The Organizational Resilience Handbook

A practical guide to achieving greater resilience

Graham Bell
CONTENTS

About the author ix
Foreword by James Arbuthnot x
Preface xii
List of abbreviations xv
Author’s note: Resilience thinking during a pandemic xvii

Introduction 1
Background and approach 1
Contextual setting 4
A meaningful definition 5
The value of building resilience 6
What resilience looks like 7
A flexible model 8
The need for assurance 9
Links to other topics 10
Improving resilience capability 11
Conclusion 12
Endnotes 14

01 Contextual setting 15
Material science 16
Something which can be built and destroyed 18
Standards compliant 20
Data vulnerability 22
Consultancies 24
Societal influences 26
Conclusion 28
Endnotes 30
02 Definitions and references 34
   Event-focused definitions 38
   Event-plus approaches 41
   Soundbite or cryptic references 44
   False analogies 47
   My own definition 51
   Illustrative reference sources 55
   Conclusion 60
   Endnotes 62

03 Reasoning and benefits 64
   The significance of our approach to risk 65
   Why it pays organizations to be ambitious 69
   Compliance as a strategic issue 72
   Responding well in a crisis can directly influence short-term
   and long-term success 74
   An enthusiasm for change is essential 77
   The role of leadership 80
   Continuous learning is the key 83
   The organization is more than the sum of the parts 86
   Does size matter? 89
   Trust seems to be coming back into fashion 91
   Conclusion 95
   Endnotes 98

04 Case studies 102
   Case study 1: The collapse of UK retailer House of Fraser in
   2018 105
   Case study 2: The on-track success of the Mercedes Formula
   One team 109
   Case study 3: The re-invention of retail by Alibaba and
   others 114
   Case study 4: BP a decade after the explosion in the Gulf of
   Mexico 2010 118
   Case study 5: The impact of the WannaCry virus in 2017 123
Case study 6: The continued resilience of London’s transport network 126
Conclusion 131
Endnotes 134

05 The Organizational Resilience Capability Model® (ORCM) 140
The resilience maturity scale 142
The features contained within the ORCM 148
The concepts contained within the ORCM 156
The elephant in the room 169
Conclusion 170
Endnotes 172

06 Assessment and reporting 175
The provision of assurance 177
Selecting the correct assessment strategy 179
Planning and the assessment process 183
Data gathering and analysis 187
Assessment practices relevant to the ‘concepts’ contained within the ORCM 191
Applying capacity measures to the ‘features’ within the ORCM 196
Options for reporting 197
Scoring, charts, infographics and grading 202
Benchmarking performance 205
Conclusion 208
Endnotes 210

07 Other key issues and ideas 212
Compliance in a period of technological revolution 214
The capability to deliver transformational change 218
The relationship between resilience and safety 223
The importance of security 228
Investing in resilience 233
Other models 236
Conclusion 241
Endnotes 244

08 Application and implementation 247
Imrovement strategy 249
Resources and capabilities 253
Programme delivery 257
Organizational design (and re-design) 263
Data and information management 266
Conclusion 271
Endnotes 275

Index 277