

Risk and Resilience

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- Guidance document for organizational *crisis* management.
- Designed to enhance not replace existing Business Continuity Doctrine
- About creating generic rather than specific capability

Risk

- An old problem
- A complex problem of perception and behaviour
- A constantly shifting system
- A self balancing problem

Emergency planning

- Preserve life, property and systems
- Safety, risk assessment and mitigation strategies
- Precautionary planning
- Exercising

Resilience

- Not the same as emergency planning
- Not the same as disaster management
- More than one right answer
- More about an attitude than a structured system

Leadership

- Stem from interest in management of emergencies
- What makes a good leader
- What role (s) should leader exhibit
- It's not so much the ingredients but the way they are mixed

Resilience: 'The missing Ingredient is Flexibility'

- **Requires a different approach to training**
- **Disciplined yet flexible organisation**
- **Need generic rather than specific approaches**
- **Resilience as part of organisational strategy**
- **About shadow/soft structures**

Quadrant Model – TIPS

Source :Devitt and Borodzicz 2009



Resilience

Danger and Opportunity



Project Argus

- Make crowded and complex environments more resilient
- SME's are less resilient
- Big organisations dependant on SME's
- Change peoples perception of risk
- Make people part of the solution rather than the problem
- Exploit informal systems to the maximum

- Is BCM a seat-belt?
- Can risk ever be “managed”?
- What are the “unknown unknowns”?