

The Conference Board Environmental, Social & Governance Center

A Crisis in Crisis Management: Preparing for a New Era of Operational Resilience

Chatham House Rule Convening
March 1, 2023



Moderators



Paul Washington
Executive Director,
ESG Center
The Conference Board

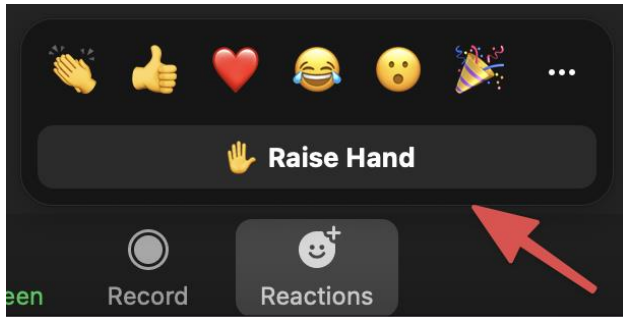


Tim Mathews
Executive Director, Enterprise
Resilience
ETS
Program Director, Business
Continuity and Crisis
Management Council
The Conference Board

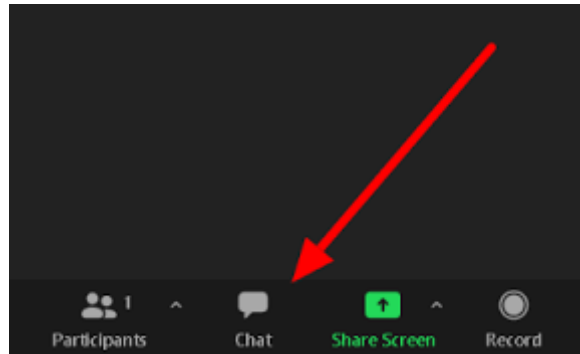


Three ways to participate in this Chatham House Rule discussion

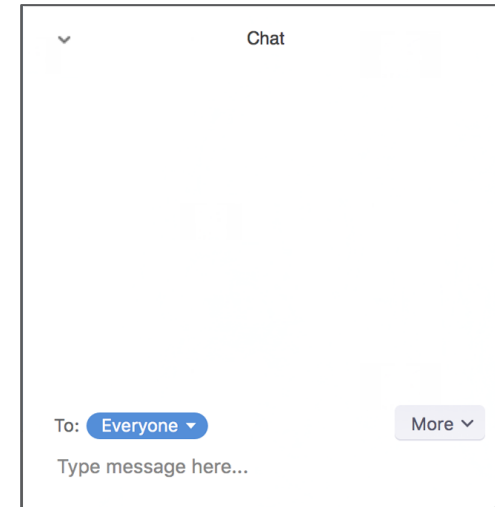
1. Raise your hand to ask questions



2. Put your question in the chat



3. Message Paul Washington directly



Direct message Evan Ladao if you have any issues or other questions



Agenda

Time (Eastern)	Topic
3:00 PM	Welcome & Introductory Remarks
3:05 PM	What goes into operational resilience
3:20 PM	The state of resilience at companies today, including key strengths and shortcomings
4:00 PM	The external and internal pressures that companies are likely to face going forward
4:30 PM	What will (and should) operational resilience look like in the future
4:55 PM	Wrap-up, Next Steps, Adjournment



Lead Participants

- [Jon Bahl](#), CEO, **Agility Recovery & Prepara**is
- [Wendy Bashnan](#), Chief Security Officer, **Nielsen**
- [Mike Keating](#), VP, Chief of Staff Global Risk Services, and Global Operational Resilience, **Reinsurance Group of America**
- [Steve Kohlbecker](#), Associate Director, Business Continuity Leader: North America, **Johnson & Johnson**
- [Steven Meszaros](#), Former Senior Director Business Resiliency and Business Development, **Pfizer**
- [Kelly Stepno](#), Managing Director, **APCO**



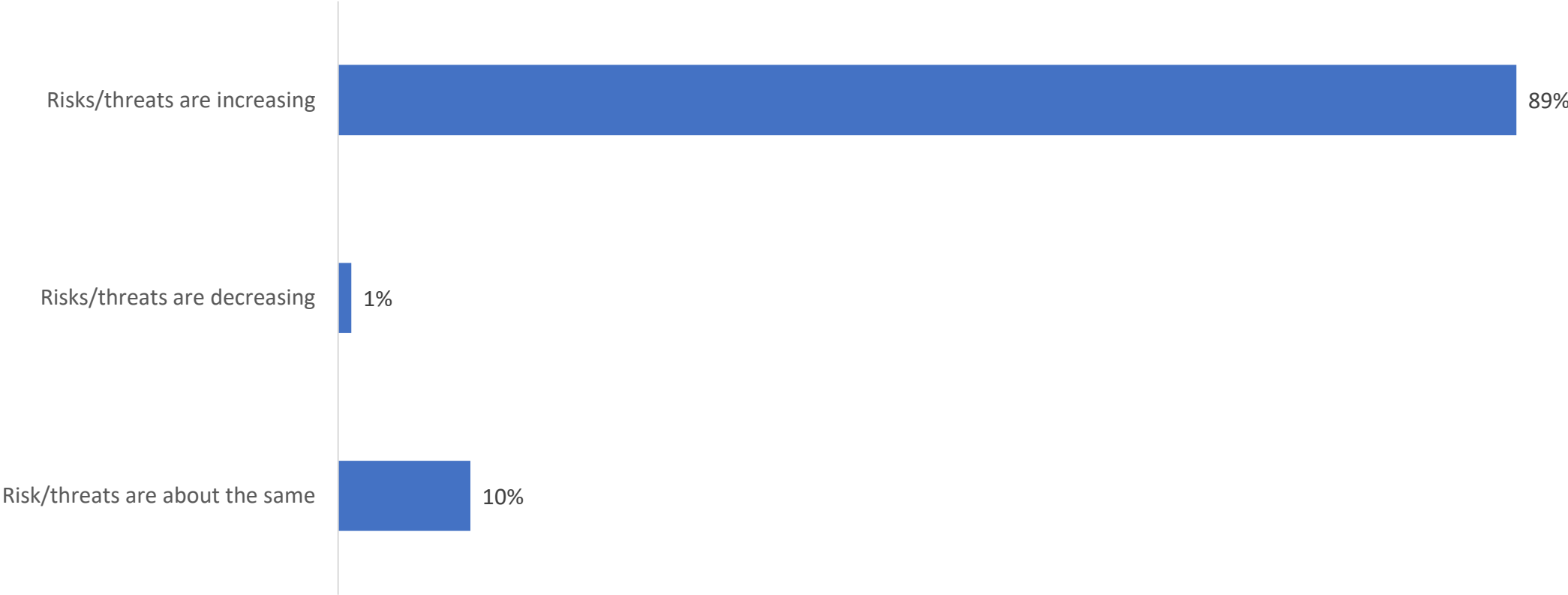
POLL - What is your perception of the risks/threats to your organization's ability to continue delivering products and services over the next (3) three years?

- Risks/threats are increasing
- Risks/threats are decreasing
- Risks/threats are staying the same



Risks/threats are increasing

What is your perception of the risks/threats to your organization’s ability to continue delivering products and services over the next (3) three years?



Source: The Conference Board, 2023
[Survey on A New Era of Resilience: Is Your Organization Prepared for the Next Crisis?](#)



What Goes into Operational Resilience

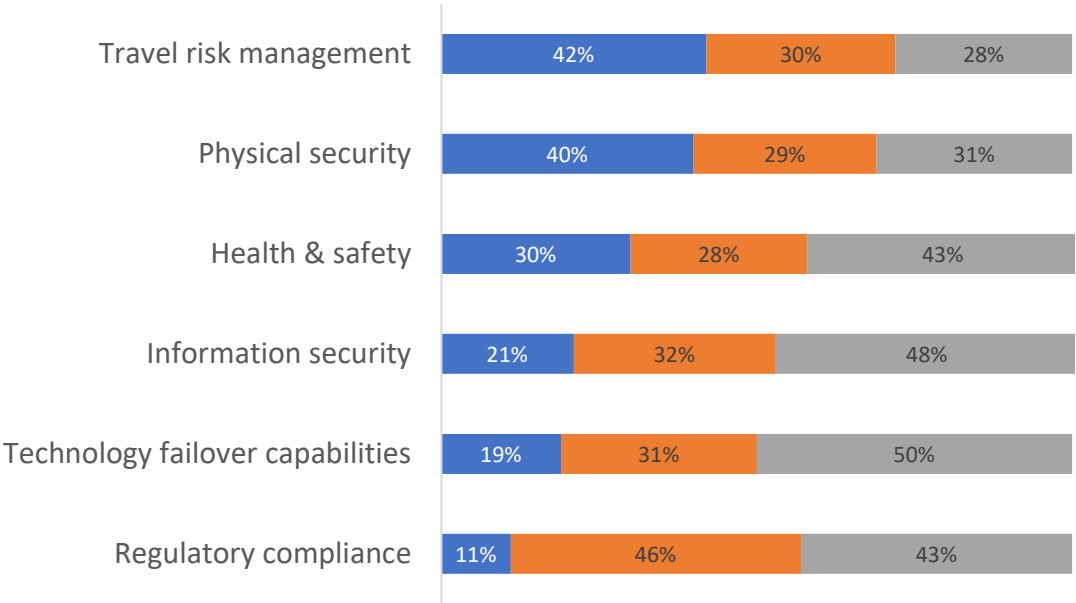
What is operational resilience?

Operational resilience is defined as the organization's capability (including its resources, policies, and activities) to **plan** for, **respond** to, and **recover** from significant operational interruptions that impair the organization's ability to continue to deliver products and services. Operational resilience may also be known as, or include, business continuity, disaster recovery, crisis management, and/or risk management.



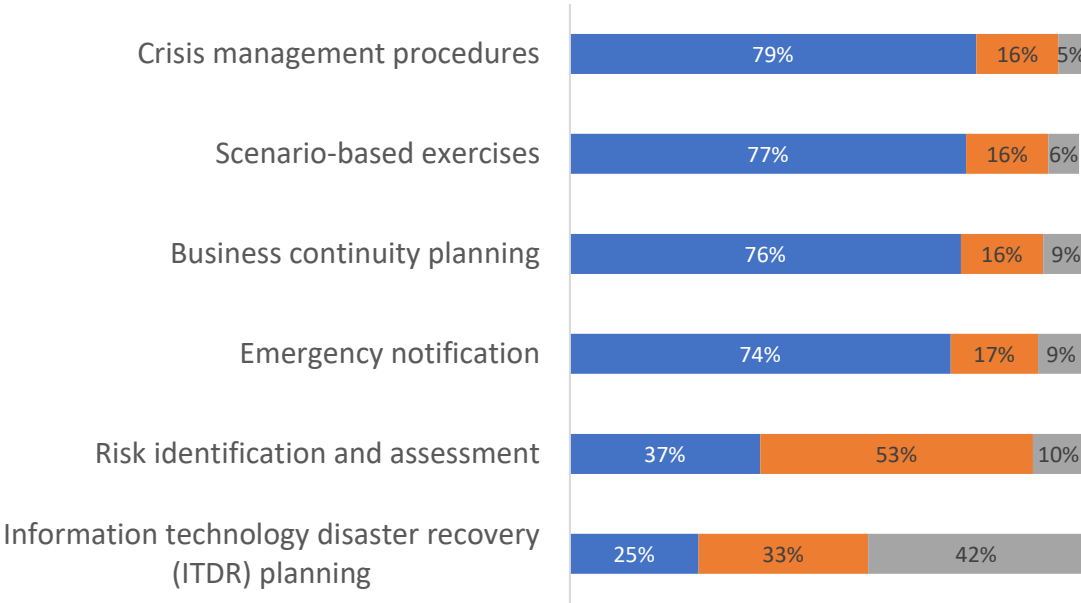
Responsibility for resilience is fragmented

What functions are within the scope of your overall operational resilience program? (Substance)



- In the program
- Shared with other areas
- In another department/outside my area

What functions are within the scope of your overall operational resilience program? (Stages)



- In the program
- Shared with other areas
- In another department/outside my area

Source: The Conference Board, 2023
[Survey on A New Era of Resilience: Is Your Organization Prepared for the Next Crisis?](#)



The State of Resilience at Companies Today

POLL - How satisfied are you with your company's operational resilience

- Very satisfied
- Somewhat satisfied
- Neither satisfied nor dissatisfied
- Somewhat dissatisfied
- Very dissatisfied



Only 17% of organizations describe themselves as mature in operational resilience

How would you categorize the level of maturity of operational resilience capabilities at your organization?

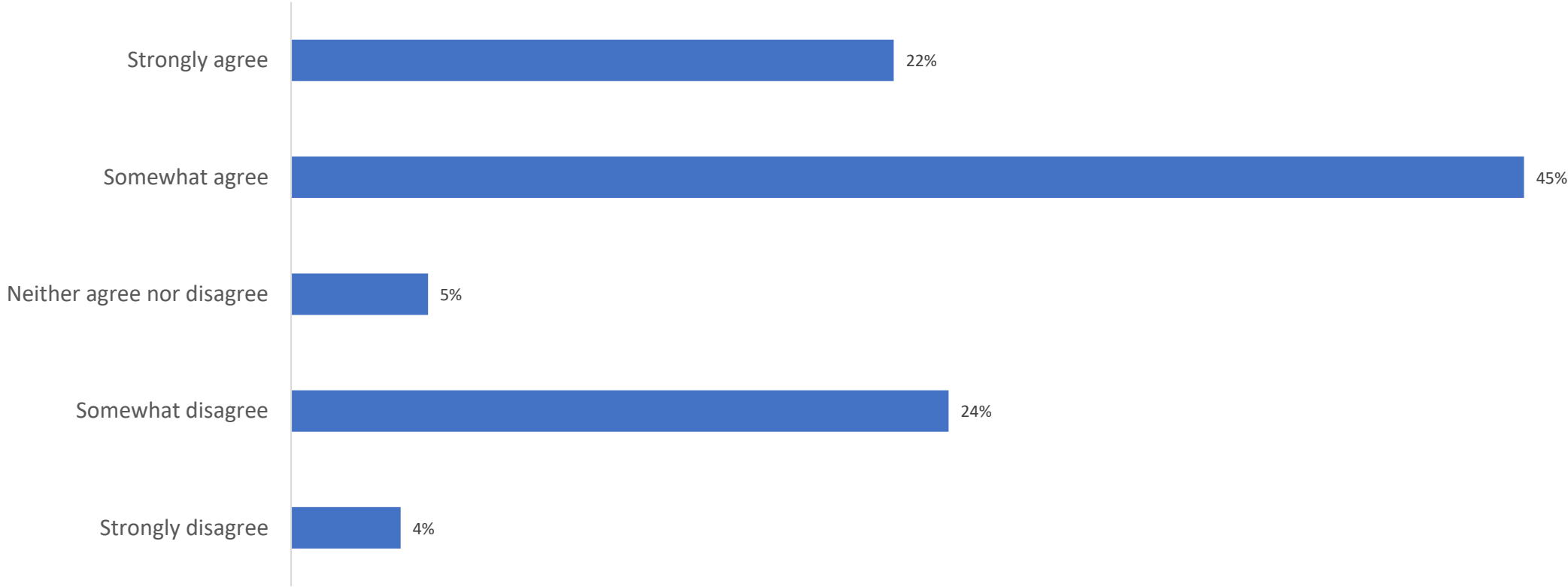


Source: The Conference Board, 2023
[Survey on A New Era of Resilience: Is Your Organization Prepared for the Next Crisis?](#)



Less than a quarter of resilience professionals are strongly confident top management understands operational resilience capabilities

Indicate your level of agreement or disagreement with the following statement: I am confident that top management of my organization fully understands the scope and functions our operational resilience capabilities.

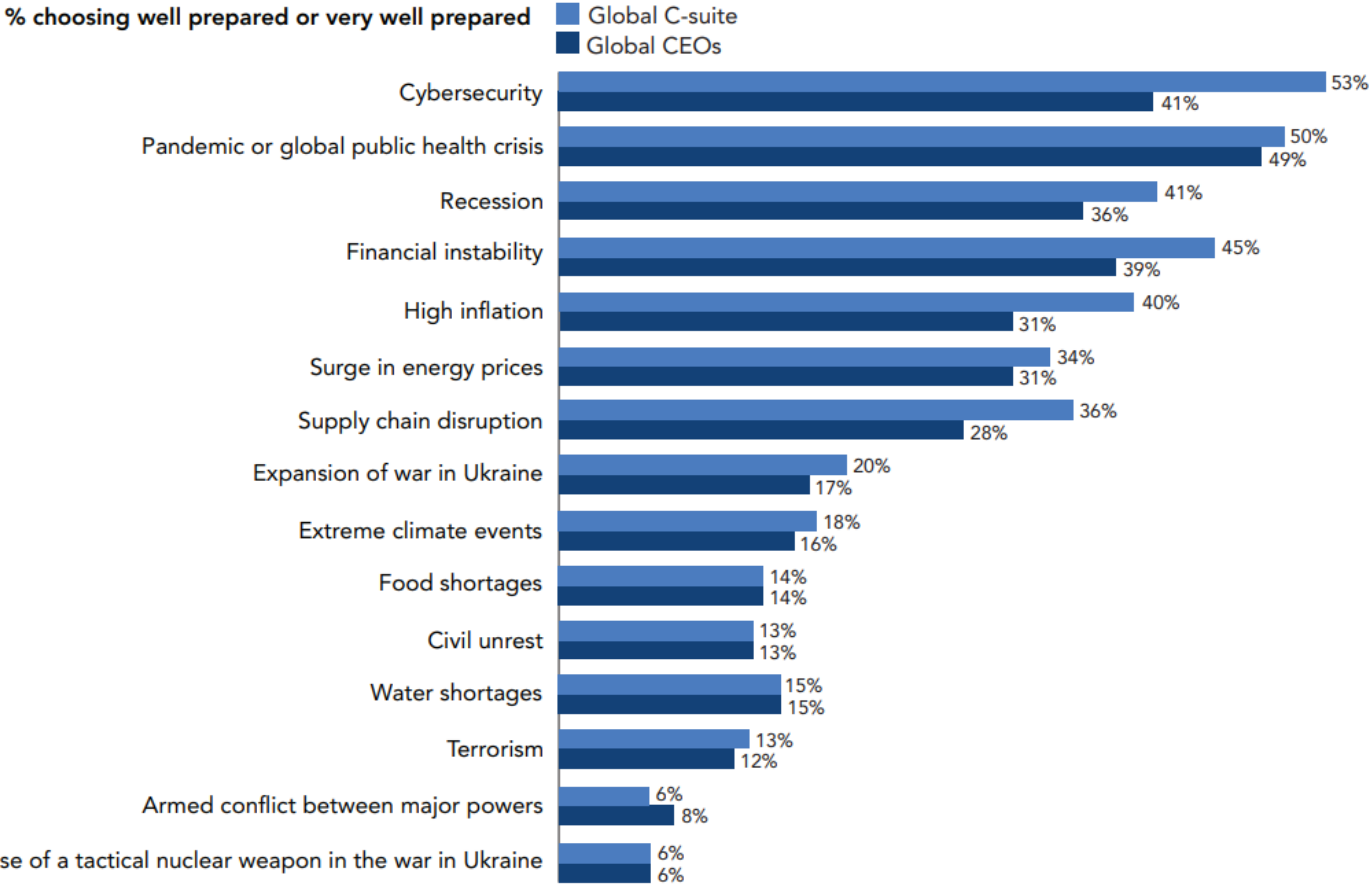


Source: The Conference Board, 2023
[Survey on A New Era of Resilience: Is Your Organization Prepared for the Next Crisis?](#)



A majority of CEOs globally say their organizations are not prepared to deal with major crises

Q: How prepared is your organization to deal with a major crisis related to the following?

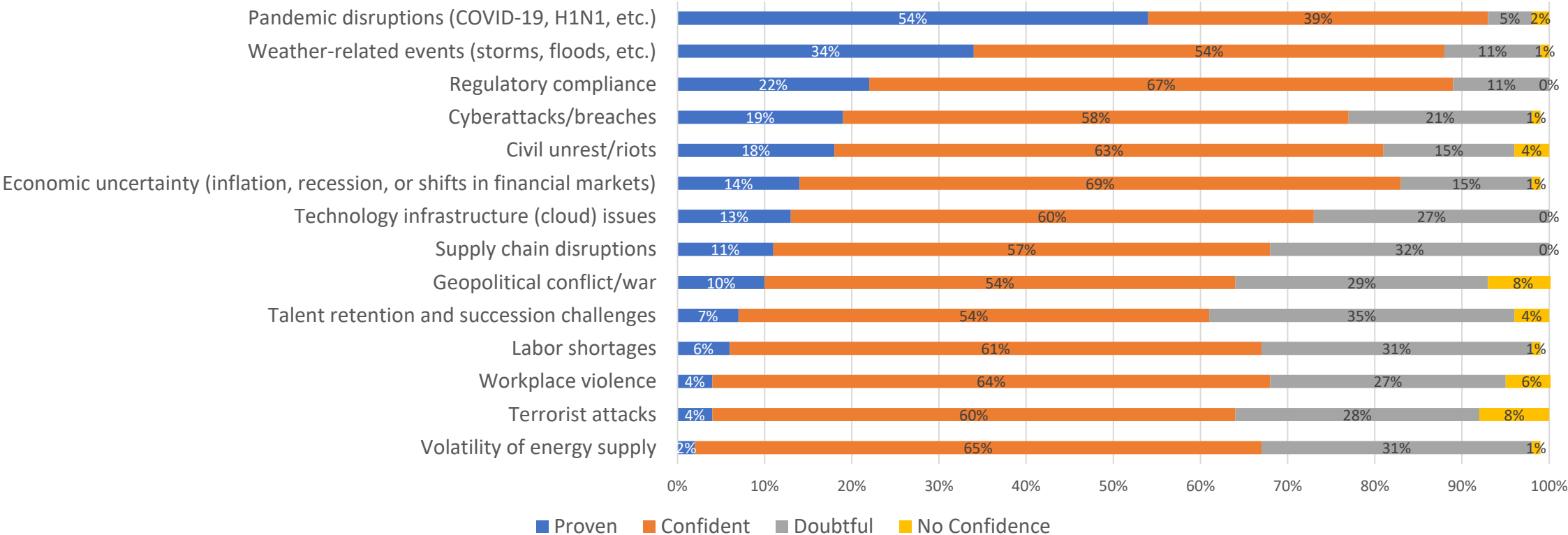


Note: 670 CEOs responded globally. Percentages have been rounded so may not equal 100.
 Source: The Conference Board® C-Suite Outlook 2023



A majority of resilience professionals say their organizations do not have the proven ability to respond to most crises

How confident are you that your organization is prepared to respond and recover from the following events?

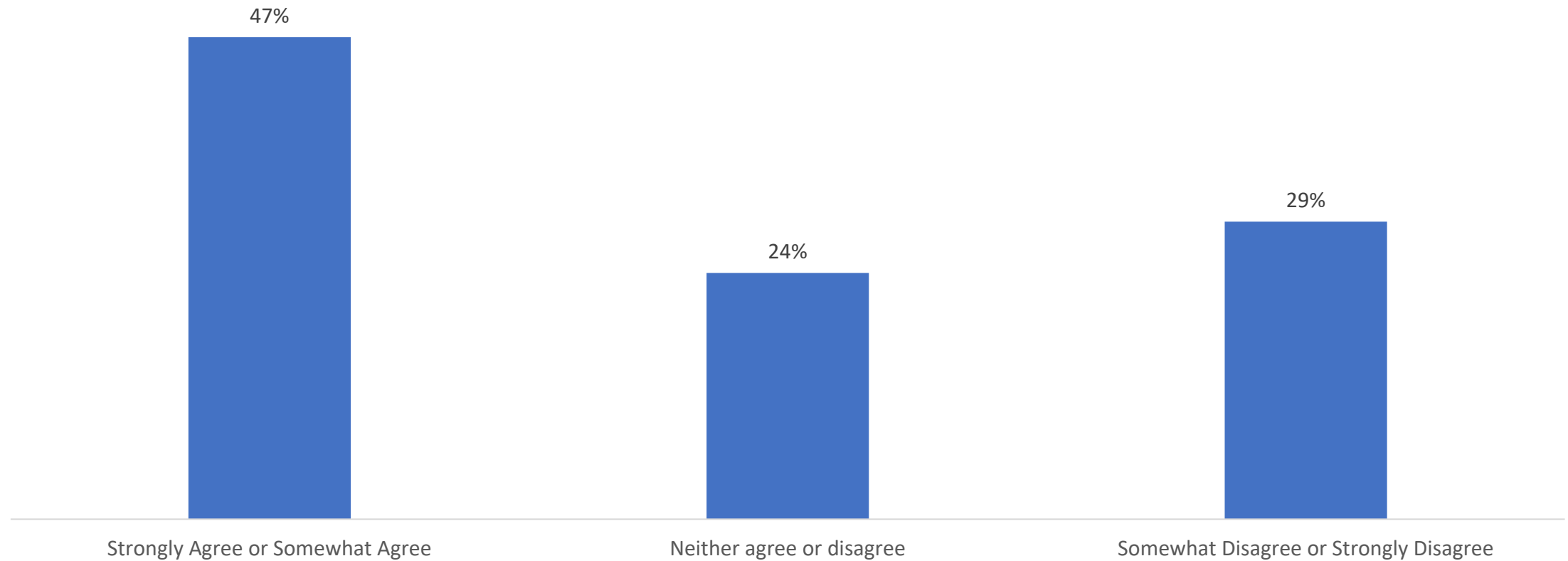


Source: The Conference Board, 2023
 Survey on A New Era of Resilience: Is Your Organization Prepared for the Next Crisis?



Under half of resilience professionals say their organizations are making appropriate investments in operational resilience capabilities

My organization makes appropriate investments in these capabilities.

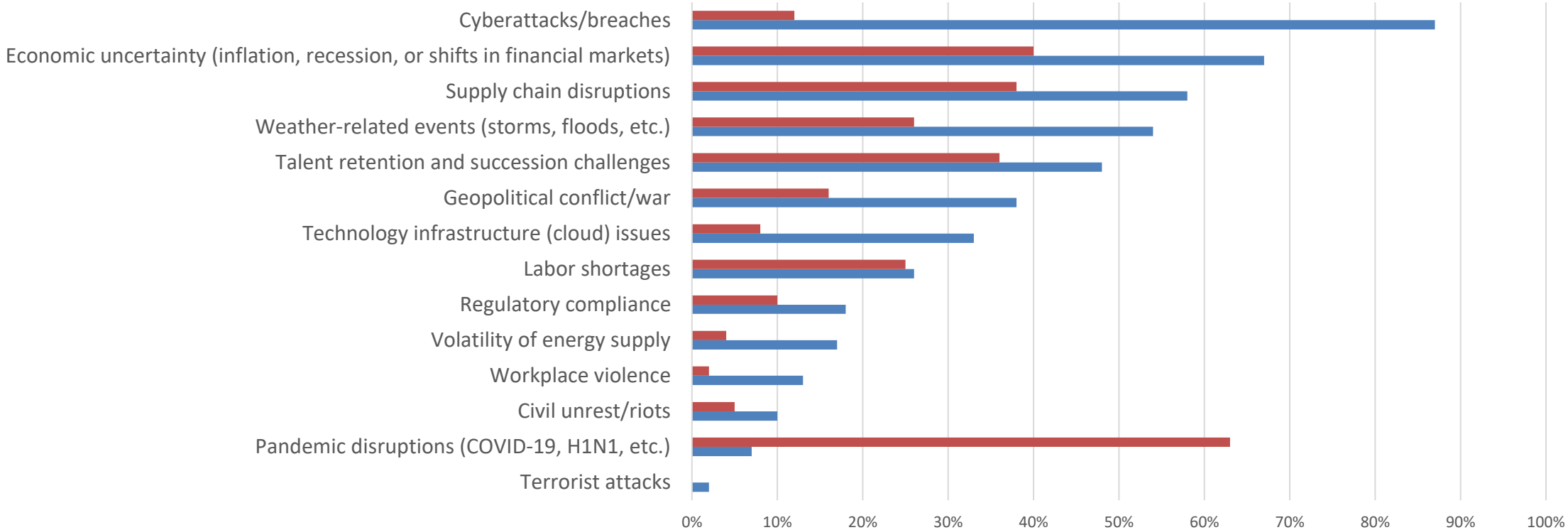


Source: The Conference Board, 2023
[Survey on A New Era of Resilience: Is Your Organization Prepared for the Next Crisis?](#)



The External and Internal Pressures

Technology, the economy, supply chains, climate, talent, and geopolitics are the top future risk areas



■ How has your organization been impacted by the following events during the past three (3) years? (Catastrophic or Major Impact)

■ What do you consider to be the most significant risks/threats to your organization’s ability to continue to deliver products and services during the next three (3) years?

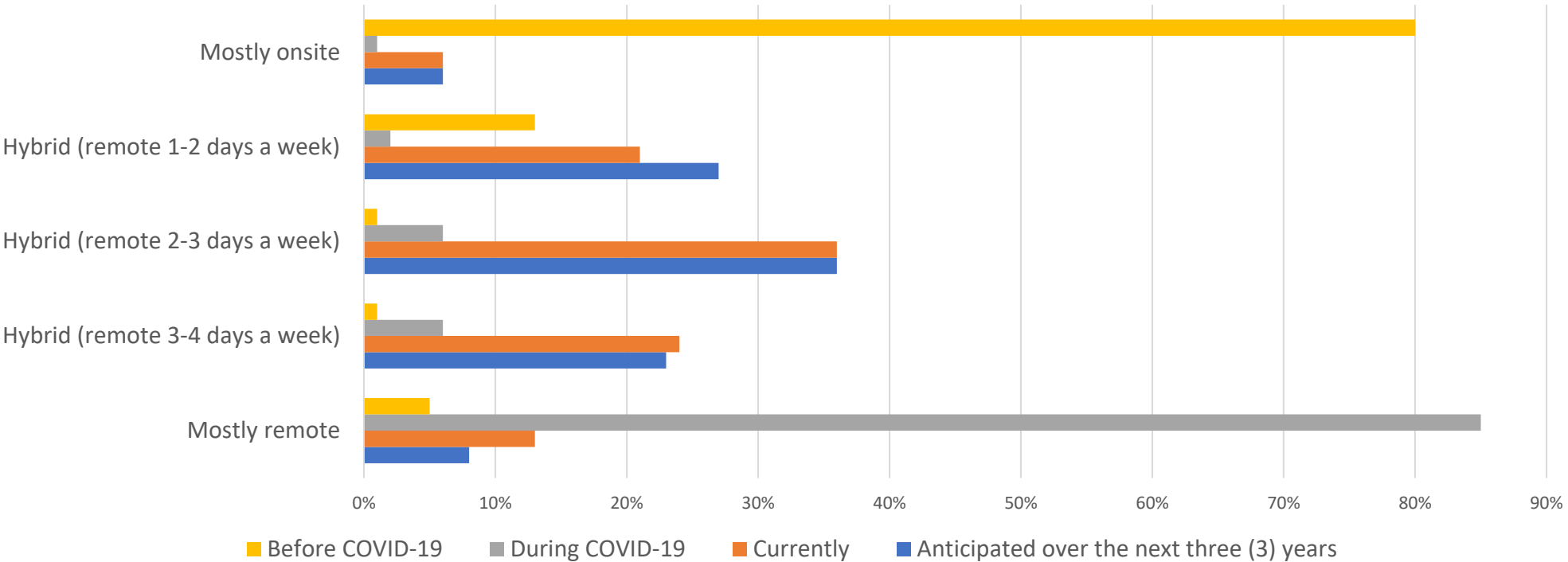
Source: The Conference Board, 2023
[Survey on A New Era of Resilience: Is Your Organization Prepared for the Next Crisis?](#)



Resilience professionals expect the workforce to be remote about half the time over the next three years

How often were staff working remotely: A) before COVID-19, B) during COVID-19, C) currently, D) and anticipated over the next three (3) years?

The rows run:
 Before Covid-19
 ↓
 During COVID-19
 ↓
 Currently
 ↓
 Anticipated over the next three (3) years

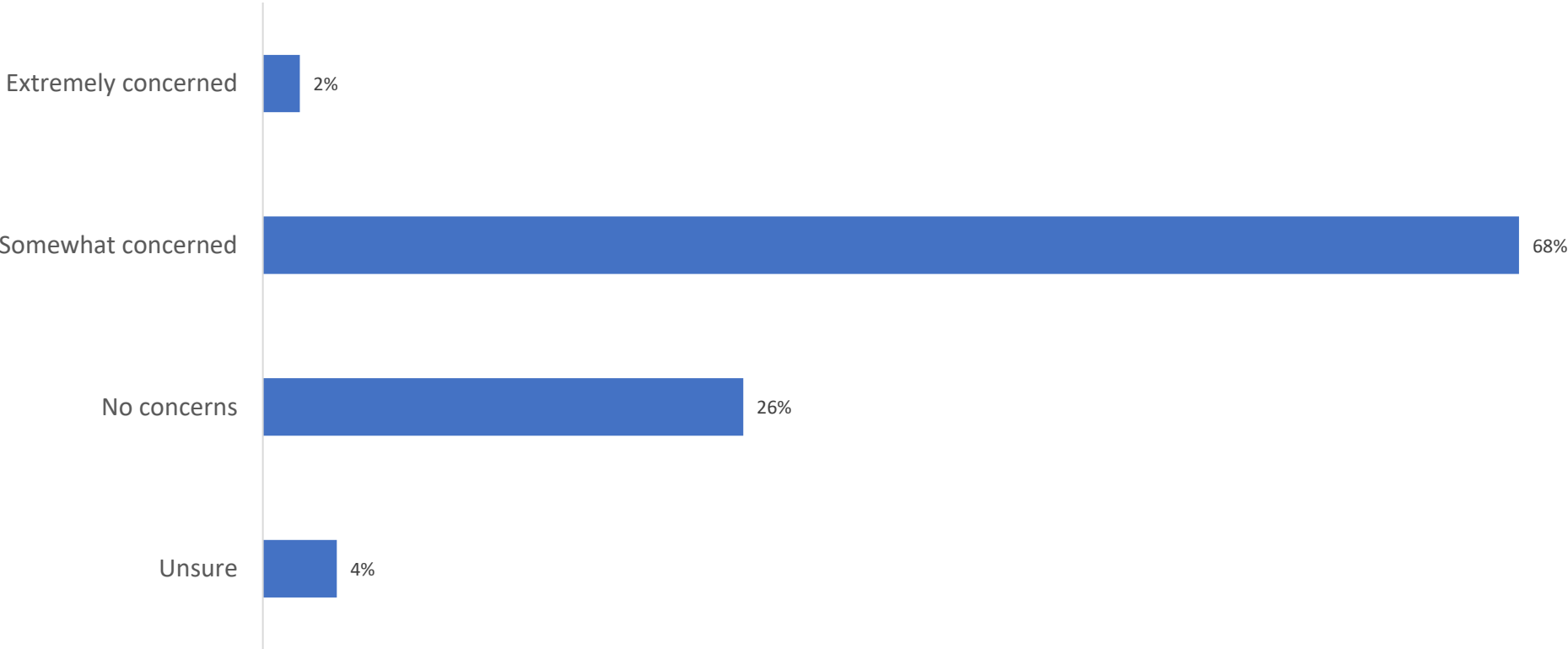


Source: The Conference Board, 2023
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Resilience professionals are somewhat concerned of the risks of remote work

How concerned are you about the overall level of risk associated with your current remote work strategy?

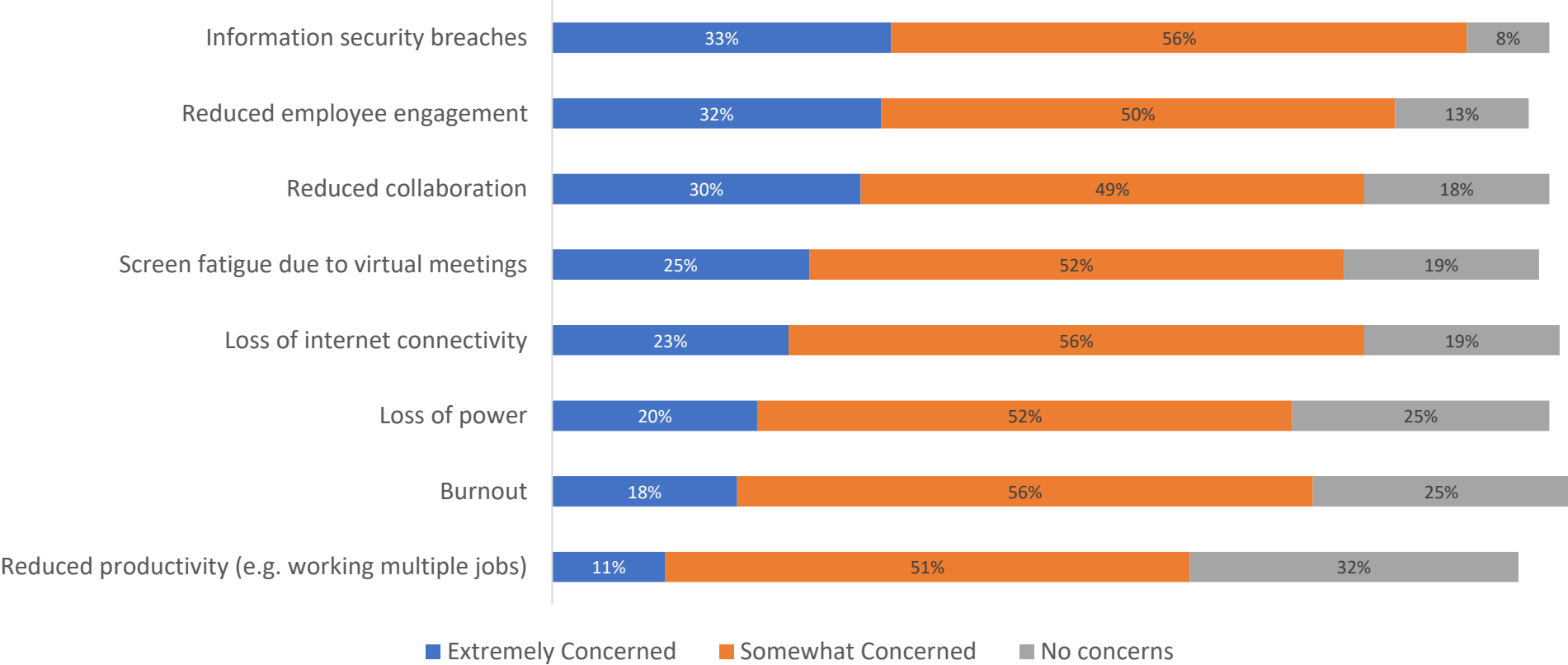


Source: The Conference Board, 2023
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Resilience professionals are concerned about not just technology, but employee engagement, collaboration, and other “human” issues

How concerned are you about these remote work risks?



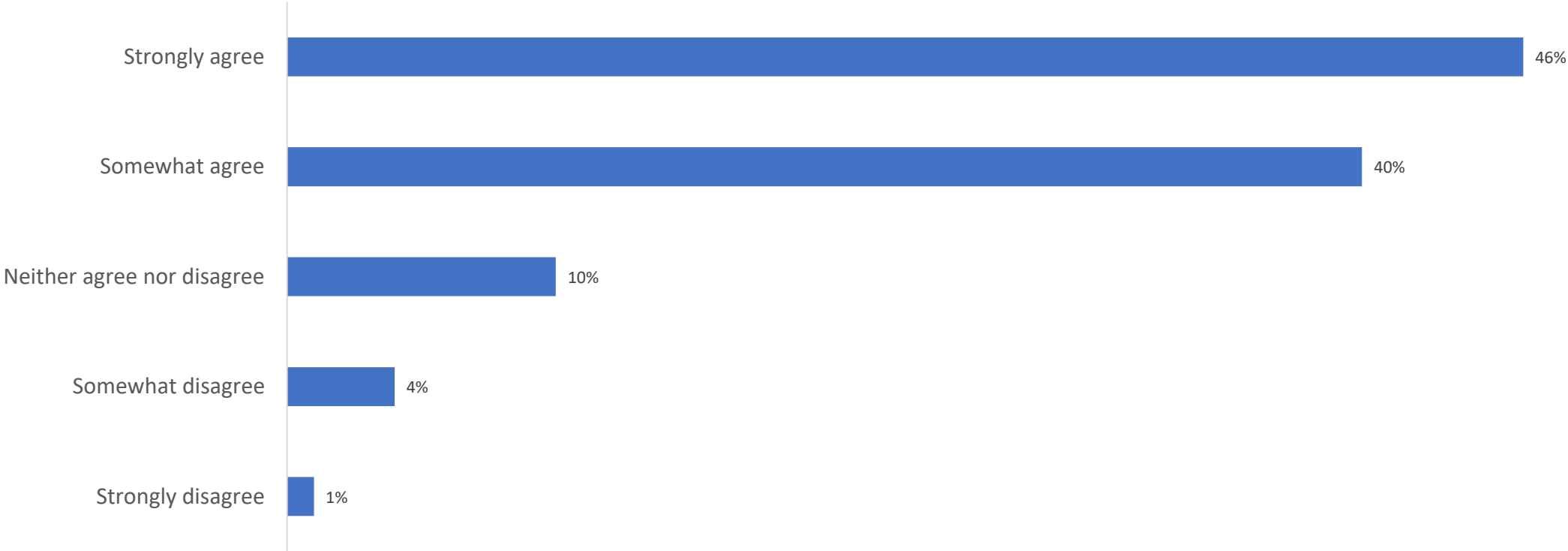
Source: The Conference Board, 2023
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What Will (and should) Operational Resilience Look Like in the Future

Operational resilience is becoming a strategic imperative for companies

Indicate your level of agreement or disagreement with the following statement:
Improving the operational resilience of our organization is a strategic imperative over the next three (3) years.

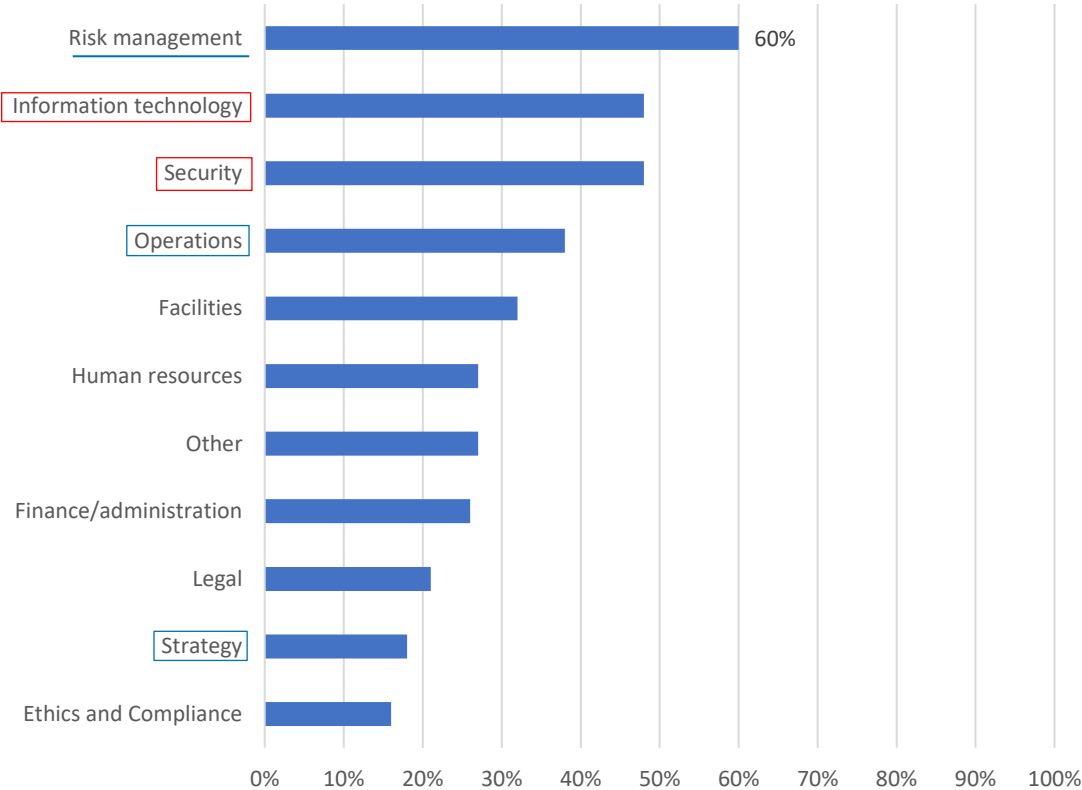


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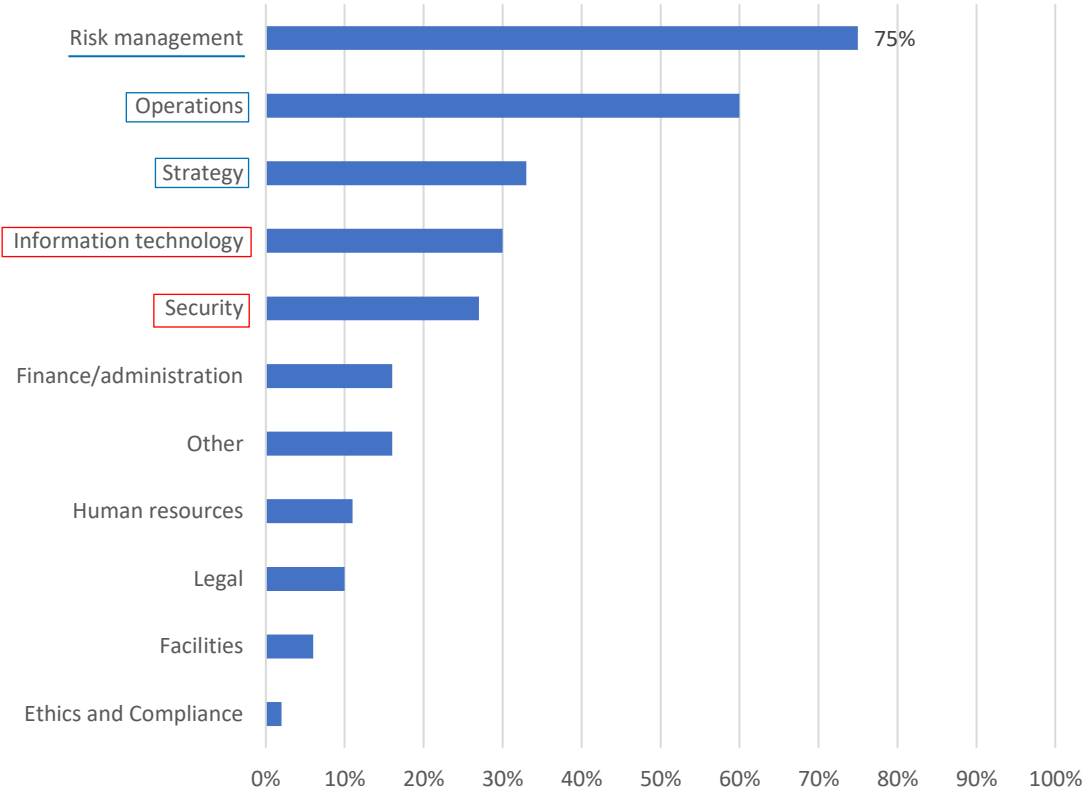


Operational resilience should sit with risk management or operations/strategy

Where does accountability for operational resilience reside in the organization?



Where do you think accountability for operational resilience should reside in the organization?

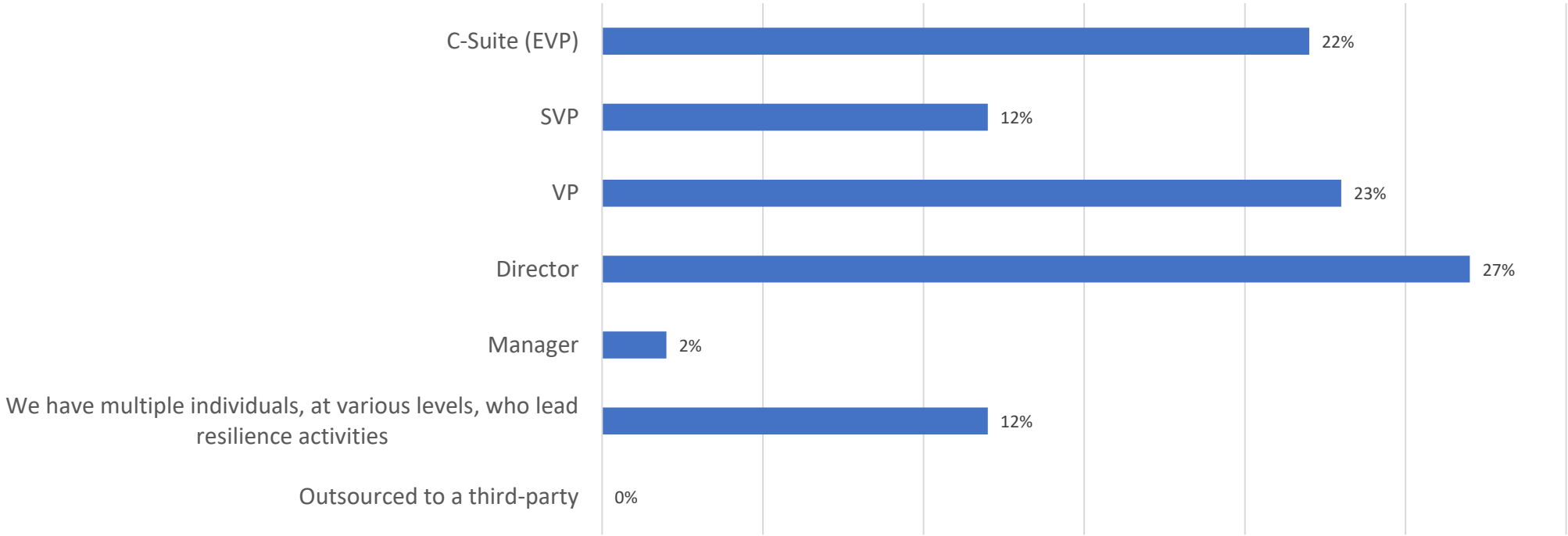


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Operational resilience leaders generally sit 3 to 4 levels below the CEO

At what level is the operational resilience leader situated?

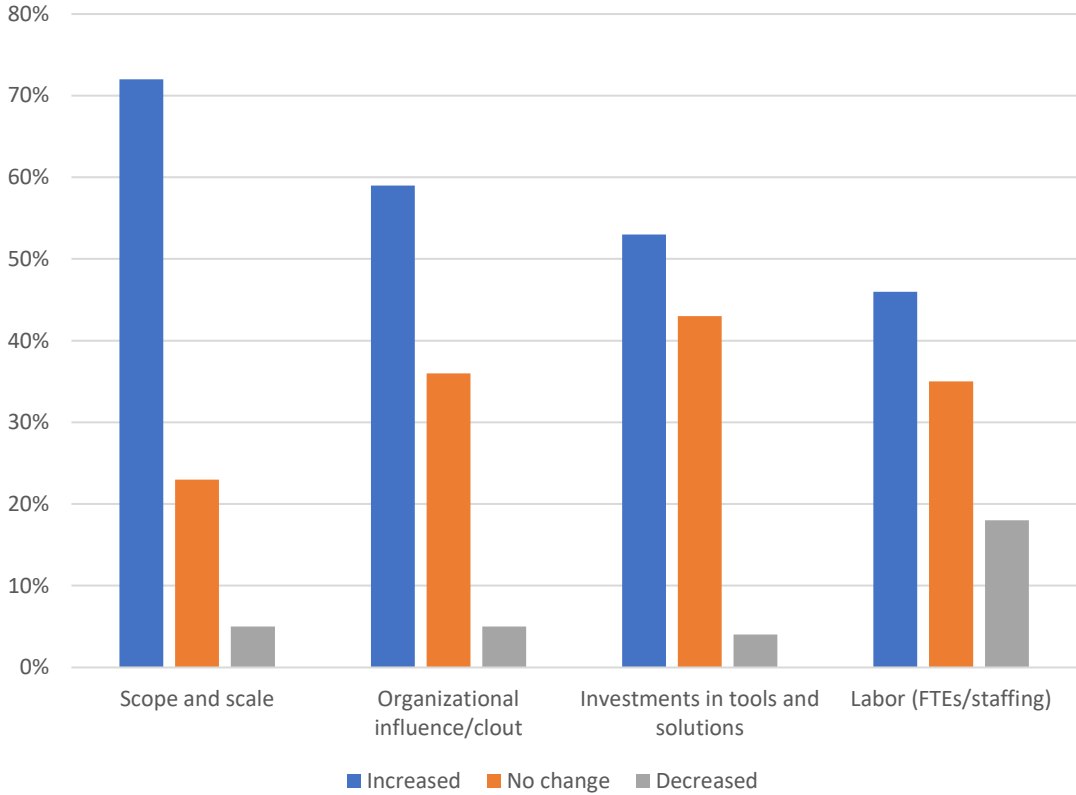


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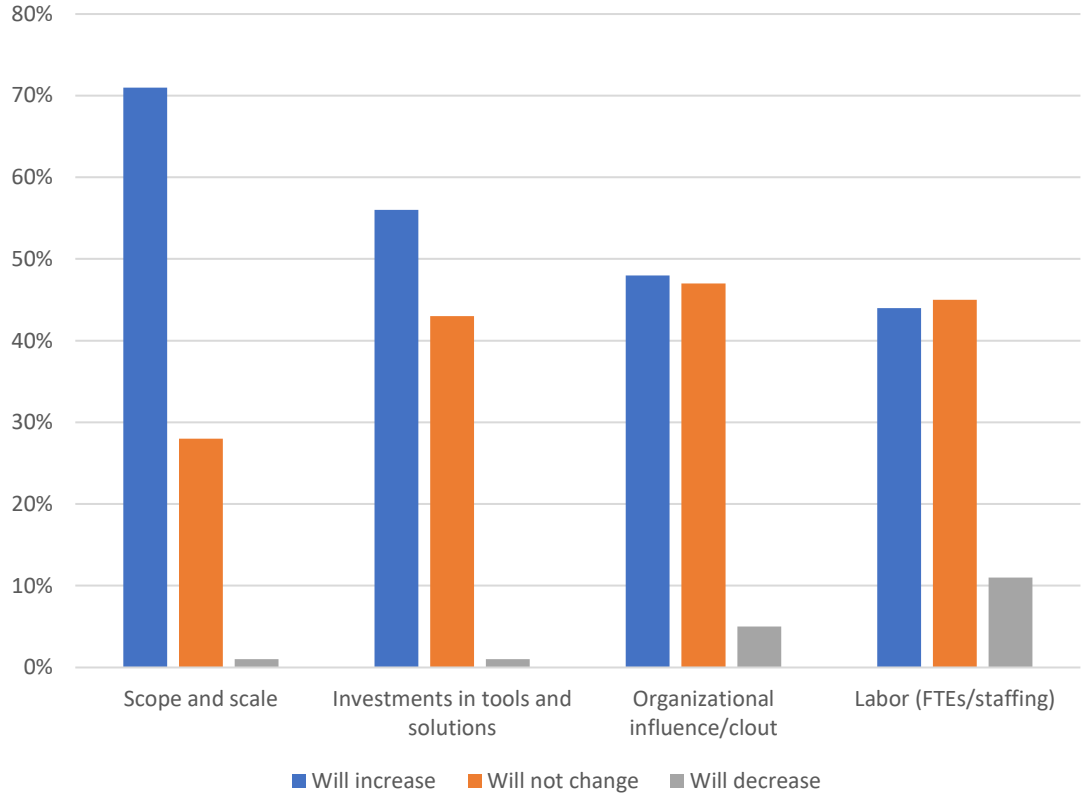


Scope and scale for operational resilience is increasing while resources are stagnant or decreasing

Indicate any changes in your operational resilience program the **previous three (3) years**



Indicate any changes in your operational resilience program the **next three (3) years**



Source: The Conference Board, 2023
[Survey on A New Era of Resilience: Is Your Organization Prepared for the Next Crisis?](#)



ESG Center Publications, Webcasts, and Programs

Related Resources

- [7 Pitfalls of Business Risk Series](#)
- [C-Suite Outlook 2023: On the Edge: Driving Growth and Mitigating Risk Amid Extreme Volatility](#)
- [Crisis Management in the Era of "No Normal"](#)
- [Effective Leadership in a Hybrid World of Work](#)
- [Five Ways a Sustainability Strategy Provides Clarity in a Time of Crisis](#)
- [Supply Chain Resilience](#)
- [\[Council\] Business Continuity & Crisis Management Council](#)

Webcasts

- **August 2020:** [Disaster Philanthropy: Fifteen Years After Hurricane Katrina - Lessons Learned And Planning For The Future](#)
- **April 2021:** [Crisis Management Beyond COVID-19](#)

Upcoming Chatham House Rule Programs

[Center Briefing on Upskilling Your Workforce in Sustainability](#) **Register today**

March 28 | 10:00 – 11:00 AM Eastern | Virtual

[Roundtable on How Companies Can Address ESG Backlash](#)

April | Virtual and In Person at The Conference Board

[What Are We Trying to Achieve in ESG: Setting Goals with the Broader Picture in Mind](#)

Working Group Session One: Background: Instability, Insecurity, Volatility

May 10 | Virtual and In Person at The Conference Board

[Center Briefing on the Update on Russian Sanctions](#)

May 22 | Virtual

Email Evan Ladao at evan.Ladao@conference-board.org for more information or to be informed when registration opens



Thank You!