders					
Key Capabilities					
Adaptive Capacity					

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Characteristics

Attributes relate to the extent of:

- ❖ alertness
 - ❖ flexibility
 - ❖ adaptability
- ❖ situational awareness
 - ❖ anticipation
 - ❖ vulnerability awareness
- ❖ interdependency
 - ❖ connectivity
 - ❖ communications
- ❖ capability capacity

Resilience Maturity Model



Defensive and Offensive Resilience

Defensive Resilience includes:

- ▶ Risk management
- ▶ Business continuity
- ▶ Governance
- ▶ Emergency management
- ▶ Security

Based on '*what-if*' planning

Offensive Strategic Resilience

- ▶ Holistic
- ▶ Capability-based
- ▶ Anticipatory and
- ▶ Adaptive

Some Initial Questions

- ❖ What are your critical assets?
- ❖ What are the key vulnerabilities?
- ❖ Are inter-dependent risks identified?
- ❖ Are interdependencies understood?
- ❖ Have plans been tested independently?
- ❖ How good is your business intelligence?
- ❖ How resilient are your suppliers?

Conclusion

*It is not the strongest of the species that survives,
Nor the most intelligent that survives.
It is the one that is the most adaptable to change.*

Charles Darwin



Thank You!



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