

BUSINESS CONTINUITY EVOLUTIONS

The Adaptive Business Continuity Newsletter

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BUSINESS CONTINUITY NEWS:

Unfortunately, the global pandemic continues to dominate the work of the business continuity community with a recent [surge in COVID-19 cases](#) globally.

We were pleased to see [The Business Continuity Institute](#) release a [Competency Framework](#) back in May.

ALSO IN THIS ISSUE:



Karen Lowham shares a collection of thoughts on self-care



This issue's spotlight is on Robin Martin with Ameritas

WHAT'S NEW WITH ADAPTIVE BUSINESS CONTINUITY

Announcement! Our next online Adaptive Business Continuity Certification Course will begin in February, 2021. Details:

- The full course is seven weeks.
- Each session will be held on Saturday between 10:00 and 11:30am Eastern Time US.
- The FREE Introduction to the Adaptive Principles is February 13
- The remaining 6 courses will take place between February 27 and April 3
- Attendees must attend the February 13 introductory session and register by February 22 in order to participate in the course.
- Contact us directly at info@adaptivebcp.org for information and to register for the February 13 session.

Our [Adaptive Advisory Group](#) members continue to contribute to the movement by participating in conferences, conducting webinars, speaking on podcasts, etc. Below is a list of recent contributions since our last newsletter.

- [David Lindstedt](#) was as busy as ever. Here is a sampling of some of the content he's produced since our last newsletter:
 - a) An [article](#) summarizing the lessons extracted from the book [Business and Post-Disaster Management](#).
 - b) A great video on [How to Get Started with Adaptive](#).
 - c) A virtual tour of Adaptive for the [Global Security Exchange Plus 2020 Conference](#). If registered, you can view it through December.
- Mark Armour delivered a few presentations this year, including:
 - a) A critique of business continuity practices and a call to action for leaders as part of [Risk Awareness Week 2020](#).
 - b) Multiple introductions to Adaptive, including for [Resiliencia LATAM 2020](#) sponsored by [Capresiliencia](#), [Business Resiliency Professionals Association](#), [MidAmerica Contingency Planning Forum](#), and the [ACP Washington DC Chapter](#).

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- Both Mark and David participated in back-to-back interviews with [Shane Mathew](#) for [The Failover Podcast](#). Shane also interviewed [Jose M. Garay](#) about transitioning to Adaptive.
- Advisory Group member [Robin Martin](#) introduced Adaptive and facilitated a pandemic planning session to the [Iowa Contingency Planners](#).
- Dan Dorman shared his take on the [Long Term Impacts of the COVID-19 Pandemic](#).
- If you attended DRJ's [Fall 2020 Virtual Conference](#), you can still access the presentations delivered by [Dan Dorman](#) and [Mark Armour](#) plus [Town Hall](#) and [Roundtable](#) discussions facilitated by Vanessa Mathews. We also recommend presentations from [Shane Mathew](#) and [Cliff Thomas](#).
- [Jose M. Garay](#) facilitated a virtual Adaptive discussion for [DRJ En Espanol's](#) annual Latin America conference.
- Mark and David joined Alex Fullick for the September 3rd episode of his podcast [Preparing for the Unexpected](#).

ELSEWHERE IN THE WORLD

Below is information we've curated that you probably won't find in other business continuity related publications. We make every effort to include content that we consider applicable or relevant to our world today. We encourage you to provide articles and materials that you feel are worthy of inclusion here.

[The Cynefin Complexity Model](#)

This video was recorded with [Brian "Ponch" Rivera](#) for one of our online Adaptive Certification Sessions. We think it was a worthwhile session with lots of applicability for the worlds of Business Continuity, Crisis and Emergency Management.

[The Bus is Coming! What Do We Do?](#)

This [Failover Plan Podcast](#) is a group discussion facilitated by [Shane Mathew](#) with [Sean Green](#), [Mark Armour](#), and [David Lindstedt](#). We discussed the direction of the business continuity discipline given our collective experience this year.

[Bouncing Forward from COVID-19](#)

In this webinar, recorded in July 2020, [Dr. Todd Conklin](#) talks about how businesses can 'bounce forward' from events like COVID-19. Dr. Conklin packs a considerable amount of thought-provoking ideas into 40 minutes. You should watch.

[Why Readiness is Delivering Powerful Results During this Crisis](#)

This engaging article by [Charles Araujo](#) articulates the value of readiness. This sits in stark contrast to the traditional perspective of business continuity as planning or plan development work.

[How to Get Good at Disagreeing!](#)

There should be a lot more content in our discipline that emphasizes the skills needed to be effective and practical advice for developing those skills. That's why we are so pleased when we see this type of article. Thank you [Continuity Central!](#)

[Ten Reasons Why Risk Management Increases Risk](#)

If those who wish to make Business Continuity a Risk Management function are successful, then we'd better brush up on the interesting discussions taking place there. Start with this counter-intuitive piece in [Forbes](#) by [Steve Denning](#).

[This Graphic Explains 20 Cognitive Biases That Affect Your Decision-Making](#)

Speaking of Risk Management, it is more important than ever that we understand people's *perception* of risk. And that's where cognitive biases come in. Thank you to [Patrick Allen](#) with [Lifehacker](#) for this simple and informative illustration.

[How You Can Turn Bias Against You into an Advantage](#)

Speaking of bias (see how we do that?), here is sound advice that some of us in the Adaptive Business Continuity movement might benefit from. This is from author and Harvard Business School Associate Professor, [Laura Huang](#).

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[A Guide to Building a More Resilient Business](#)

We deliberately avoid the How-To articles so prevalent in business continuity today. This is one of those rare exceptions. Great ideas and take-aways in this [Harvard Business Review](#) article by [Martin Reeves](#) and [Kevin Whitaker](#).

[#2MBM: Meaning before Metric, Measure before Method](#)

If you are not familiar with [Mike Burrows](#) and his [Agendashift](#) blog, this is an ideal introduction. The style may be too stream-of-consciousness for many, but the dedicated reader will not be disappointed. This is great advice for those considering their own approach to measuring preparedness and capability.

[Adaptive Tip: Let us focus on the Practice of Self-Care...](#)

By Karen Lowham

I was excited about taking on the task of writing an article for the newsletter this month. As I sat down and began to outline what thought provoking tidbits I could share with my fellow resiliency practitioners, I realized the typical “how to” was not the type of article I was reading these days. I found that I was reading the articles on self-development rather than program/process development. And I am betting I am not alone. So, this article will be focused on what others are doing to take care of themselves during this crazy year of 2020.

I reached out to my fellow Adaptive Advisory Group members to see what they are doing and here is what several shared:

Christine Miller serves as Consultant, Business Continuity Manager at [B4Crisis](#) and lives in Sydney, Australia:

“... I enjoy daily walks along nearby beaches and taking photos to share with my elderly mother so she can vicariously join with me in my walks. In addition, I have joined a couple of networking groups that have nothing whatsoever to do with BC, emergency management or COVID recovery. They are fun, positive, and supportive. These events and people help me clear my mind of work as well as e-meet new people. My world is now my husband, a couple of small shops and mostly working/living online or talking on the phone.”

- [Coffee for the Mind \(Facebook Group\)](#)
- [Edward Zia \(LinkedIn Group\)](#)
- [Lassie Zia \(LinkedIn Group\)](#)
- [Celeste Ansell \(LinkedIn\): Hosts Zoom Networking Events](#)
- [Organic LinkedIn Community](#)

Elaine Comeau is the Senior Director of Business Continuity for National Bank of Canada and lives in Montreal, Canada:

“...I have tried to focus on maintaining a regular schedule: cleaning, cooking, exercising, crocheting (keeps my mind off work), etc. But I find it’s the small little things that often make a big difference such as: trying to keep a “good” attitude, focusing on what we have rather than what we “lost” (I normally travel twice a year to some wonderful countries), and not feeling guilty because everything has not been done. I have Zoom meetings with my family, so we get to see each other virtually which is extremely helpful.

And last thing for me is always keeping in mind that behind all of the actions, measures, decisions we make as a Crisis Management Team, it is and must be people first, the little beating hearts of our organization. Asking colleagues how they are doing before meetings, rather than jumping in right to the subject. Sending virtual hugs and sending Thank You notes and recognition emails.”

Howard Mannella is the Founder of [GetSafeKeepSafe!](#) and lives in the Greater Seattle Area:

“My focus is on emotional and psychological health. It is too easy to get hooked into the news and or work 24/7, especially given what we do. I make it a point to push back from the keyboard every night after dinner and mentally

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unhook. Watch a video or movie, preferably something either light or irrelevant, or read a book. My new hobby is sailing, so even when I can't go I'm practicing my navigational skills or reading charts and sitting in front of the TV with a piece of rope in my hands practicing my knots (who else can tie a bowline behind their back with their eyes closed?)."

Christine Bental is the former Chief of Business Continuity Management Unit at the United Nations Secretariat. She has since retired and started her own business. She lives in New York City:

"I needed a lot of self-discipline to keep up the quality of work I wanted to deliver. But when I did, I was feeling great! As I am still developing my business, I am so dependent on a good reputation. I have been successful to make a clear distinction between my little world where we were doing fine and the bigger world being aware it was just going downhill. I got all my energy from my little world following the key message: take care of the things you can influence and just live in the reality you cannot change."

Joel Navarro is the Global Manager of Business Continuity at Mary Kay Global. He lives in Dallas, TX.

"I enjoy the flexibility in my schedule of not having to work a linear 8-hour day. That in itself keeps me somewhat sane because I can start and stop whenever I feel "weary." I periodically take time out "during the working hours" for a short nap or to watch an episode or two on Netflix.

And as for me, I find myself listening to Brene Brown (<https://brenebrown.com/>) more often these days (and perhaps why I was so moved to write this article). She has a series of podcasts, TED Talks and books focused on "owning our story and loving ourselves through that process." Her thought leadership and messages are resonating strongly with me, and I have found them helpful as I struggle through the weight of today's reality. She has provided me my current mantra: "I'm not here to be right, I'm here to get it right." Some of my more recent articles:

- [*The Surprising Power of Color to Ease Quarantine Anxiety*](#)
- [*The Power of Vulnerability*](#)
- [*How to speak so people want to listen*](#)
- [*Dare to Lead - Brene Brown Podcast*](#)
- [*7 strategies to help you live with uncertainty*](#)

So wherever you are and however the current climate is challenging you, I hope these stories have provided you with ideas on how to shift your perspective, step away and take care of yourself. Always remember to:

- Be kind to yourself
- Get outdoors
- Prioritize your health
- Do not lose your sense of humor

SPOTLIGHT: ROBIN MARTIN

For this edition, we put the spotlight on Robin Martin, the 2nd VP of Risk Management for Ameritas. Robin took over Business Continuity at Ameritas in 2006 having already been responsible for crisis communications. In her current role, Robin also has responsibility for records management.

Tell us about your background and experience managing Business Continuity at Ameritas.

Business Continuity (BC) was under Corporate Facilities, but it moved to risk management in 2016. We have always had a very matter-of-fact approach to BC and never strictly followed any of the standards that existed at the time or in the years since. We've always done what is best for Ameritas. At one point, I submitted a proposal to obtain ISO 22301 certification. Our CEO asked, quite directly, "what if we don't do this?" My response was "nothing." The only real concern was whether it

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might be perceived as an advantage if adopted by competitors. We never expected that to be the case and it has not proven so yet.

How did you come across Adaptive and what about it appealed to you?

I first met David Lindstedt at Continuity Insights in Scottsdale, AZ back in 2015 where I first learned about the Readiness Test. After being a Readiness Test customer for several years, David asked if I was willing to take a look at Adaptive. I also happened to know Elaine Comeau (a fellow Advisory Group member) and she shared her experiences around Adaptive.

Since we never followed any formal process, I would say that we were already very much Adaptive by the time I came across it. In fact, when our program was first developed in 2002, we didn't even complete a Business Impact Analysis (BIA). When I took over BC, I undertook the BIA effort for the purpose of better understanding our gaps. Once we were done, however, we asked ourselves "what are we going to do with this?" From that point on, we've implemented and evolved our processes to derive greater meaning and value from our efforts.

For many years, I advocated for more staff to help manage our BC program. After formally implementing Adaptive, I found that I was actually able to manage our program with the resources already in place and have put ourselves in a better position as a result. Adaptive generated the flexibility we needed to manage our response to COVID-19. I strongly believe that, had we not gone through the transition to Adaptive, it would have taken us longer to move our teams remote while expecting them to be productive. Adaptive helped us create a proper mindset going into the event. Practicing and preparing in an Adaptive fashion makes the process more instinctive when it comes time to execute.

What advice do you have for BC practitioners and what struggles have you had?

When I speak about Adaptive, I often start the conversation with "it is quite likely that you are already following some Adaptive Principles without realizing you are." What I like about Adaptive is that it uses layman's terms and less jargon, making it easier to understand and communicate. I recommend that all BC practitioners develop a program that makes sense for their organizations, rather than trying to make something "fit" just because it is the preferred or most well-known method. When I stepped into this role 14 years ago, I focused on the personal relationships which allowed me to have meaningful conversations instead of focusing on strict data gathering.

Any "resistance" I've met along the way has been from our regulators. For us, their inquiries provide an opportunity to initiate a conversation about our business continuity program instead of simply responding to a list of prescribed questions. We have yet to come across a situation in which what we do and how we do it is not acceptable.

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/advisors.html>



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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