

ThinkGRC

Programs, Architecture & Analytics

Business Resiliency Index Tool



ThinkGRC

About Organizational Resilience

- What is it that makes some organizations able to not only survive, but also to thrive in the face of adversity?
- ThinkGRC's research has identified thirteen key indicators, which when added together, determine an organization's resilience index score.
- These thirteen ***Indicators of Resilience*** help assess and measure the resilience of an organization.

ThinkGRC's Business Resiliency Index Tool

- The Business Resiliency Index tool is a survey intended to measure the resilience of an organization, allowing them to benchmark against other organizations in the same or related industries.
- Such benchmarking can support sector and supply-chain resilience initiatives as well as provide the organization with a self-analysis of resilience strengths and weaknesses to support the Business Case for internal resilience initiatives.
- The tool is a self-report survey intended to be taken by as many individuals within an organization as possible to provide a comprehensive view of the organization.
- The survey is in two forms, one for all employees and a second for completion by the CEO or other senior executives, which includes additional demographic and business performance measures on the organization.

Resilience Indicator Overview

Resilience Indicators



Based on prior organizational resilience research, three overarching categories emerged:

- Leadership & Culture
- Change Ready
- Networks

On the following slides, each category is presented along with the underlying resilience indicators which make up that category.

Leadership & Culture Resilience Indicators

1. **Leadership:** Strong crisis leadership to provide good management and decision making during times of crisis, as well as continuous evaluation of strategies and work programs against organizational goals.
2. **Staff Engagement:** The engagement and involvement of staff who understand the link between their own work, the organization's resilience, and its long term success. Staff are empowered and use their skills to solve problems.
3. **Situation Awareness:** Staff are encouraged to be vigilant about the organization, its performance and potential problems. Staff are rewarded for sharing good and bad news about the organization including early warning signals and these are quickly reported to organizational leaders.
4. **Decision Making:** Staff have the appropriate authority to make decisions related to their work and authority is clearly delegated to enable a crisis response. Highly skilled staff are involved, or are able to make, decisions where their specific knowledge adds significant value, or where their involvement will aid implementation.
5. **Innovation and Creativity:** Staff are encouraged and rewarded for using their knowledge in novel ways to solve new and existing problems, and for utilising innovative and creative approaches to developing solutions.

Change Ready Resilience Indicators

6. **Unity of Purpose:** An organization wide awareness of what the organization's priorities would be following a crisis, clearly defined at the organization level, as well as an understanding of the organization's minimum operating requirements.
7. **Proactive Posture:** A strategic and behavioural readiness to respond to early warning signals of change in the organization's internal and external environment before they escalate into crisis.
8. **Planning Strategies:** The development and evaluation of plans and strategies to manage vulnerabilities in relation to the business environment and its stakeholders.
9. **Stress Testing Plans:** The participation of staff in simulations or scenarios designed to practice response arrangements and validate plans.

Networks Resilience Indicators

- 10. Effective Partnerships:** An understanding of the relationships and resources the organization might need to access from other organizations during a crisis, and planning and management to ensure this access.
- 11. Leveraging Knowledge:** Critical information is stored in a number of formats and locations and staff have access to expert opinions when needed. Roles are shared and staff are trained so that someone will always be able to fill key roles.
- 12. Breaking Silos:** Minimization of divisive social, cultural and behavioural barriers, which are most often manifested as communication barriers creating disjointed, disconnected and detrimental ways of working.
- 13. Internal Resources:** The management and mobilisation of the organization's resources to ensure its ability to operate during business as usual, as well as being able to provide the extra capacity required during a crisis.

Business Resiliency Index Survey Tool Overview

- Based on doctoral research, ThinkGRC's Business Resiliency Index survey tool will identify your organization's resilience index.
- The Business Resilience tool is comprised of 60 questions covering each of the 13 resilience indicators.
- Once completed, an overall resilience index score is identified which determines where your organization stand.

How the Business Resiliency Index Works


- With the Business Resiliency Index Tool, a series of statements are included for each indicator.
- Respondents are asked to indicate how much they agree, or disagree, with the statement on a Likert scale (an five point graduated scale ranging from strongly disagree to strongly agree).
- An important feature of the Business Resiliency Index Tool is that it is designed to be both answered by senior managers and staff across an organization, so that an organization-wide view of resilience can be obtained.
- Lastly, organizations will not only obtain an overall resilience index score, but can obtain an index score at the indicator level.
- Organizations can learn their resilience strengths and weaknesses across different areas.

Where does your Company Rank?

Score	Rating	Narrative
241-300	Excellent	An organization which scores 241-300 has an excellent level of resilience. The organization's culture is a key asset and it should focus on maintaining this as the organization and its environment changes over time.
217-240	Good	An organization which scores 217-240 has a good level of resilience. It is likely that the organization's culture is a significant asset and it should focus on building this as the organization and its environment change over time. In particular the organization should focus on fostering relationships and awareness across organizational boundaries.
169-216	Fair	An organization which scores between 169-216 has an overall fair level of resilience. It is likely that the organization's particular strengths vary between departments or business units resulting in lower scores than it could achieve. The organization should focus on expanding its strengths across organizational boundaries including hierarchical levels and departments or business units. If the organization scored poorly on planning indicators it is likely that the organization has done some planning, but that awareness and understanding of this planning and how it can help the organization, among the staff is limited. The focus should be on increasing staff awareness and involvement.
145-168	Poor	An organization which scores 145-168 has a poor level of resilience. In particular the organization should focus on the Proactive Posture and Staff Engagement & Involvement indicators.
<=144	Very Poor	An organization which scores <=144 has a very poor level of resilience. In particular the organization should focus on the Proactive Posture indicator as well as those resilience indicators which represent the organization's particular weaknesses.

Once your organization completes the [ThinkGRC Business Resiliency Index Survey Tool](#), the “resilience rating” will fall within the categories depicted in the legend shown on the left.

Take the Business Resilience Index Survey

- Take the Business Resilience Survey now! 
 - It should only take about 5-10 minutes.
 - At the end you will be presented with your Business Resiliency Index score.
 - This score will rank the maturity of your Business Resiliency Program.
 - [Learn more](#) and contact [ThinkGRC](#) for ideas on how to improve your score.
- [Click here](#) or visit <http://thinkgrc.com/business-resiliency-index/>

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