

# Developing a new Organisational Resilience Maturity (ORM3) Framework

Aaron Gracey MA MSc PGCE FInstLM



# Introduction

- My Background
- Five Step Research Approach
- So what is Organisational Resilience?
- Proposed Organisational Resilience Definition
- My research findings
- A new way of thinking about Organisational Resilience
- Organisational Resilience Maturity (ORM3) Framework
- Applying ORM3 and putting it all together
- The benefits of Organisational Resilience
- Thoughts, Questions, Demonstrator

# My Background

- 25 years in MoD
- Learning Advisor to MoD Intelligence Management programme
- Involved in the drafting of the Joint Defence Publication 02 Titled – “Defence Contribution to UK Resilience Operations”
- Involved in the drafting of BS65000 for the Cabinet Office and co presented the final version at BCI 2014 World Conference



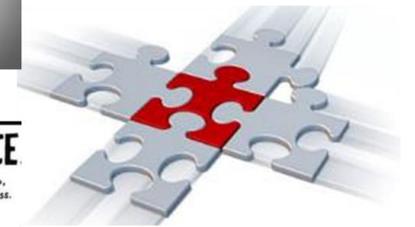
# My Background

- Trained by Home Office in Crisis Management
- Crisis Management Trainer
- Resilience Consultant to UK CCS
- Trained by Rail Industry Strategic Incident Command
- Industry Programme Change Manager
- Industry Resilience Expert / Specialist
- CEO - Squared Apples





# So what is Organisational Resilience?





# Proposed Organisational Resilience Definition

Proposed definition before completing my research based upon BS65000

*A **people centric capability** based on the **strategic co-ordination** of organisational resources, **adaptive leadership**, intelligence, communication and staff development which enables the identification and analysis of strategic threats through **shared situational awareness**.*

*This enables the preparation, education, contingency planning to enable effective resistance to hazards, multi-level response, recovery and operational sustainability.*

*This is **underpinned** by a **learning culture** to drive **positive adjustment** and **adaptation** during periods of uncertainty.*



# My Research Findings

- A low level of understanding of resilience activities both military and industry
- A low level of strategic leadership within Organisational Resilience domain
- A low level of strategic processes integration across industry leading to crisis
- A low level of investment in key soft skills within industry



12:39 via Epsom	Cancelled
12:39 Poole	Cancelled
12:42 Basingstoke	Cancelled
12:42 via Kingston	Cancelled
12:45 via Richmond	- On time
12:45 via Guildford	Cancelled
12:46 Chessington Sth	Cancelled
12:50 Reading	- On time

# My Research Findings

- Limited level of crisis management capability within industry
- Organisational Culture can ruin the best developed strategy
- Organisational Resilience not seen as a “C-Suite” activity
- Risk Aware vs Risk Averse cultures causes contentions in actions & language
- Silo mentality damages operational capability



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# My Research Findings

- Military is seen as proactive in approach ; Industry is seen as very reactive
- Military see it as “the day job”; Industry see it as “a financial cost”
- Iraq demonstrated strong tactical capability, but limited strategic planning
- Industry “fire-fights” well at tactical level, but demonstrates limited strategic leadership



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# A new way of thinking about Organisational Resilience

*Organisational Resilience can now be re-defined based upon my completed research as:*

*A **people centric business capability** based on the three strategic core areas of company **vision, organisational culture, and adaptive leadership**, supported by the five key business workstreams of **assurance, agility, planning, structure and skills** which in turn accelerate the early identification by analysis of the tactical elements in each, and through open communication and the creation a **collective situational awareness**.*

*It likewise facilitates the **pre-provisioning of business readiness, education and contingency** to enable **effective endurance** to perceived business disruptions via a multi-faceted response encompassing **pre-defined mitigations** as well as a clearly understood **operational sustainability strategy**.*

*It is **underpinned by a positive and empowering learning culture** which drives **constructive agile change and adaptability** during periods of business uncertainty.*

# Organisational Resilience Maturity (ORM3) Framework



# Organisational Resilience Maturity (ORM3) Framework

## Three Strategic Cores

Business Vision

Organisational Culture

Adaptive Leadership

## Five Business Workstreams

Business Assurance



Business Agility



Business Planning



Business Structure (Governance)



Business Skills (Development)

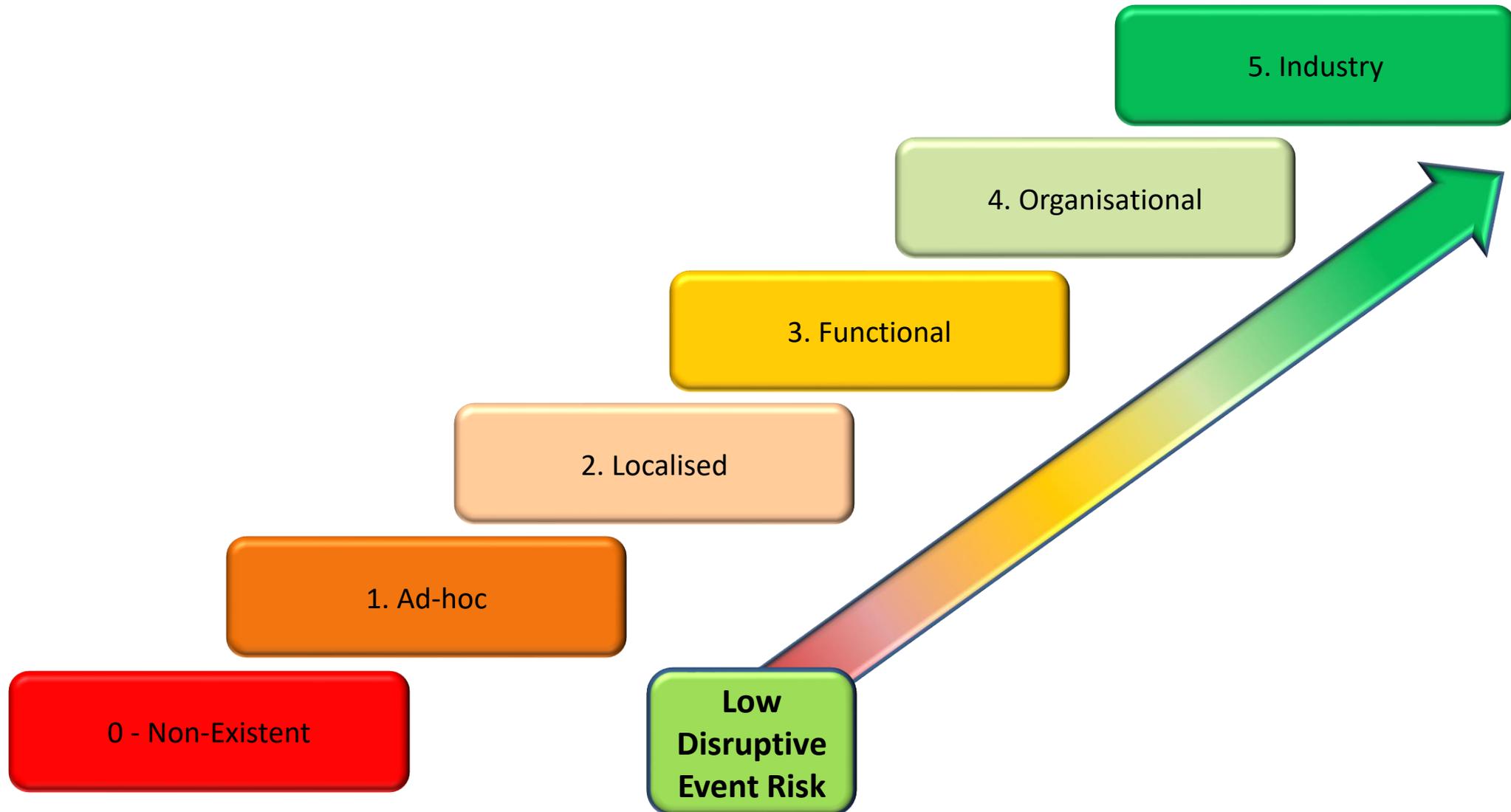


Each Workstream contains five key Elements

# Organisational Resilience Maturity (ORM3) Framework

Strategic Core									
<u>CO1</u>	Business Vision								
<u>CO2</u>	Organisational Culture								
<u>CO3</u>	Adaptive Leadership								
Business Assurance		Business Agility		Business Planning		Business Structure (Governance)		Business Skills (Development)	
<u>AS1</u>	Insurance	<u>AG1</u>	Hazards and consequences	<u>PL1</u>	Business Intelligence frameworks	<u>ST1</u>	Roles and responsibilities	<u>SK1</u>	Staff engagement and involvement
<u>AS2</u>	Internal and external situation monitoring and reporting	<u>AG2</u>	Connectivity awareness	<u>PL2</u>	External Connectivity	<u>ST2</u>	Internal resources	<u>SK2</u>	Communications and relationships
<u>AS3</u>	Risk management and planning	<u>AG3</u>	Corporate security frameworks	<u>PL3</u>	Long term performance planning requirements	<u>ST3</u>	External resources	<u>SK3</u>	Research, innovation and creativity
<u>AS4</u>	Robust processes for identifying and analysing vulnerabilities	<u>AG4</u>	Adaptive decision making	<u>PL4</u>	Information and knowledge collection frameworks	<u>ST4</u>	Silo mentality management	<u>SK4</u>	Continuous improvement frameworks
<u>AS5</u>	Recovery priorities	<u>AG5</u>	Exercising	<u>PL5</u>	Operating and licencing frameworks	<u>ST5</u>	Corporate Social Responsibility	<u>SK5</u>	Staff talent and succession planning frameworks

# Applying ORM3



# Applying ORM3

**Industry (Optimising)** – Seen as the benchmark for good practice across the industry. Strong positive culture, supported by values, standards and processes. Very flexible and adaptable to change.

5. Industry

**Organisational (Predictable)** – Strong level of resilience practice, supported by culture, governance and assurance. Policy and strategy standardises activities across the organisation.

4. Organisational

**Functional (Established)** – Good level of practice and processes, managed across the business unit. May not be standardised across the business.

3. Functional

2. Localised

**Localised (Managed)** – Pockets of local groups applying activities, but little in the way of organisational direction or management.

1. Ad-hoc

**Ad-hoc (Basic)** – The approach is sporadic, uncontrolled, ungoverned and lacks assurance.

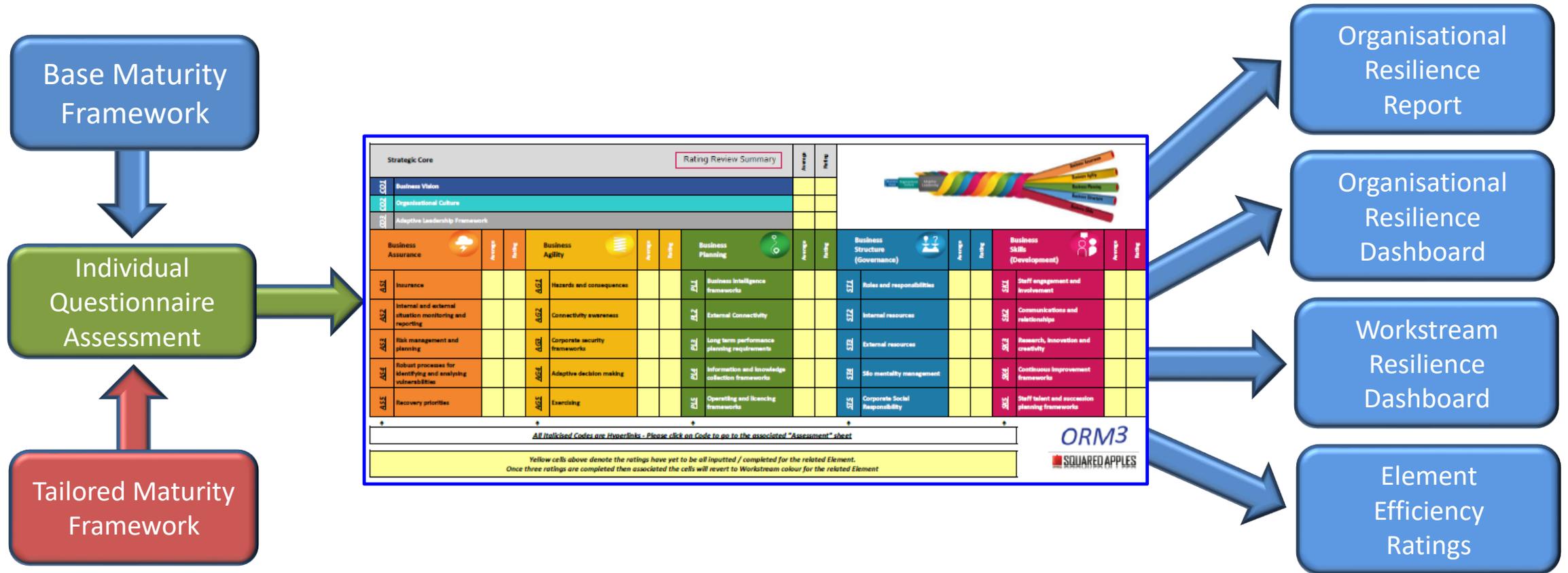
0 - Non-Existent

**Non-Existent (None)** – Organisation demonstrates no visible approach to resilience.

# Applying ORM3

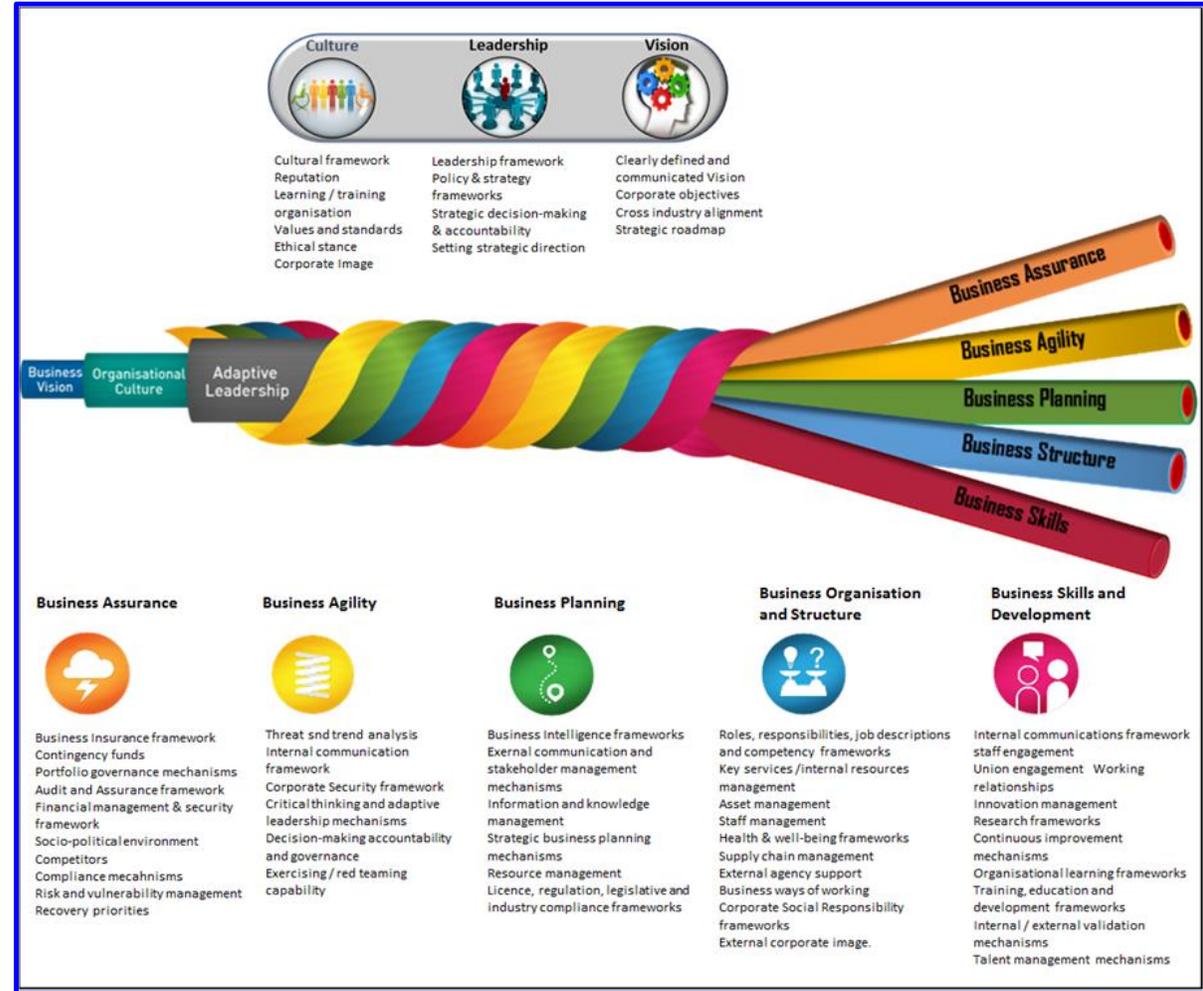
	Industry	Organisational	Functional	Localised	Ad-hoc	Non- Existent
Strategic Core			X	X		X
Business Assurance			X	X	X	
Business Agility		X		X	X	
Business Structure			X	X		
Business Planning		X	X	X		
Business Skills		X	X	X		

# Applying ORM3



# Organisational Resilience Maturity (ORM3) Framework

Putting  
it  
all  
together



# The key benefits of Organisational Resilience

- You can obtain a better understanding of your business risks and opportunities
  - You can adapt successfully to disruptive changing environments
  - You can be more agile and flexible to meet business needs
  - You can gain a competitive edge by early identification of operational issues
  - You can increase efficiency and thereby reduce your costs
  - You can preserve and improve your business reputation
  - You can engender trust amongst your external clients and your internal staff
  - You can cultivate a culture of shared purpose, values and cognizance
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- Your “Thoughts & Questions”
- Gain further understanding by coming to see our  
“Demonstration”



Thank you for your attention

*Aaron Gracey*

CEO - Squared Apples Limited



