

ON RESILIENCY STUDIES:

Assessing Organizational Readiness Viability



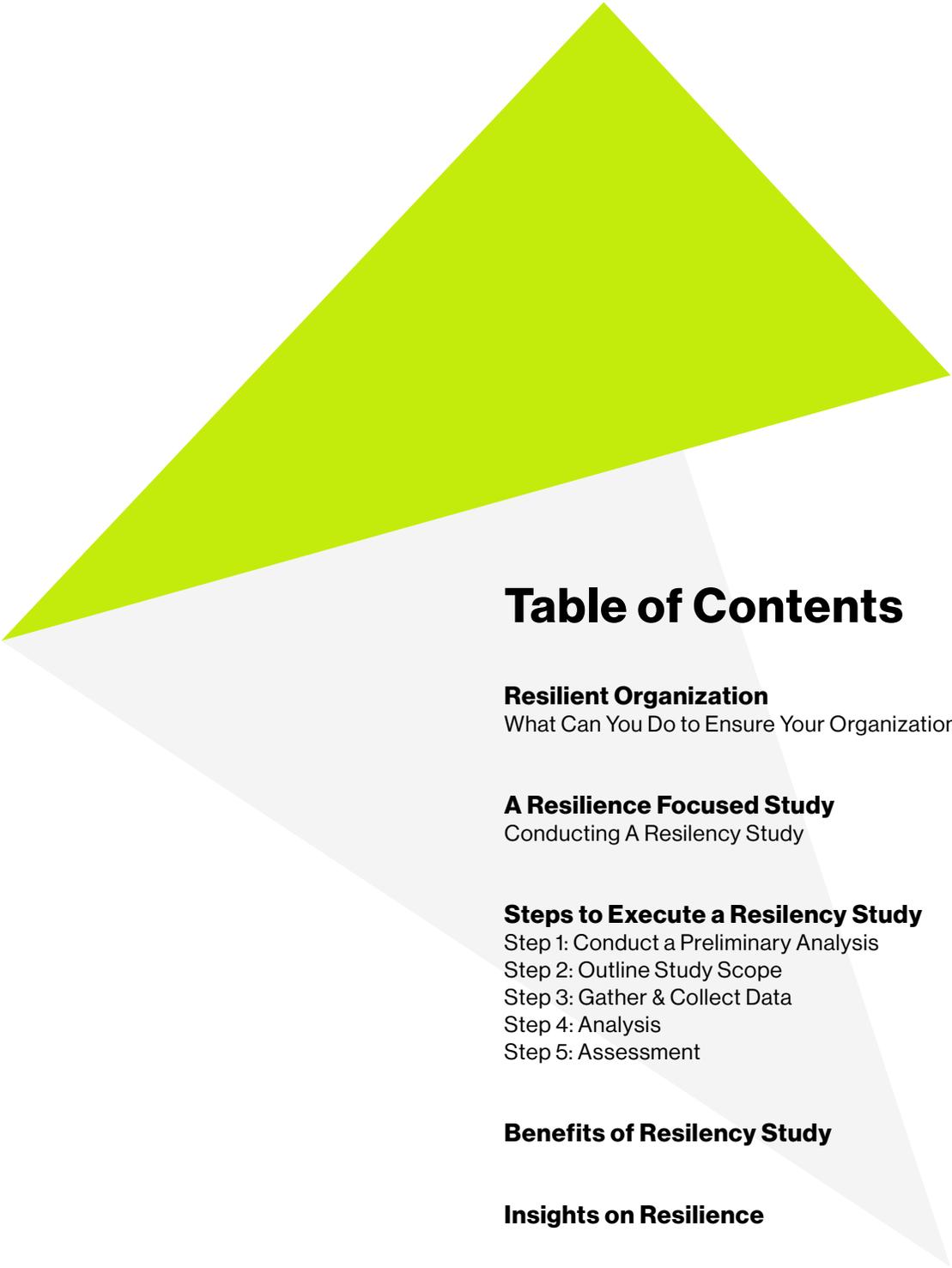


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Resilient Organizations

Resilient organizations are prepared organizations. These are organizations that not only keep driving forward to achieve strategic goals and objectives despite setbacks, but also thrive against insurmountable odds.

A common characteristic among the most resilient organizations is their ability to prepare for “worst case” scenarios. When the unimaginable occurs, resilient organizations’ systems and processes are already in place to meet the needs of the moment, when less-prepared other organizations are left scrambling to react. But making this determination is difficult when the unknown is just that – unknown.

What Can You Do to Ensure Your Organization Is Prepared?

One way to test the preparedness and resilience of an organization is through a resiliency study.

A resiliency study is a focused evaluation of a plan to determine if such plan adequately addresses its intended purpose. A well-designed study helps to determine the viability of plans, concepts, or ideas surrounding the readiness, and ultimately, resilience, of an organization. An effective analysis of the study’s results enables an organization to understand whether a specific set of plans or actions sufficiently addresses the related risks, or if that approach needs adjustment.

A Resilience Focused Study

In any risk management process, it is important to understand that risk is ultimately about accepting a level of probability for unfavorable outcomes. An organization cannot completely remove the potential of negative results.

Conducting A Resiliency Study

A resiliency study is a type of feasibility study. These studies are an intentional analysis where the results determine the likelihood of an outcome. This kind of assessment produces an analysis that considers relevant influences on programs or projects that include the factors of technology, economics of resources, legal, operational and scheduling considerations. These factors — known commonly by the acronym TELOS — determine the probability of a desired outcome and frame the state of practicality of a plan's desired outcomes.



Technology



Economics of Resources



Legal Considerations



Operational Considerations



Scheduling Considerations

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Steps to Execute a Resiliency Study



STEP 1: CONDUCT A PRELIMINARY ANALYSIS

Begin by developing a hypothesis regarding the TELOS factors, ultimately asking if current resiliency plans are feasible or infeasible. This step lays the foundation and guides Step 2.



STEP 2: OUTLINE STUDY SCOPE

This second step in a resiliency study is the preliminary analysis. This process enables an organization to identify possible focus areas of the study and guides the data collection activities in Step 3.



STEP 3: GATHER & COLLECT DATA

Based on the project scope, the organization should seek specific data points to determine whether current plans are feasible.

The data collected in this step supports analytical actions outlined in Step 4.



STEP 4: ANALYSIS

In this step, raw data is transformed into valuable information that assesses the feasibility of current readiness and preparedness plans determining if an organization's resiliency strategy is sufficient or requires modifications. This information informs the recommendations in Step 5.



STEP 5: ASSESSMENT

Through a data-driven model, an assessment of an organization's readiness and resiliency plan through the lens of the TELOS framework informs organizational leaders and stakeholders on the practicality of those plans.

Benefits of a Resiliency Study

A resiliency study provides an assessment on the organization's readiness and resilience likelihood of success. There are many advantages to conducting a resiliency study. Some of those benefits are noted below:

Likelihood of Outcome

The outcome of a resiliency study informs decision makers that a readiness and resilience strategy is practicable if such plans are executed.

Validity

One of the key benefits of a resiliency study is that it can validate working assumptions regarding specific plans, projects, or organizational initiatives. Using data to drive an assessment provides fidelity on current resiliency plans of an organization. Partnering with the right resources can aid in the reliability of the study.

Identifies Constraints

A resiliency study can support organizations in identifying constraints that were not known when programs or projects began. By understanding the limitations of specific efforts, an organization can apply resources to address any issue before they become problems.

Fewer Resources Required as Compared to Exercises

A resiliency study uses a data-driven approach that verifies information through multiple sources and observations. Unlike exercises, which are resource consuming, a feasibility study has far less costs associated. Though not a replacement for exercises, feasibility studies helps in determining the likelihood of intended outcome success



Insights on Resilience

Review some insights on resilience from thought leaders in the federal government, state and local governments as well as commercial industry, healthcare, and energy.



- [Video: Leaders in Resilience Share How They Innovate to Drive Preparedness.](#) State and local government leaders develop innovative solutions to improve preparedness.



- [White Paper: COVID-19 Addressing Community Stress and Resilience.](#) The rapid proliferation of the COVID-19 pandemic represents an unprecedented public health challenge for federal, state and local authorities. This document provides a framework and strategies that can help government agencies, commercial, and non-profit organizations enhance and support community stress resilience initiatives using proactive, targeted and meaningful engagement.



- [Video: The Case for Driving Resilience Actions.](#) In this video, leaders across a variety of industries discuss how behavioral science leads to personal resilience.



- [Podcast: Using Behavioral Science to Drive Citizens to take Disaster Preparedness Action.](#) Accurately anticipating human behavior under extreme or threatening circumstances is essential to developing effective security, emergency, risk and crisis management. In this episode of Mission is Possible, we look at the ways behavioral-based emergency and disaster preparedness provide the skills to help leaders and decision-makers guide their efforts in crisis preparation, response, and recovery.



- [Video: Building Back Better: Increasing the Resilience of City Infrastructure and Services.](#) In this webinar, experts discuss the challenges facing cities and their partners as they look to build back better. The panel will examine what this means for urban infrastructure, city services, energy systems, and transportation. Hear how cities are looking to drive sustainable and equitable investment in resilient infrastructure and services and the role of utilities and other key partners in this journey.



- [Case Study: Building Resilient Supply Chains.](#) Guidehouse helped inform Mars Inc.'s approach to sourcing and its dialogue with key suppliers

Final Thoughts

Resiliency studies assist organizations to solidify their proposed or current readiness plans. Such studies are ways to validate current systems in place and, where applicable, refine existing plans or generate new ones.

Feasibility studies that focus on resilience consider an organization's business continuity and risk management systems.

Organizations can benefit with an outsider's assessment. An independent assessment on readiness strategies provides an unbiased assessment that evaluates an organization's resilience plans therefore aids in determining these plans' potential for success.

Resiliency studies determine whether an organization has allocated the right resources to prepare for the unimaginable ascertaining if the strategy has properly considered all necessary factors. This enables leaders to know if current plans are practical and helps prepare organizations for future catastrophic situations.

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