

BUSINESS CONTINUITY EVOLUTIONS

The Adaptive Business Continuity Newsletter

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BUSINESS CONTINUITY NEWS:

ISO 22301:2019

published: The revised version of ISO 22301 was recently [made available](#) after 7 years of working on this standard.

FFIEC revised their [Business Continuity Management Booklet](#) to focus more on resilience.

UK financial services regulators published new [proposals for resilience](#).

ALSO IN THIS ISSUE:



Charlie Brown walks us through the SIPOC



Spotlight on Timothe Graziani with Capresiliencia

WHAT'S NEW IN THE ADAPTIVE WORLD

September: Mark Armour published a LinkedIn article detailing the [Secret to Executive Engagement](#).

The BIA debate:

Continuity Central published the results of their 2019 survey on the [Business Impact Analysis](#).

David Lindstedt offered his insights on this particular topic: <https://www.continuitycentral.com/index.php/news/business-continuity-news/4483-some-thoughts-about-the-bia-debate>

If you are interested in the results of the original 2017 BIA survey conducted by Continuity Central check it out [here](#).

December: the inaugural issue of the Adaptive Business Continuity newsletter – Business Continuity Evolutions – is released!

Coming in 2020: The first Adaptive Business Continuity Foundations Certification course (cABCF) of the New Year has been scheduled! It will follow the 18th annual [Continuity Insights Management Conference](#) in San Antonio. The conference will be held April 20 – 22, 2020 at the [Hyatt Regency Hill Country Resort](#).

Information on the certification course can be found [here](#).

Speaking about **Continuity Insights**, you'll find the usual gaggle of misfits and malcontents stirring up trouble. Look for the breakout session by David Lindstedt ([Weird Science: Experience and Experiments to Change our Practice](#)) and a co-production from Mark Armour and Joel Navarro ([Get Out of Your Comfort Zone](#)). And be sure to keep your eyes open for presentations by longtime Adaptive advocates [Alex Fullick](#) and [Skip Williams](#).

[Adaptive Advisory Group](#) Member Robin Martin will be speaking to the [Great Plains Contingency Planners](#) in Omaha, NE on February 12.

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Adaptive Tip: Getting the most out of the SIPOC

By Charlie Brown, Director of Enterprise Risk Management at Primary Residential Mortgage, Inc. NMLS: 463075

The SIPOC (Suppliers, Input, Process, Outputs, Supplies) originated from the Total Quality Management Movement which evolved from Edward Deming's work in the 1940s around the concept of a manufacturing process as a complete and integrated system. Several variations of the tool have emerged over the years but the basic concept of the SIPOC remains unpretentiously simple – just listing the answer to five questions in a columnar format

- What steps are required to complete the “Process”?
- What “Output” does the process produce?
- What “Input” is required to complete the process?
- Who or what “Supplies” the input for the process?
- Who or what are the “Customers” of the output?

<i>S</i>	<i>I</i>	<i>P</i>	<i>O</i>	<i>C</i>
<i>Suppliers</i>	<i>Inputs</i>	<i>Process</i>	<i>Outputs</i>	<i>Customers</i>

When answering the 5 questions of the SIPOC:

- Do not use past tense when identifying steps of the Process; use a verb and noun
- Do not include performance requirements or improvement objectives in steps of the process
- Outputs describes what a process delivers, not what it achieves
- Inputs are worked on by a process and should trigger an action.

An internet search will produce an abundance of resources on SIPOCs, here are just a few

- <https://www.isixsigma.com/tools-templates/sipoc-copis/sipoc-diagram/>
- <https://www.greycampus.com/blog/quality-management/a-complete-guide-to-a-lean-six-sigma-tool-sipoc>
- <https://www.girlsguidetopm.com/sipoc/>
- <https://sixsigmadsi.com/how-to-complete-the-sipoc-diagram/>
- <https://www.ba-guru.com/sipoc-diagram-how-to/>

Have fun, be creative, and most of all be Adaptive!

SPOTLIGHT: TIMOTHE GRAZIANI

Our Spotlight in this edition is on Timothe Graziani, Director and Founder of [Capresiliencia](#) based in Santo Domingo, Dominican Republic. Timothe joined the profession in 2005 as a technology recovery expert with Orange based in Paris, France. After taking a six month project in the Dominican Republic, Timothe decided to make a home there, and the rest is history.

What led you to Adaptive BC?

I was first introduced to Adaptive at the 2017 Continuity Insights Management Conference. I was very surprised to hear Mark Armour say to omit the BIA. I had to ask, “Are you just suggesting doing it differently or actually doing away with it entirely?” It was David Lindstedt who answered by emphasizing the name: Business *Impact* Analysis. He told me: “Just think a moment about the meaning of analyzing the impact.” From that moment on, my eyes were opened regarding the BIA. It was like a cold shower. The next thing I did was write a couple of articles ([RTO: Promise or Aspiration?](#) and [No More BIA](#)).

Since then, I have fully embraced the [Adaptive Business Continuity principles](#). I adopted them in my work as a business continuity leader for a leading financial institution in the Dominican Republic and now work to promote them with



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customers as part of my consulting practice, especially the “Omit the BIA” principle but also “Document only for mnemonics” making the BCM more practice and effective.

How would you describe your approach to Business Continuity?

To me, business continuity has to be intuitive for the customer. I often tell the people I work with that they are practicing business continuity all the time in their everyday lives. When they choose to eat out for dinner, they may have an alternate place to go in case their first option is too busy or closed. The idea is to have strategies and capabilities that you can pull from at all times in response to all types of issues and outages, not just the major disasters.

You recently made the jump from full time employee to entrepreneur;. What is that like?

I founded Capresiliencia in 2017 and went full time a month ago on November 1. I’ve been enjoying the jump to full time business owner a lot. In fact, I’ve already forgotten my former life as an employee for the bank.

“I’ve been enjoying the jump to full time business owner... I’ve already forgotten my former life as an employee.”

You sponsor a Latin America Resilience Conference. How did that come about?

I was motivated to do this in 2017 but the 1st conference (“Resiliencia RD”) happened in 2018 in Santo Domingo, Dominican Republic, with 100 participants. After I started promoting Adaptive Business Continuity, I decided to put on my own conference in order to promote our principles but also new ideas and concepts that were not well represented in Latin America. The third conference will be in June 2020 and promises to be the biggest one yet. Organizational Resilience is a good topic around which to bring people together from various disciplines such as security and risk management as well as business continuity.

I also have found that traditional conferences are populated by long-standing practitioners who are simply there to socialize with one another. Too many of them are not there to learn anything new or even share their wisdom and experience with new participants. For that reason, I plan on incorporating structured coaching sessions and networking opportunities among participants at this event.

You can visit <http://www.resiliencialatam.com/> to learn more.

RESOURCES

Remember, we have a list of smart and knowledgeable advisors who you can contact for Adaptive questions, help and support: <https://www.adaptivebcp.org/aag.php>



CONTACT US

If you wish to participate or have a contribution you can make in the form of a presentation, article, or other medium, we are always happy to help tell your story and promote your experiences.



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