Be Involved in the Presentation!

Login to live.voxvote.com PIN 30643 to participate in the polls
Competencies to be a Leader in Organizational Resilience

What do you need to know to increase the resilience of your organization?
Presented by Lynnda Nelson
ICOR President
June 20, 2019

Expert in US TAG for ISO 22316 Organizational Resilience Principles & Attributes
Author of ICOR’s NEW COR series.
Presentation Objectives

Gain an understanding of:

1. how to implement practices that will increase the resilience of your organization.

2. the leadership competencies required to lead organizational resilience initiatives.
Which “discipline” best describes your role in increasing the resilience of your organization?

Login to live.voxvote.com
PIN 30643
“The ability of an individual to absorb and adapt in a changing environment to enable it to deliver its objectives and to survive and prosper.”
There is no single strategy or solution to make an organization resilient. Resilience requires a strategic & coordinated approach.
Organizational Resilience Model

Based on ISO 22316: Organizational Resilience Principles and Attributes

Leadership & Strategy
Culture & Behaviors
Preparedness & Managing Risk

16 Behaviors

3 Environments
Leadership & Strategy

Shared Vision & Purpose

Understanding of the purpose, vision, and values of the organization.

Understands Context

Understanding of both internal and external environments of the organization.

Effective Leaders

Effective and empowered leaders who are trusted and respected. Leadership is distributed throughout the organization.

©2019 ICOR ALL RIGHTS RESERVED
Strengthening Leaders to Implement Strategy

Leaders are intentionally sought who will act with integrity, can adapt to changing circumstances, and have a diverse set of skills, leadership, knowledge, and behaviors.

Strategic direction is provided as part of all decision-making.

Innovative ideas are sought and promoted.

Lessons learned are shared to promote better practices.

Interdependencies are understood and the political, regulatory environments, and competitor activities are monitored and evaluated in order to manage change.

Relationships with interested parties are understood and intentionally strengthened to foster collaboration and cooperation.
<table>
<thead>
<tr>
<th>Healthy Culture</th>
<th>Shares Information</th>
<th>Continually Improves</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existence of core values and behaviors that support the health &amp; welfare of its employees, fosters creativity, and empower them to communicate effectively.</td>
<td>Information and knowledge is shared to enable decision-making, learning from experience and from others, and is recognized as a critical resource of the organization. A culture that values learning over blame.</td>
<td>Performance is continually monitored and a culture of continual improvement is encouraged.</td>
</tr>
</tbody>
</table>
Building a Culture that Ensures Healthy Behavior

- Trust
- Loyalty
- Respect
- Engaged & Empowered
- Regular & Open Communication
- Committed to Improving
- Creativity & Innovation is Fostered
- Shared Learning & Knowledge

Culture
Employee Engagement is Linked to Better Performance

Above average employee engagement = average performance success rating of 63% vs below average engagement rating of 37%

Employee Engagement and Organizational Outcomes, Journal of Applied Psychology.

Employee Resilience Scale, Research Programme, University of Canterbury.
Preparedness & Managing Risk

Available Resources
Resources are adequate and available when needed in order to provide the ability to adapt to changing circumstances.

Manages Risk
Risk is effectively managed throughout the organization and with the use of management systems used as appropriate. Silos are eliminated.

Manages Change
Ability to anticipate, plan, and respond to changing circumstances and incidents.
Strengthening of Systems to Effectively Manage Risk Throughout the Organization.
POLL

"In which environment is your organization the strongest, most mature, or most resilient?"

Login to live.voxvote.com
PIN 30643 (refresh)
Behaviors Observed in More Resilient Organizations.

The identified behaviors describe how more resilient organizations behave.

These behaviors are considered to be important in preventing breakdown or failure; or enabling appropriate and timely action to be taken.

They distinguish a more resilient organization from one that is simply well-run.
Building Resilient Organizations
One Leader at Time
Being Agile – Agility – Flexible – Versatile - Adaptive
Jobs with “Resilience” in Title

BEND OR BREAK

Discover the Benefits of a Chief Resilience Officer

By Danielle Logue and Melissa Edwards - March 2, 2017

©2019 ICOR ALL RIGHTS RESERVED
There is a need for core competencies for the OR function

Example: PwC – Chief Resilience Officer: 3 Primary Roles

1. Resilience as Surviving = The CRO buffers the business against external threats.

2. Resilience as Growth = The CRO builds processes that are embedded within interconnected systems that enable continual self-transformation.

3. Resilience as Thriving = The CRO generates new ways of organizing and innovating by collaborating and co-creating with people and entities affected by and benefiting from their activities.

The Chief Resilience Officer function needs to move beyond survival mode with an ambitious agenda for transformational change.
POLL

Do you have “resilience” in your job title or description?

Login to live.voxvote.com PIN 30643 (refresh)
2 Paths to ICOR Personnel Certification

1. Discipline-based recognition
   - TECHNICAL APPROACH
   - 6+ Disciplines or 25 Competencies

2. Competency-based recognition
   - LIBERAL ARTS APPROACH
   - 4-5 Disciplines or 20 Competencies

©2019 ICOR ALL RIGHTS RESERVED
Discipline-based Path for ICOR Certifications

- 12 Disciplines
- Discipline-Specific Knowledge & Expertise

Demonstration of deep knowledge in individual disciplines

TECHNICAL APPROACH
Competency-based Path for ICOR Certifications

- 5 Clusters
- 25 Competencies

Demonstration of fundamental knowledge across many competency areas

LIBERAL ARTS APPROACH
OR Competency Model Complimentary to OR Model

OR Model (for organizations)

OR Competency Model (for individuals)

Leadership & Strategy

- A Shared Vision
- Understands Context
- Effective Leaders

Culture & Behaviors

- Healthy Culture
- Shares Information
- Continually Improves

Preparedness & Managing Risk

- Prepared
- Innovative
- Flexible
- Effective
- Diverse

Continual Improvement

Organizational Behavior

Technology Infrastructure

Organizational Infrastructure

Preparedness & Managing Risk

©2019 ICOR ALL RIGHTS RESERVED
Cluster 1: Organizational Behavior

The ability to manage the interface between human behavior at a micro-level, the behavior of work groups at a meso-level, and the behavior of the organization at a macro-level.

- **COR.1 Leadership Qualities**: Leads with vision and is trusted and respected.
- **COR.2 Culture & Behaviors**: Enables the sharing of information and knowledge to enable effective decision-making, learning from experience, and from others.
- **COR.3 Knowledge Management**: Ensures that the organization behaves in a manner that promotes a healthy culture.
- **COR.4 Agile Change Management**: Implements project management activities that are iterative, value communication, adapt to changes, and produce working results.
- **COR.5 Agile Project Management**: Implements systems to anticipate, plan, and respond to changing circumstances.
Leadership Qualities That Build Resilience

Leads with vision and is trusted and respected.

Leading Self + Leading Others + Leading Organizations

Leadership is not defined by the exercise of power but by the capacity to increase the sense of power among those led.
Leadership Models & Managing Change

Each style of leadership fits a different situation. A good leader needs to be able to switch them when required. Leadership style is a tool, not personality trait.

Heroic Leader
Charismatic, transformational, transactional
Describes “followers” as “doing what they are told” and “reluctant to change”.

Shared Leadership
Interdependent, coordinative leadership practices
Recognizes leadership capabilities throughout the organization
Ensures that the organization behaves in a manner that promotes a healthy culture.
Behaviors Evident in a Healthy Culture

- Creativity & Innovation is Fostered
- Trust, Loyalty, Respect
- Shared Learning & Knowledge
- Engaged & Empowered
- Committed to Improving
- Regular & Open Communication

©2019 ICOR ALL RIGHTS RESERVED
Enables the sharing of information and knowledge to enable effective decision-making, learning from experience, and from others.
KM is Responsible For Understanding...

What your organization knows.

Where this knowledge is located, e.g. in the mind of a specific expert, a specific department, in old files, with a specific team, etc.

In what form this knowledge is stored e.g. the minds of experts, on paper, etc.

How to best transfer this knowledge to relevant people, so as to be able to take advantage of it or to ensure that it is not lost.
Agile Change Management

Implements systems to anticipate, plan, and respond to changing circumstances.
Types of Behaviors That Support Change Management

1. Taking risks
2. Assuming new responsibilities / letting go of old ones
3. Seeking feedback
4. Asking for help
5. Helping others
6. Sharing information
7. Experimenting
8. Talking about errors and failure

Behaviors that exist in a climate marked by mutual respect, trust and psychological safety.

An organization that makes good use of its employees’ many and diverse insights makes it easier for anyone to articulate improvement-oriented suggestions. This type of organization has the capacity to efficiently identify and implement useful ideas.
Agile Project Management

Implements project management activities that are iterative, value communication, adapt to changes, and produce working results.
Agile Methodologies Expanded Beyond IT

Agile methodologies—which involve new values, principles, practices, and benefits and are a radical alternative to command-and-control-style management—are spreading across a broad range of industries and functions and even into the C-suite.

National Public Radio employs agile methods to create new programming.

John Deere uses them to develop new machines.

Saab to produce new fighter jets.

GE relies on them to speed a much-publicized transition from 20th-century conglomerate to 21st-century “digital industrial company.”

C.H. Robinson, a global third-party logistics provider, applies them in human resources.

Agile project methodology breaks down projects into small pieces that are completed in work sessions that run from the design phase to testing and quality assurance.

These sessions are often called sprints. Sprints are generally short, running over days or weeks; they're typically two to four weeks long.
Which one of the 5 organizational behavior competency areas do you feel is your strength?
Measuring Competence in Managing the Organization’s Behavior

There are many, many tools, questionnaires, and inventories to measure an individual's leadership skills. What does your organization use?

There are also many tools available to measure the culture of an organization. Does your organization assess its culture?

Knowledge management capability assessments are not as popular or abundant but are interesting. Does your organization assess its knowledge management capabilities?

A really interesting assessment is assessing your organization's readiness for change. Does your organization conduct such assessments?

Tools for assessing both the readiness of the organization to adopt agile project management practices as well as self-assessments for determining how well they’ve been implemented are available.
Cluster 2: Organizational Infrastructure

The ability to manage the physical structures required for an organization to function and prosper.

- **COR.6 Structure & Design**: Ensures that the organization is structured and designed for both high performance and managing change.
- **COR.7 Agile Workplace**: Creates a workplace that is flexible and productive.
- **COR.8 Facility Management**: Integrates people, place, process, and technology within the built environment.
- **COR.9 Resilient Workforce**: Implements systems to increase workforce capacity to handle stress, increase engagement, and manage continuous change.
- **COR.10 Agile Finance**: Dedicated to decision support, predictive analytics, & performance management to make finance agile.
Ensures that the organization is structured and designed for both high performance and managing change.
Organizational Structure & Design

Structure can be divided into two categories: Tall and Flat

**Tall / Centralized**
- **Authoritative**: All authority and responsibility is in the hands of leadership

**Flat / Decentralized**
- **Democratic**: Uses members on every level to accomplish goals/tasks
- **Delegative**: Creates smaller teams that are self-governed

Centralization  Not an Either / or Choice  Decentralization
Agile Workplace

Creates a workplace that is flexible and productive.
Workplace Design & the Agile Workforce

Work and place change together.
The system, in whole and in part, continues to improve and to be better adapted to its environment.

Organizations are making concerted efforts to align their workplaces and the work that takes place within them. Physical aspects of these workplaces are being deliberately altered to match the work.

Activity-based Working
An agile environment provides the correct flexible office space for any activity in a workplace.

Effective workplace design requires an understanding of how the work occurs – links between work, place, and workers.
Facility Management

Integrates people, place, process, and technology within the built environment.
Managing risk in your facility from the perspectives of:

- **Stakeholders** – employees, clients, customers, consumers, 3rd party vendors and contractors.
- **Physical aspects** – internal and external environmental conditions, equipment use, storage, and maintenance.
- **Access** – how people access your facility and its various parts.
- **Compliance** – any laws or regulations to which you must adhere.

**Building resilience** is the capacity of a building to continue to function and operate under extreme conditions. As the built environment faces the impending effects of global climate change, building owners, designers, and builders must design facilities to optimize building resilience.

**Building adaptability** is the capacity of a building to be used for multiple uses and in multiple ways over the life of the building. Using a sustainable design allows for a building to adapt to different environments and conditions.
A Resilient Workforce

Implements systems to increase workforce capacity to handle stress, increase engagement, and manage continuous change.
Why do you need a resilient workforce?

“Tough times don’t last, but tough people do.”

Resilient employees embody health on multiple levels. They avoid illness, maintain productivity and operate with mental toughness.

The relationship between resilience, stress, and competitive advantage in today’s marketplace, makes it imperative that you understand how to increase the resilience of your workforce.

They “don’t sweat the small stuff”

They perform well under pressure...

i.e. when it’s “Big Stuff”

They respond flexibly and adapt to changing circumstances.

They bounce back from defeat and disaster.
Agile Finance

Dedicated to decision support, predictive analytics, & performance management to make finance agile.
Finance 2020

The Finance 2020 organization will be the go-to source for decision support, delivering analytic insight to drive strategy across economic, market, competitor and customer perspectives. This future is impossible without big changes to the finance operating model, technology and people.

Finance is doing things that it never could before thanks to digital technologies. End-to-end multi-dimensional data access is enabling total visibility into both enterprise and customer data.

Ensure your finance function is fully fit for purpose in the digital age

The Finance 2020 organization will be the go-to source for decision support, delivering analytic insight to drive strategy across economic, market, competitor and customer perspectives. This future is impossible without big changes to the finance operating model, technology and people.
POLL

Which one of the 5 organizational infrastructure competency areas do you feel is your weakest?

Login to live.voxvote.com
PIN 30643 (refresh)
Measuring Competence in Managing the Organization’s Infrastructure

Evaluate the effectiveness of your organizational structure.
1. How do you want your staff to communicate?
2. How much freedom and creativity should employees have to accomplish their jobs?
3. Which qualities are more important to market share: product stability and long-term continuity or flexibility and rapid change?

Evaluating & determining best workplace design.
1. Create a workplace balanced scorecard and metrics
2. Establish baseline measures
3. Collect and report data regularly
4. Include employees!
Measuring Competence in Managing the Organization’s Infrastructure

Is your facility being effectively managed?
1. Evaluate effectiveness of facility managers
2. Use data to increase productivity (space utilization, asset management, and facility maintenance)

Measure workforce resilience
1. Connor-Davidson Resilience Scale (CD-RISC)
2. Resilience Scale for Adults (RSA)
3. Predictive 6-Factor Resilience Scale

How Agile is your Finance Team?
While there are currently no accepted assessment tools, there are criteria and traits expected to be demonstrated.
Cluster 3: Preparedness & Managing Risk

The ability to ensure the organization is prepared to manage the unexpected and intentionally manage risk.

COR.11 Risk Management Principles & Practices
- Implemnts systems to ensure that risk is effectively managed throughout the organization.

COR.12 Incident Response Structure
- Ensures strategies exist to effectively analyze situations, make difficult decisions, and communicate to all relevant interested parties.

COR.13 Crisis Management & Communications
- Ensures the capability of the organization to deliver its products and services at predefined timeframes and capacity.

COR.14 Business Continuity Management
- Ensures strategies exist to manage supply chain risk, continuity, and security.

COR.15 Supply Chain Resilience
- Implemnts a unified structure to respond to incidents of all kinds.
Risk Management Principles & Practices

Implements systems to ensure that risk is effectively managed throughout the organization.
Common Disciplines that Manage Risk

- Business Continuity
- Crisis Management & Communications
- Critical Environments
- Information & Communication Technology
- Incident Response
- Cyber & Information Security
- Enterprise Risk Management
- Supply Chain Management
- Managing change
Future of Incident Response

Past / Now: Every Incident is Local

Future: Incidents are Multi-organizational and Multi-national

Increased potential for incidents that transcend geographic and political boundaries.

Implement a unified structure to respond to incidents of all kinds.
Ensures strategies exist to effectively analyze situations, make difficult decisions, and communicate to all relevant interested parties.
How do you get out in front of a potential issue or crisis so you are ready for it – and not just reacting to it?

Organizations must remain sensitive to gradual change to avoid the “boiled frog phenomenon.”
Ensures the capability of the organization to deliver products and services at predefined timeframes and capacity.
Cornerstone of BCM: Business Impact Analysis

The BIA is the cornerstone of a BCM program. An understanding of the impacts to the business if its activities stop enables the organization to prioritize the order and capacity level to resume those activities.

Estimate HOW LONG each activity of the organization can be nonoperational or “down.” This time estimate is called the **Recovery Time Objective (RTO)** or the time the activity needs to be operational by.

Identify the time within which the impacts of not resuming activities would become unacceptable to the organization. This is often called the **Maximum Tolerable Period of Disruption (MTPD)**.

Estimate HOW MUCH DATA the organization can afford to lose. This estimate is called the **Recovery Point Objective (RPO)** or how often data should be backed up.

Identify the minimum level of services and/or products that is acceptable to the organization to achieve its business objectives during a disruption for each activity. This is often called the **Minimum Business Continuity Objective (MBCO)**. Considers “capacity.”

©2019 ICOR ALL RIGHTS RESERVED
Supply Chain Resilience

Ensures strategies exist to manage supply chain risk, continuity, and security.
Agile Supply Chain Framework

- Shared information on real demand
- Collaborative planning
- End-to-end visibility

- Daily P.O.S feedback
- Capture emerging trends
- Listen to consumers

- Leverage partner’s capabilities
- Focus on core competencies
- Act as network orchestrator

- Co-managed inventory
- Collaborative product design
- Synchronous supply
To what extent does your organization ensure competence for those responsible for preparedness & managing risk?

Login to live.voxvote.com
PIN 30643 (refresh)
Measuring Competence in Preparedness & Managing Risk

Managing Risk: How well does your organization manage risk throughout the organization? Is this practice aligned to ISO 31000?

Incident Response: Does your organization have an incident response structure to manage all types of incidents that might impact the organization?

Crisis Management & Communications: To what level do you forecast and prepare or wait and respond? What does your communication system look like?

Business Continuity: To what extent is your organization’s BCMS aligned to the requirements of ISO 22301?

Supply Chain Resilience: How agile is your supply chain network? Do you manage supply chain risk, continuity, and security?
Cluster 4: Technology Infrastructure

The ability to manage the critical environments used to house computer systems and to protect data and the associated technology systems.

- **COR.16 Critical Environments**
  Ensures that the critical environment will continue to operate under all conditions.

- **COR.17 ICT Continuity**
  Implements systems to ensure information and data is adequately stored and available when needed.

- **COR.18 Storage & Availability Systems**
  Ensures that information and data is protected from information and cyber security risk.

- **COR.19 Information & Cyber Security Compliance**
  Ensures that all information and cyber security aspects of the organization are compliant with requirements.

- **COR.20 Information & Cyber Security Systems**
  Ensures that the information and communication technology infrastructure continues operations under all conditions.
Ensures that the critical environment will continue to operate under all conditions.
Agility and the Critical Environment

What differentiates an Agile Data Center from a traditional data center?

The answer really depends on how each organization views and uses their data center.

Some organizations may outsource their entire data center, others may have some cloud presence combined with an on-premises data center while others may have a completely on-premises data center.

Agility doesn’t necessarily mean new systems nor does it mean moving your data center to the cloud.

It *does* mean thinking about your data center and your data center capabilities in new ways and then putting in new processes (and perhaps, new systems) to make the data center flexible and agile.

An Agile Data Center is one that allows organizations to efficiently and effectively add, remove and change services at the speed of the business, not the speed of technology.
Ensures that the information and communication technology infrastructure continues operations under all conditions.
An adaptive and flexible methodology is required for an efficient disaster recovery in confronting unintended and cascading consequences. Use AGILE PM in Disaster Recovery.
Implements systems to ensure information and data is adequately stored and available when needed.
The Agility of 5G, AI, Blockchain, Multi-Cloud, & Ethereum

5G—Tomorrow's high-speed wireless networks will accelerate today's network transformation.

Riding the Rise of Distributed AI Architectures—Next-gen architectures will break free from centralized locations.

Globally Decentralized Non-Owned Digital Computer for Executing Peer-to-Peer Contacts

Technology is changing faster than we can keep up. Agility and decentralization are necessary to be ready to meet these changes.
Ensures that all information and cyber security aspects of the organization are compliant with requirements.
Progressive & Distributed Security

Maneuvering the Data Privacy Maze

One of the results of the new wave of regulations is that customers are gaining far more direct control over the gathering, storing, and use of their personal data.

Many successful companies are now looking to offload some of that data gathering by, for example, using third parties for credit card payments rather than dealing with the transactions — and the data that results — themselves.
Information & Cyber Security Systems

Ensures that all data is protected from information and cyber security risk.
Protecting Data Requires Resilience

Any data lost is compromised. All data belongs to someone.

Geopolitical factors are guiding security purchases.

Machine Learning & Artificial Intelligence Aid in Identity Authentication.

Deploy tools to detect coinminers / cryptomining

Decentralization is Moving Security to Endpoint Devices

In order to prevent data breaches and retain control over their data, organizations need to consider:

• New data management techniques that operate seamlessly on encrypted data

• New hardware-based virtualization technology that will prevent service providers from surveilling their customer's data.
To what extent does your organization ensure competence of those responsible for its technology infrastructure?
Data Center Audits and Capability Assessments: To what extent does your data center (or the one you outsource to) assess its ability to deliver?

ICT Continuity: To what extent do your ICT systems align to international standards and meet performance requirements / reduction of downtime?

Storage & Availability Metrics: To what extent do you use analytics to measure current and future storage and availability needs?

Data Security Compliance: What are your compliance requirements and to what level are you meeting those requirements?

Information and Cyber Security Systems: To what extent do your information and cyber security systems align to international standards?
Cluster 5: Continual Improvement

The ability to ensure that the organization implements an ongoing effort to improve the management of products, services, and processes.

COR.21 Exercising & Testing
- Provides resources to conduct exercising and testing of all programs that manage risk.

COR.22 Performance Evaluation
- Identifies what needs monitoring and measuring and determines relevant methods to collect and evaluate this data.

COR.23 Management System Audits
- Ensures that there is a systematic, independent, and documented process for obtaining audit evidence to determine to what extent criteria are fulfilled.

COR.24 Regulatory, Legal, & Compliance
- Adopts controls to ensure that all regulatory, legal, and compliance requirements are met without unnecessary duplication of effort.

COR.25 Community Resilience
- The ability of a community to meet the needs and expectations of the organization is considered for each location of the organization.
Exercising and Testing

*Provides resources to conduct exercising and testing of all programs that manage risk.*
Are Agile are Your Teams?

What can those responsible for testing and exercising your teams and management system capabilities learn from Agile IT testing?

Great Teams Run Great Exercises – Build Your Teams First

**Trust:** You can speak openly and freely about your team. Team members can count on each other and are reliable. Tell the truth even if it’s uncomfortable.

**Respect:** Team members are empowered to contribute their best. There is a mutual respect and real concern.

**Constructive Interaction:** Conflict can arise as a mean of opportunity for discovery, creativity and growth. The team should avoid defensiveness, criticizing and finger pointing.

**Camaraderie:** Empathy, good humor and playfulness are appreciated. There is a strong sense of belonging to the team. The team members celebrate and recognize accomplishments.

**Communication:** Clear and efficient communication is appreciated. What is not valued are less direct approaches such as gossiping, stonewalling or politicizing.

**Values Diversity:** The team is open-minded and appreciates differences in ideas, perspectives, backgrounds, personalities and approaches. Diversity is crucial.

**Optimism:** The team shares an inspiring vision. The team members are enthusiastic and appreciative of each other. There is a strong spirit of fighting together for the goal.
Performance Evaluation

Identifies what needs monitoring and measuring and determines relevant methods to collect and evaluate this data.
Enabling Continual Improvement

What can those responsible for measuring organizational performance learn from Agile Performance Management?

Collaborative, Continuous Feedback and Development

Create a dynamic performance evaluation process that can evolve and adapt according to the changing environment. Continuous improvement is the focus.

Monitoring, measuring, analyzing, and evaluating how well the organization’s management systems meets the requirements of an international standard is oftentimes an “annual” activity that misses the opportunity to take advantage of opportunities for continual improvement.
Ensures that there is a systematic, independent, and documented process for obtaining audit evidence to determine to what extent criteria are fulfilled.
Promoting Risk-based Thinking

Implement a Single Management System Integrating Multiple Ways to Manage Risk

Planning: Clauses 4, 5, 6, and 7

Check & Act: Clauses 9 & 10
Adopts controls to ensure that all regulatory, legal, and compliance requirements are met without unnecessary duplication of effort.
Is it possible to take an agile approach in a regulatory environment?

Compliance is about making sure that you are doing the right thing and being able to prove it.

Build compliance into the process of delivery – instead of “bolting it on” just before delivery.

Focus on quick wins, not multi-year plans.

Almost all of the compliance obligations rely on a **controlled change management environment**. If you implement that once then it can be used for every obligation - that means that you don’t have to implement a different change management control for every obligation.
The ability of a community to meet the needs and expectations of the organization is considered for each location of the organization.
An evaluation of the community’s competencies is a planned component of all location decisions.
Would you like to have “resilience” in your job title or description?

Login to live.voxvote.com
PIN 30643 (refresh)
Measuring Competence in Continual Improvement

Measuring Team Effectiveness. An effective team is one that has impact above and beyond the contributions of any one team member.

Evaluating Performance. Is your evaluation process collaborative and dynamic, with continual improvement as the focus?

Risk-Based Thinking? To what extent has the organization implemented a single management system to integrating multiple ways to manage risk?

How Agile is Your Compliance Management? To what extent have you implemented a controlled change management environment to manage compliance requirements?

Community Resilience. Is an evaluation of the community’s competencies a planned component of all location decisions?
Interested in Learning More?

2 Paths to ICOR Certification

Path 1
Discipline-based
TECHNICAL APPROACH

Path 2
Competency-based
LIBERAL ARTS APPROACH

Build-Resilience.org