CONTENTS

About the author ix
Foreword by James Arbuthnot x
Preface xii
List of abbreviations xv

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

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

Improvement 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