




**Get Serious** 

## How to Drive Cultural Buy-in for BCM

**Why is Culture so Important?**

Attributes of Underperformers

Attributes of Overachievers

Tips for Improving your Lot


Critical Success Factors

Final Thoughts

**cul-ture noun**

1. the quality in a person or society that arises from a concern for what is regarded as excellent ...
2. that which is excellent in the arts, manners, etc.
3. a particular form or stage of civilization, as that of a certain nation or period.
4. development or improvement of the mind by education or training.
5. the behaviors and beliefs characteristic of a particular social, ethnic, or age group.

Source: Dictionary.com, paraphrased.



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**BCM cul-ture noun**

1. a quality in an organization that arises from a strategic commitment to excellence.
2. a particular stage of evolution reflecting business maturity and responsibility.
3. development or improvement of business processes and strategies that considerate of the reality of continuity risk.
4. the behaviors and beliefs characteristic of an organization founded on trust and accountability.

Source: Fusion Risk Management



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**A Strong BCM Culture...**

- ✓ Elevates the conversation
- ✓ Establishes community
- ✓ Drives accountability
- ✓ Distributes the load
- ✓ Improves preparation
- ✓ Reduces execution risk
- ✓ Reduces business risk
- ✓ Reduces cost
- ✓ Builds teamwork
- ✓ Delivers tactical and strategic value.



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**Culture makes the difficult possible....**



**... and the possible, easier!**

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BC is an IT issue,  
BC is a "Project",  
Compliance is primary driver,  
"Checkmark" = "Success",  
&/Or BC is discretionary!



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# Why





How did I get here?

- Disconnected value proposition,
- Inverted priorities,
- Blinders focused on efficiency and fiscal performance,
- Economic excuses,
- “Chicken Little” presentation of program benefits,
- Selling to management vs. taking direction from management,
- Not enough focus on informing management & managing risk.

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**Business Alignment**



**Teamwork**



**Strategic Thinking**



**Clear Targets**



**Results**

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BC is a BUSINESS issue,  
BC is a "PROCESS",  
REPUTATION AND BRAND are prime drivers,  
"EFFECTIVENESS" = "Success",  
BC PROGRAM = TRUST  
Management is driving.



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 **1** Learn everything you can about your company.



What, Why, How and Who? Few jobs offer more good reasons to learn about the company you work for than BCM. And knowledge you gain and how you gain it is fundamental to cultural change.

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### 2 Connect BC to what your firm is selling.



**Contract**

**Risk Mgmt.**

BC Program...

Supplier Risk...

IT DR Plans...

Test/validation

*X Sign in Blood*

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### 3 Get your priorities in order!

<u>From:</u>	<u>To:</u>
<b>Compliance</b>	<b>Impact to Operations</b>
<b>Financial Loss Avoidance</b>	<b>Brand/Reputation</b>
<b>Brand/Reputation</b>	<b>Financial Loss Avoidance</b>
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**Expand value perception.**

“BC is a cost whose only value is loss avoidance.”


“BC is an asset that is in the critical path to retaining and winning customers. And it can provide insight into process improvement opportunities AND minimize business impacts in the event of a disaster.”

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**Work your way into the strategic decision process.**



Knowing how your company works is key to knowing how it will break and provides real business value. The most effective BC Programs operate at the business strategy level.



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### Facilitate and inform



People take ownership for that which they help create.

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### Measure



Measure things that answer **WHY**, like # of single points of failure, percentage of revenue exposed to single points of failure, # of client contracts requiring BCM, % of new opportunities requiring BCM.



Measure **WHAT** you are doing, like plan coverage, exercises conducted, reduction in expected loss and outage duration, # of contracts and revenues associated where BCM was a criteria for winning the business.



Measure things that confirm **HOW WELL** the program is doing, how efficient and effective, how current and complete, how reliable and cost-effective and how well aligned with business objectives for revenues and profit.

Metrics drive behavior. You cannot manage what you cannot measure.


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**Communicate**



Frequent, concise communication is critical. Big bang annual reviews and updates reinforce the perception that BCM is a project. Constant, efficient interactions keep constituents engaged and leave a positive impression of effectiveness and efficiency.

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**Do**

- ✔ Get to the top.
- ✔ Align & fit in.
- ✔ Know your business.
- ✔ Know how it breaks.
- ✔ Present the facts.
- ✔ Respect the decisions.
- ✔ Measure & communicate.

**Don't**

- ✘ Boil the ocean.
- ✘ Try to make everyone a BCM.
- ✘ Grovel.
- ✘ Give up!



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Why is Culture so Important?	<ul style="list-style-type: none"> <li>➤ Culture can make or break you               <ul style="list-style-type: none"> <li>✓ Supportive cultures amplify your value</li> <li>✓ Apathetic cultures mute or diminish your value</li> </ul> </li> </ul>
Attributes of Underperformers	<ul style="list-style-type: none"> <li>➤ Culture requires that people “get it”               <ul style="list-style-type: none"> <li>✓ They won’t listen to you if they don’t think you understand them first.</li> </ul> </li> </ul>
Attributes of Overachievers	<ul style="list-style-type: none"> <li>✓ You have to “get it” before there is any hope that they will.</li> </ul>
Tips for Improving your Lot	<ul style="list-style-type: none"> <li>➤ You can’t drive culture by spreading FUD               <ul style="list-style-type: none"> <li>✓ Awareness and understanding paint a stark enough picture.</li> </ul> </li> </ul>
Critical Success Factors	<ul style="list-style-type: none"> <li>➤ Connect the dots:               <ul style="list-style-type: none"> <li>✓ BC Program to retaining and gaining customers</li> <li>✓ BC Program to operational effectiveness</li> <li>✓ BC Program to tactical and strategic value</li> </ul> </li> </ul>
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## Questions?



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## More Information?



[HTTP://LINKD.IN/12QG07R](http://linkd.in/12QG07R)

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