



NSW Office of Sport

Business Resilience

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Pitcher Partners

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Opening Comments

Context

- ❑ **ISO 22316:2017 Security and resilience – Organisational resilience – Principles and attributes**
 - Organisational resilience is the ability of an organisation to absorb and adapt in a changing environment to enable it to deliver its objectives and to survive and prosper.
 - More resilient organisations can anticipate and respond to threats and opportunities, arising from sudden or gradual changes in their internal and external context.
 - Enhancing resilience can be a strategic organisational goal, and is the outcome of good business practice and effectively managing risk.
- ❑ “There are an infinite number of disruption scenarios, but only a finite number of outcomes. Leading organizations do not manage specific scenarios, rather they create the agility and flexibility to cope with turbulent situations.”

Council on Competitiveness, Transform. The Resilient Economy: Integrating Competitiveness and Security, (2007).
- ❑ A quote from one of our NFP clients:

“The real strength of an organisation is often demonstrated when we have to react to the unexpected. By thinking ahead and planning for the ‘what if’, we will be more resilient”.
- ❑ I think we all understand that controlling challenges your organisation will face is impossible, however, what you can control is how you react to them. A resilient organisation will not only be more likely to survive severe disruption, but will also be more capable of a taking advantage of any opportunities that may be provided by timely adaption and reaction.



Q&A

Q&A

Q1. For the last couple of years, we have endured the impact of COVID-19, with all the actions and reactions that came with it. What lessons did we learn from that experience?

An organisation's ability to swiftly adapt to changing circumstances ensures it is well equipped to minimise damage and take advantage of any opportunities that may arise.

The events of 2020 and 2021 brought this ability into sharp focus for us as a firm and for our clients (including NFPs and SSOs), as organisations in all sectors were forced to deal with the challenges posed by COVID.

Whether it was an almost-overnight need to introduce a work from home policy, forced cancellation or postponement of a sporting season, or the introduction of restrictions that required significant change to how events were run, almost no area of business operations was untouched by the pandemic.

Robust and effective BCPs were indispensable during those times. Equally important though, was the need for business resilience, the ability to rapidly adapt in response to business disruptions.

Q&A

Q2. So, what is the difference between business continuity and business resilience?

Business continuity is, as the name suggests, a reaction to an unexpected incident or crisis that threatens the ongoing viability of the business.

It tends to be more of a survival approach – focussing on things that need to be done to ensure that the business can continue to operate.

Essential to this is BCP (business continuity planning), which is vital for ensuring that your business is protected and able to continue functioning no matter how bad the crisis is.

Business resilience, as outlined in ISO 22316:2017, takes BCP to another level beyond survival, which allows your organisation to absorb inputs from the changing environment and adapt operations to ensure that the organisation can grow and prosper.

Q&A

Q3. Are you suggesting then, that SSOs need both a business resilience plan and a business continuity plan? And if so, what are the differences between the two?

An organisation's goals should not be "live to see another day", but should actually be to resist and thrive despite disruption and interruptions. We often find that resilience and continuity are considered to be alternative strategies. In reality it can be argued that for organisations to succeed (as opposed to merely surviving) they need to demonstrate both continuity AND resilience.

Organisations need both the ability to ensure continuity (survival) in a crisis, and operate a resilient business that can evolve in tune with changes in external market forces and other dynamics. This is equally applicable to NFPs.

A BCP (business continuity plan) was essential for survival for many organisations during the COVID pandemic, e.g. hospitality. For some organisations, COVID was actually more a test of an organisation's resilience, e.g. professional services firms like Pitcher Partners.

Generally, organisations who survived the last few years had in place a plan to deal with any disruptions that potentially impacted on their ability to operate their business as normal. Organisations who had, like our NFP client quoted earlier, thought ahead and developed their strategic plan around a range of 'what if' scenarios, fared even better.

Maybe the better approach is to ensure that your organisation has a robust business continuity plan that is effective in the event of a crisis or interruption (like COVID), and parallel to that, imbed resilience as an integral component of your organisation's strategic plan.

Q&A

Q4. What should SSOs focus on if they want to build more resilience into their organisation?

Referring to the title we used for this webinar, and continuing with the sporting analogy, resilience is not dissimilar to a muscle. In the same way that regular exercise helps build and maintain muscles, resilience can be built and maintained.

By adopting a deliberate focus and with regular practice, SSOs can build a strong culture, teams, systems, and processes. These allow the organisation to flex when normal operations are disrupted, resulting in greater organisational strength and resilience.

The 2021 Deloitte Global resilience report identified five characteristics of resilient organisations:

- **Prepared.** They have a good balance between addressing short and long-term priorities.
- **Adaptable.** Having a flexible/adaptable workforce was critical.
- **Collaborative.** Removing silos and increasing collaboration resulted in speedier decision-making, better risk mitigation and increased innovation.
- **Trustworthy.** Organisations who focussed on improving communication and transparency with key stakeholders, and leading with empathy, succeeded in building trust between leaders and employees.
- **Responsible.** Organisations who did well at balancing all of their stakeholders' needs, acknowledging that that they had a responsibility beyond the bottom line, were able to quickly adapt and pivot in response to disruptive events.

The survey report also noted that achieving these five attributes required desire, effort, investment, and action to cultivate and maintain, and that organisations that deliberately build these attributes are better positioned to overcome disruptions and help create a “better normal” post pandemic.

Q&A

Q5. If SSOs follow that advice and adopt those principles, are you able to provide any further advice on practical steps that they should take to support them?

Whilst the development of an organisation's strategic intent and preparation of the associated strategic plans is specific to each organisation, there are steps that all organisations can take to support the efforts towards building a resilience culture.

Building organisation resilience should focus on capabilities not plans. There are simply too many scenarios to have a detailed plan to respond to every possible scenario.

The annual set and forget strategy process needs to be replaced by a regular process of seeking input from the organisation's stakeholders on challenges they are facing and how the organisation could adapt to meet those challenges. It is particularly important that staff are included in this consultation when your organisation provides a service as you want all those involved in providing those services on the same journey.

A few important essentials or guiding lights:

- ❑ Create an environment where the vision and purpose of the organisation is clearly understood by everyone and their behaviour is aligned with it. This will require the organisation's leadership to be committed to enhancing organisational resilience and constantly demonstrating that commitment. Effective communication and trust are key to achieving this. Quick and effective decisions are much easier and more consistent if you understand the why of an organisation and apply that lens when making decisions.

Q&A

Q5. If SSOs follow that advice and adopt those principles, are you able to provide any further advice on practical steps that they should take to support them?

- ❑ When developing strategic plans, organisations need to identify short, medium and long-term objectives. Having a clear understanding of these differing objectives and the associated timeframes allows flexibility when faced with disruptive events that have a direct impact on those timeframes. Sometimes planned time horizons change as a result of external influences, and organisations need to have considered the ‘what if’ so they can respond accordingly.
- ❑ Once committed to the process, there needs to be adequate resources focussed on enhancing the organisation’s resilience. For the smaller SSOs resourcing is always a problem, but the key here is to make sure that everyone is aware of the plan and understand how they fit into it. The ability to absorb, adapt, and effectively respond to change is a critical part of becoming more resilient. In part, this also relates to the personal ability of individuals in the organisation as their personal abilities can have an impact on the organisation’s ability.
- ❑ Whilst strong leadership, good governance structures, effective communication and trust are the keys to achieving this, for smaller SSO’s you can leverage the power of a larger group of people, your entire community, rather than it falling to the leadership team in isolation.

Q&A

Q5. If SSOs follow that advice and adopt those principles, are you able to provide any further advice on practical steps that they should take to support them?

- ❑ Organisations need to be prepared to change the way that they operate. During 2020 and 2021, most organisations were faced with having all staff working remotely. The key to successfully achieving this was a combination of having already ensured that staff had access to adequate technology to work remotely, and effective communication and support mechanisms to ensure that staff were comfortable, protected and at the same time, productive.
- ❑ Organisations need to ensure that their governance and management structures support the process. Whilst the governance structure is important, it is equally if not more important to have the right people in the various governance and management roles. In organisations with limited resources, the key is to make sure that everyone understands their roles and have confidence that they are supported in those roles by everyone else in the organisation.
- ❑ Eliminate all silos. There are no operational processes within any organisation that benefit from operating in a silo. This is even more relevant with smaller organisations. With greater awareness and collaboration across the organisation, more can be achieved with fewer resources.

Q&A

What resources are available for SSOs to help them build a resilient organisation?

- [Running your State Sporting Organisation | NSW Government](#)
- [Organisational Resilience – Australian Government | Department of Home Affairs](#)
- [Striving for Operational Resilience | Oliver Wyman](#)
- [Disaster resilience for business | Business Victoria](#)
- [ISO - ISO 22316:2017 - Security and resilience — Organizational resilience — Principles and attributes](#)
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Thank you

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