The Evolving Resilience Mindset of Continuity Practitioners
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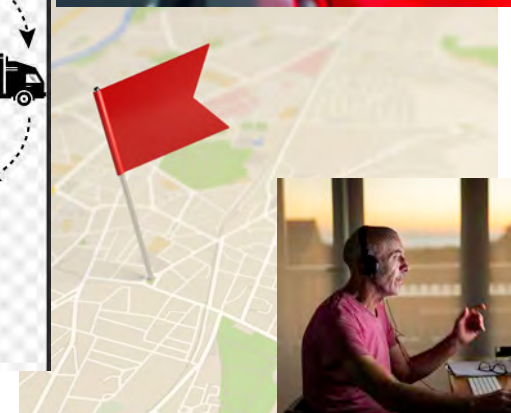
Description

Resilience mindset is an essential skill for future-proofing the next generation of continuity practitioners/leaders.

Belief: Resilience is a skill that can be cultivated.

Live and act as a "life-long learner."

A developing situation can "open the door" to a looming crisis
– often <u>overlooked</u> issue or series of problems and failures of management to act and address an external and internal matter
– "that'll never happen (on my watch)" or "ignore it long enough and it will go away."

Belief: A crisis can come from anywhere, anytime, any place.

Continuity Professional/Practitioner can help to protect the reputation or image of the organization in the face of a looming crisis. Possessing a resilience mindset seeks to contain the matter or developing situation at the earliest "time of opportunity."

Belief: Most developing situations or looming crisis can be de-escalated, and planning is an iterative process.

Learning Objectives

Define common characteristics of mental modeling and resilience that can be cultivated and practiced.

Discuss developing situations, turning points, and 3 stages of a crisis.

Introduce an example of a "Mental Model of Resilience" as a strategy to adjust and overcome developing situations or crisis events.

Out of tragedy comes purpose – May 12, 1969

COAST GUARD

PROCEEDINGS
OF THE MARINE SAFETY COUNCIL

Vol. 28, No. 5   CG-129   May 1971
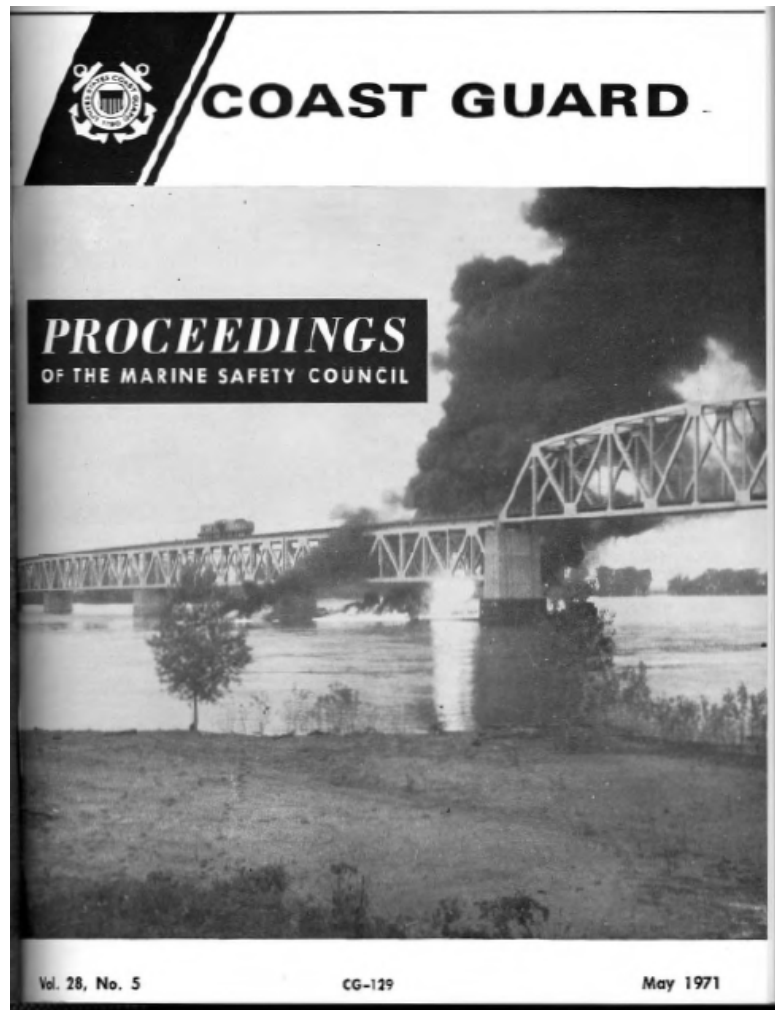
The following persons died as a result of the casualty:

William R. OPITZ –
Master of the MV *Martin.*
Memphis, Tenn.
Captain Opitz died at St. Mary's Hospital in Quincy, Ill., on 16 May 1969, as a result of burn injuries.

Walter C. MITCHELL –
Triangle Oil Refinery Manager,
La Grange, Mo.

Albert FRIEDEN –
Triangle Oil Refinery Co. Terminal Assistant
La Grange, Mo.

Lewis HAGANHOFF –
Truckdriver, La Grange, Mo.

Aaron GEAN –
Deckhand, *MV Martin,* Address: Alton, Ill.

Glenn H. MAPLES –
Triangle Oil Refinery Manager,
La Grange, Mo.

The following persons were injured as a result of the casualty:

W. A. MORRISON –
Unlicensed Assistant Engineer of the M/V *Martin.* Address: Marble Hill, Mo.

Oren McPHERSON –
Cook of the M/V *Martin.* Address: Memphis, Tenn.

Fire and Explosion on Tank Barge *MOS 106* at
La Grange, Mo., on Mississippi River, on May 12, 1969

Agenda

Trends/Threats

Discuss Mental Models and Resilience Mindset

Review Stages of a Crisis (Simple Three)

Introduce an example of a "Mental Model of Resilience

Pull it all together – What is the new Reality

Trends in National Security

Geopolitical pressures: Pandemic, Inflation, **Supply Chains,** Economic Rebound**,** Russia's war **in Ukraine**, Middle-East, China, Iran, North Korea

Self-Protection Measures by companies, local **&** regional governments resulting from **disasters, overreliance on** single point vendors, suppliers, supply chains, services

Uninterrupted Availability - 24/7/365 uptime.

Data Science – transparency, traceability, balancing supply/demand, outage predictability, improving **customer** service

Climate Change – disasters and crisis variations

Energy Transition (Net-Zero by 2050) -> Renewable Energy - Micro-Grids, Wind, Solar, Geothermal, energy storage, bitcoin mining, electric vehicles, decarbonization, hydrogen, small scale nuclear, waste-to-energy

Innovation / Solutions, Jobs, Upskilling, Retooling

Emerging Technologies – PNT, Artificial Intelligence, Web3, Smart **Grid,** Blockchain (smart contracts), Quantum, Energy Resource Management

Education, Training & Credentials of Value – Current, Relevant, Helpful, Useful, Purposeful

Mental Models – Lifelong Learning

- In his book "The Fifth Discipline: The Art & Practice of Learning Organizations," Dr. Peter Senge from MIT describes "Mental Models" as our representation of REALITY.

"Mental Models are <u>deeply ingrained assumptions, generalizations, or even pictures or images</u> that influence how we understand the world and how we take action." (RC: Inaction)

- Starts with <u>not consciously aware</u> of our mental models or the effects on our behavior…
- <u>Turning the mirror inward</u>:
  o Learning to <u>unearth our internal pictures</u> of the world…
  o Bring them to the <u>surface</u>…
  o Hold them <u>rigorously to scrutiny</u>…
- Includes the ability to <u>carry on 'learningful' conversations</u> that balance inquiry and advocacy…
- Team learning starts with 'dialogue,' … <u>suspend assumptions and enter into a genuine 'thinking together.'</u>

- Source: Senge 8-10

Former CG Commandant Admiral Allen –

- ✓ **Katrina produced the same effects produced as if a weapon of mass effect had been used on the city.**
- ✓ **Loss the continuity of government (infrastructure and essential services and functions of society.**
- ✓ **There was an inability to take resources that were flowing in and apply them to mission effect.**
- ✓ **Still treating the entire issue as if it was a hurricane.**

Podcast interview with Harvard Business Review in 2010,
Admiral Thad Allen refers to mental models

Resilience define –

"The term 'resilience' means the ability to prepare for threats and hazards, adapt to changing conditions, and withstand and recover rapidly from adverse conditions and disruptions."

Source: Presidential National Security Memorandum (NSM- 22) - Critical Infrastructure Security and Resilience

Changing or developing situations.

Disruptions or disruptive situations.

Bending, and not breaking.

What Should Resiliency Mean?

IDENTIFY, rapidly RECOVER from any disruptions, and RESTORE the essential functions of the operations, as quickly as possible.

Therefore outages/disruptions are significantly MITIGATED by introduction and adoption of best practices and independent sources and methods such that a disruption is by and large a non-event.

Best Practices

Culture of Resiliency

- Robustness: ability to keep operating or stay standing
  - Design systems (and processes) strong enough to take a punch
  - Devise substitutable or redundant systems (and processes)
  - Invest to withstand low-probability, but high-consequence scenarios
  - ✓ **Situations are significantly mitigated such that by and large a non-event**
- Resourcefulness: skillfully managing event once it unfolds
  - Identify and prioritize options; control impacts; communicate decisions
  - Depends on people, not technology
  - Pre-plan resources for planners and responders
  - ✓ **Attend to immediate needs for triage and security**
- Rapid Recovery: capacity to get things back to normal soonest
  - Contingency plans prepared and tested
  - Competent response operations
  - Put right people and resources to the right place (at the right time)
  - ✓ **Restore Mission Essential Functions, as quickly as possible**
- New Lessons: document/draw from the experience
  - People must be willing to make pragmatic changes
  - Improve robustness/resourcefulness/recovery capabilities
  - ✓ **Iterative Process: How can I and WE do better?**

*   **Adapted from Flynn, Council and a presentation to DHS**
✓ **My interpretations of the desires outcomes.   () my additions**

Stages of a Crisis

INSTITUTE FOR HOMELAND SECURITY
SAM HOUSTON STATE UNIVERSITY®

Pre-Crisis

Prepare

Prevent

Protect

Acute-Crisis

Respond

Post-Crisis

Restore

Resume

Recover

Bobby Knight – Legendary Basketball Coach

Bobby Knight

Bobby Knight

Bobby Knight

The Will To Prepare!

"The will to win is not nearly as important as the will to prepare to win...

Everyone wants to win, but not everyone wants to prepare to win."

- Bobby Knight, former college basketball coach

"Running Away From Your Problems Is a Race You'll Never Win"

- Unknown, but sometimes attributed to Bobby Knight

Pre-Crisis – Preparedness

Reality – Situations Happen – so Plan, Respond and Clean up

Gain Situational Awareness –
- Become aware of scenario / problem that is INTERNAL to the organization
- Assess for WHAT IT IS and WHAT IT COULD BECOME
- Be prepared to answer: What did you know? and When did you know it?

Exercise Risk Management/Reduction –
- Appetite for risk (serious enough to take action now or in phases)
- Understand and manage the risk (judicious selection of options)

What are our options?

Pre-Crisis – Preparedness

- **Understand and manage the risk* (judicious selection of options)**

  - **Acceptance (do nothing)**

  - **Avoidance (come up with an alternative plan)**

  - **Reduce (change the equation)**

  - **Contain (minimize the impact)**

  - **Transference (give it to someone else)**

- **Leverage Best Practices, Models & Simulations – Resistance, Cushionability, Robustness, Redundancy****

- **Strategize, Plan, Take Actions – Improve Readiness & Remain Vigilance**

Sources: * - Hiles 79-80

  ** - Flynn, DHS

Pre-Crisis – Readiness & Vigilance

New Reality: Situations Happen, so let's Be Ready & Vigilance –

Resilient Leader – Becomes the "First Protector" - Proactive rather than reactive, and situations are significantly mitigated such that by and large a non-event.

- **Goals: (1)** Recognize POTENTIAL or EXISTENCE or ESSENCE of a problem that could become a developing situation, requiring your personal attention

  - **(2)** Empower People to be Ready, Prepared and Vigilant
  - **(3)** Prepare for the Worse (Hope for the Best)
  - **(4)** Stop Bad People and Bad Situations from Happening

- **"Time of Opportunity" -** turn "a negative situation to a positive situation"*

  - ❑ DE-ESCALATE the Situation; PROTECT Lives and Property
  - ❑ Prevent "it" from moving to the Acute-Crisis stage
  - ❑ Understand the risks and consequences of INACTION
  - ❑ Build Coalitions; Enhance People, Processes & Product/Services
  - ❑ Exhibit Nimbleness
  - ❑ Safeguard: People, Property & Information/Data
  - ❑ Prepare to Withstand Natural Disasters & Deliberate Acts and their Effects
  - ❑ Assess Readiness

Source: * - Devlin 110

Pre-Crisis Turning Points to become an Acute-Crisis

After protestors stormed Parliament Building June 25, 2024, Kenyan President William Ruto remarked:

"Today's events mark a **critical turning point** on how we respond to threats to our national security," Ruto said, calling the events "treasonous." Kenya's defense minister said the military had been deployed to support police during the "security emergency" and "breaching of critical infrastructure."

Exercise: What are the turning points for "changing conditions" or a "developing situation" to become a crisis or disruptive situation?

Turning Points: from Pre-Crisis to Acute-Crisis

Turning Points:

- **Initial report and/or**

- **Situation becomes VISIBLE outside the organization**

Why do crises move from Pre-Crisis to Acute-Crisis stage*?

- **Underestimate the situation**

- **Overestimate the ability to manage the situation**

- **Ignore indicators and warnings and wish it away**

- **Might not be aware of the "developing" crisis**

Note: Options for De-Escalation greatly reduced. Recognized as an iterative process, both the Crisis and Post-Crisis phases must be completed before returning to Pre-Crisis Phase.

Source: * - Devlin 110-118

✓ **Reality Check**

"But when the decision is up before you – and on my desk I have a motto which says 'The Buck Stops Here' – the decision has to be made."

– President Harry S. Truman

Source: Truman Library

When do you know YOU are dealing with a crisis?

> "When everyone is standing back looking for some **magic solution**, rest assured you are dealing with a big time crisis."
>
> - Retired Coast Guard Rear Admiral M.E. Gilbert

Source: Gilbert 7-20

When do you know YOU are dealing with a crisis?

Remember these two phrases from the movie *Apollo 13*?

"Houston, we have a problem"

"Failure is not an option."

The actions of flight controller Gene Kranz and the team in mission control in particular were the people who recognized the problem, refused to accept failure, and guided the almost magical and miraculous rescue of Apollo 13.

Source: Howard

Exercise: When do you know YOU are dealing with a crisis?

With the asymmetrical threat environment that we work and live in, magic-like or miracle-like solutions may become the norm.

Acute-Crisis – Response

Reality: In Crisis Mode – IT's HAPPENING or IT HAPPENED – too late for preparedness and preventive measures

Initial Report / Visible

- ❑ Threat made, complaint, 911 call
- ❑ Assume protocol broken, security breach, crime committed

Initial Response

- ❑ First responders (internal or external) in action
- ❑ Stepped up security/protective measures
- ❑ Account for personnel

Execute Crisis Management Plan

- ❑ Activate Crisis Management Team
- ❑ Assign/Re-assign personnel to pre-determined crisis roles
- ❑ Media starts reporting; LE and Legislators inquire
- ❑ External stakeholders inquire and become concerned

✓ Reality Check: "There Is No Silver Bullet"

A Government Executive posted in December 2015 may have got it right* –

> "Public Officials Need to Accept That There Is No Silver Bullet…
> No matter what purpose a human seeks to achieve, he or she would
> prefer a 'silver bullet.' It would make everything much easier…
> Without it, unfortunately, we humans have to do the hard work of
> (1) developing a strategy for achieving this purpose, and
> (2) actually motivating other humans to implement this strategy."

Applying the "there is no silver bullet" approach suggests:

❑ **There are <u>no best practices nor "copy and paste" functions</u> for the actions to be taken before, during and after a particular real time event.**

❑ **History shows that <u>each event unfolds with a different problem set</u>, reactions, planned/deliberate actions, inactions, impacts, and timeline from response to restoring all essential functions.**

❑ **<u>Executives must lead, remain agile, and accept that multiple options exist</u> – each coming from different perspectives – for which an informed, sound and defensible solution may emerge– albeit magical, miraculous, or not.**

Source: * - Behn

Acute-Crisis – Coordinated Response, Thinking Together

New Reality: In Crisis Mode – IT's HAPPENING or IT HAPPENED –
Everyone is in action supporting a coordinated response and thinking together (Unity of Effort)

Resilient Leader – "Responder-in-Charge" of Area of Responsibility;
                    Attend to immediate needs for triage and security

Goal: (1)   TAKE CHARGE of the situation
           (2)   GATHER the facts
           (3)   TELL the story, and
           (4)   TAKE ACTIONS to fix the problem*

"Time of Opportunity – Exercise Damage Control
• Save Live, Triage, Protect Property
• Create "Unity of Effort" from disparate parts
• Adapt to Changing Conditions / Circumstances
• Withstand Effects
• Seek to quickly Recover
• Watch for "Open the Door" effect – external inquiries and investigations

Ed Devlin's Crisis Management Planning and Execution (2007)

✓ **Reality Check**

> "It ain't over, 'til it's over"
>
> \- Baseball great Yogi Berra

Damage is done, now what?

Response Measures are completed, transition from Search & Rescue to Search & Recovery

Restore - Process of <u>planning for and/or implementing procedures for</u> the repair of hardware, relocation of the primary site and its contents, and <u>returning to normal operations</u> at the permanent operational location.

Resumption – Process of planning for and/or implementing the <u>restarting of defined business processes and operations</u> following a disaster.

Recovery - Implementing the prioritized actions required to <u>return the processes and support functions to operational stability</u> following an interruption or disaster.

Increased Security and Protective Measures may remain –
- ❑ **Secure Evidence**
- ❑ **Prosecute/Incarcerate**
- ❑ **Inquiries and Investigation – What did you know? And When did you know it?**
- ❑ **Determine losses and gaps and then seek to fill with solutions**
- ❑ **Counseling / Decedent Affairs**
- ❑ **Inquiries & Investigations**
- ❑ **Mitigate Effects & Rebuild**
- ❑ **Reduce Future Risks**

Post-Crisis – Strengthen, Toughen

✓ **Reality Check** What needs fixing and what can we LEARN from this?

Resilient Leader – "Recoverer-in-Charge"

Goal: Assess damage, recoup losses (personnel, property, governance), self-assessment, evaluate organizational performance, and make pragmatic changes.

"Time of opportunity" – Strengthen and Toughen, End-to-End –

❑ Remain Vigilant and Safeguard

❑ Maintain Coalitions and "Unity of Effort"

❑ Resourcefulness – nimbly and competently mitigate consequence and support rapid recovery

❑ Adapt to Changing Conditions / Circumstances

❑ Make Changes that were identified as being needed during any stage

❑ Withstand Future Effects – Prevent "Open the Door" crisis

❑ "How Can I and WE Do Better?"

   I - Self-assessment

   WE - Evaluate the entire organization's performance: People, Processes & Product/Services

❑ Follow-up: After Action Reporting/Lessons Learned/Update Plans

You are a Resilient Leader - what is your Mental Model?

Learning Objectives

Define common characteristics of mental modeling and resilience that can be cultivated and practiced.

Discuss types, turning points, and stages of a crisis.

Introduce an example of a "Mental Model of Resilience" as a strategy to adjust and overcome developing situations or crisis events.

Summary

- **Mental Models – "Our representation of reality...deeply ingrained assumptions, generalizations, or even pictures or images"**

- **Resilience – "Ability to prepare for and adapt to changing conditions (developing situations) and withstand and recover rapidly from disruptions (or disruptive situations)"**

- **Culture of Resiliency – Robustness, Resourcefulness, Recovery Capabilities, New Lessons**

- **Stages of a Crisis:**

  - **Pre-Crisis – "The Will To Prepare"**

  - **Turning Point (becomes visible) – "The Buck Stops Here"**

  - **Acute-Crisis – "We have a magic solution"**

  - **Post-Crisis – "It ain't over, 'til its over" problem," "Failure is not an option" and "There is no silver bullet" while others are looking for magical solutions.**

- **Discussed creating a Mental Model of Resilience**

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