Leading with Resiliency During a Crisis

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1. How should your organization define “Resilience”?
2. Essential Characteristics of Resilient Leaders
3. Preparing you and your organization for Resilience
The ability to respond effectively to disruptive events.

The Basics:
• Grounded in self-awareness
• Accurate perception of reality
• Realistic optimism for the future
Essential Characteristics of a Leader

• Self-Awareness
• Confidence
• Prioritization
• Focus
• Discipline
• Trust
• Flexibility
• Compassion
Self-Awareness

- Accurate perception of reality
- Knowledge of *Plan*
- Knowledge of capabilities
- Knowledge of limitations
- Access to and knowledge of available resources
- Properly manage emotions
• Often a function of the extent to which you’ve planned

• Having a Plan is not enough

• **Knowledge** of plan is the key

• Confidence is built through exercising your plan

• Assemble a capable team, and thoroughly train
• Understand your Critical Functions, Systems & Processes

• Understand the implications of your decisions to Stakeholders
  • Clients/Customers
  • Managers/Employees/Staff
  • Ownership/Governance
  • Supply Chain
  • Community at Large

• Factor in Ethical, Legal, Moral, Financial, Regulatory & Safety concerns

• Be aware of potential complications and cascading effects
  • Crises frequently beget other crises
**KEY:** Ability to maintain Self-Awareness despite inevitable turmoil

- Concentrate on that which you can control
- Refer back to the Plan
- Refocus the effort and attention of your staff
- Reinforce the positives
- Temper your own emotions
- Manage your own expectations

Focus
Coupled with a well established & rehearsed plan, Discipline can reduce stress, and enhance decision-making ability.

- Adhere to the standards set forth in your plan, no matter what
  - Contingencies are there for a reason
  - Rely on the Incident Commander and your executives to provide leadership and direction
  - Rely on the processes in place
- Allows for cohesive, synchronized approach by Incident Management Team
- Allows for coordinated adaptation to new information and changing circumstances
During the height of disaster, there is no room for doubt in yourself or your plan.

- Trust in your Plan
- Trust in your support team
  - Avoid burnout
- Trust in your resources & assets
- Trust in your Incident
  - Commander and Incident
  - Management Team
- Trust in yourself
  - Avoid burnout
• While the Plan is paramount to a successful recovery, flexibility is critical during tumultuous situations
• Embrace adaptation, innovation, and creative problem solving
• Exhibit a willingness and the confidence to grow, change, & adapt given the most appropriate and accurate information available
1. Assess Risks
2. Plan
3. Test/Exercise Plan
4. Appropriately Manage Expectations
1. Assess Your Risks

- What types of emergencies have occurred in the past?
- What could happen as a result of your facility location(s)?
- What types of emergencies could result from the design or construction of your facilities?
- What could result from a process or system failure?
- Will you be affected if your neighbor is hit by a disaster?
Common Methods for Identifying Risks:

- Consulting with Insurance Professionals
- Surveys, Interviews, facilitative sessions with departments
- Industry databases
- Risk Assessment Software / Tools
- Local Emergency Management, FEMA, Red Cross statistics
- National Weather Service
- Industry Trade Publications & Associations
- Utilities & Public Works Departments
- Historical Trends
- Contractors & Suppliers/Vendors
2. Plan for the Unexpected

- Minimizes the impact, protects and re-assures stakeholders, and prepares for recovery.
- Know the limitations of your plan
- Facilitates transition between normal operations and a catastrophe response.
- Includes the notification and management of employees, clients, vendors, visitors, and contractors, partners & the Media.
3. Exercise Your Plan Regularly

- Do an annual exercise and update the plan as necessary
- There is no pass or fail
- The PURPOSE is to find flaws in the system
- Make sure to re-educate employees when any changes to the plan are made or new employees are hired
- Testing is a process not a project
- Don’t be afraid to go to EXTREMES during exercises
4. Appropriately Manage Expectations

- Establish early and often the _goals_ for recovery
- Plan for the _worst_ throughout
- Establish a communications plan, both for _internal & external_ audiences
Questions?

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