

APEC Supply Chain Resilience WG

# HUMAN RESILIENCE OF BUSINESS CONTINUITY

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Responder Resilience

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# Infrastructure Resilience

- Unbroken Robustness
- Hardness, Solidity
- Earthquake resistant



# System / Organizational Resilience

- Ability to maintain the function after disruption
- Alternate, Backup, Redundancy
- Business Continuity Plan (BCP)
- Quick Recovery
- Trained people



# How about Responder's Resilience?



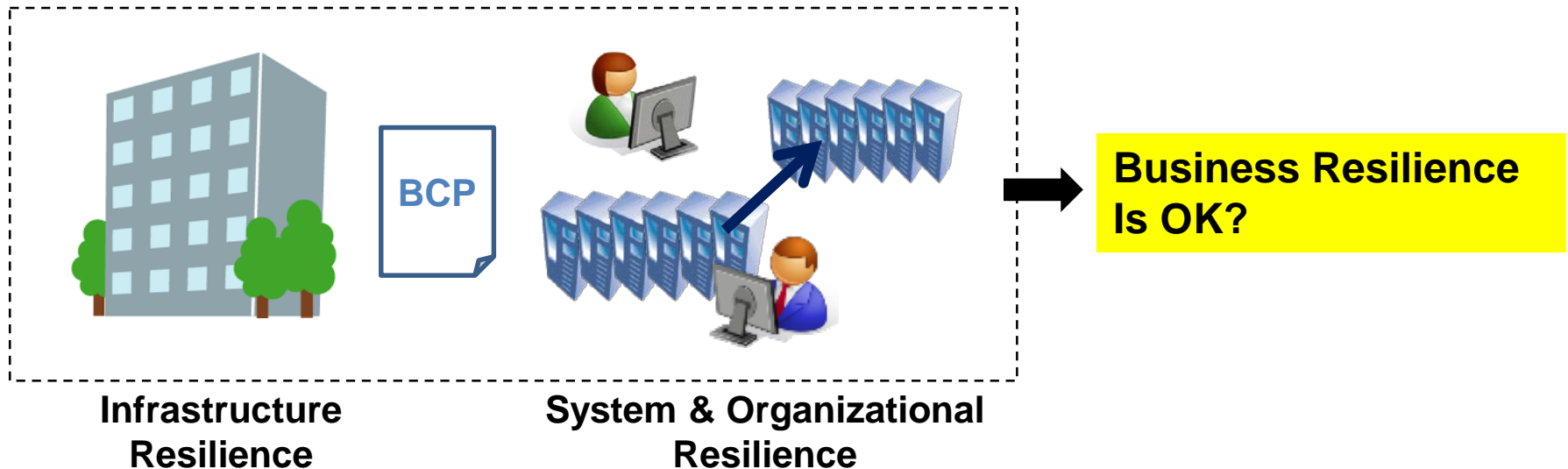
- Inconvenient Environment
- Unfamiliar Procedure
- Uncontrollable Task
- Many Trouble handling
- Time conscious pressure
- Long and hard work



**Critical and Stressful Work**

# Case#1: BCP Exercise in Enterprise

- Global electronic company
- BCP exercise for IT disable scenario
- 45 participants in Japan and China
- Switch over Main System to remote Backup
- Exercise duration is 4 days +



# Mail Survey after exercise

- Questions
  - Q1: Did you understand your role?
  - Q2: Did you execute your role?
  - Q3: Do the manuals and check-sheets work?
  - Q4: Did your leader work adequately?
  - Q5: Can you execute the same in a real disaster?

1: Strongly Agree

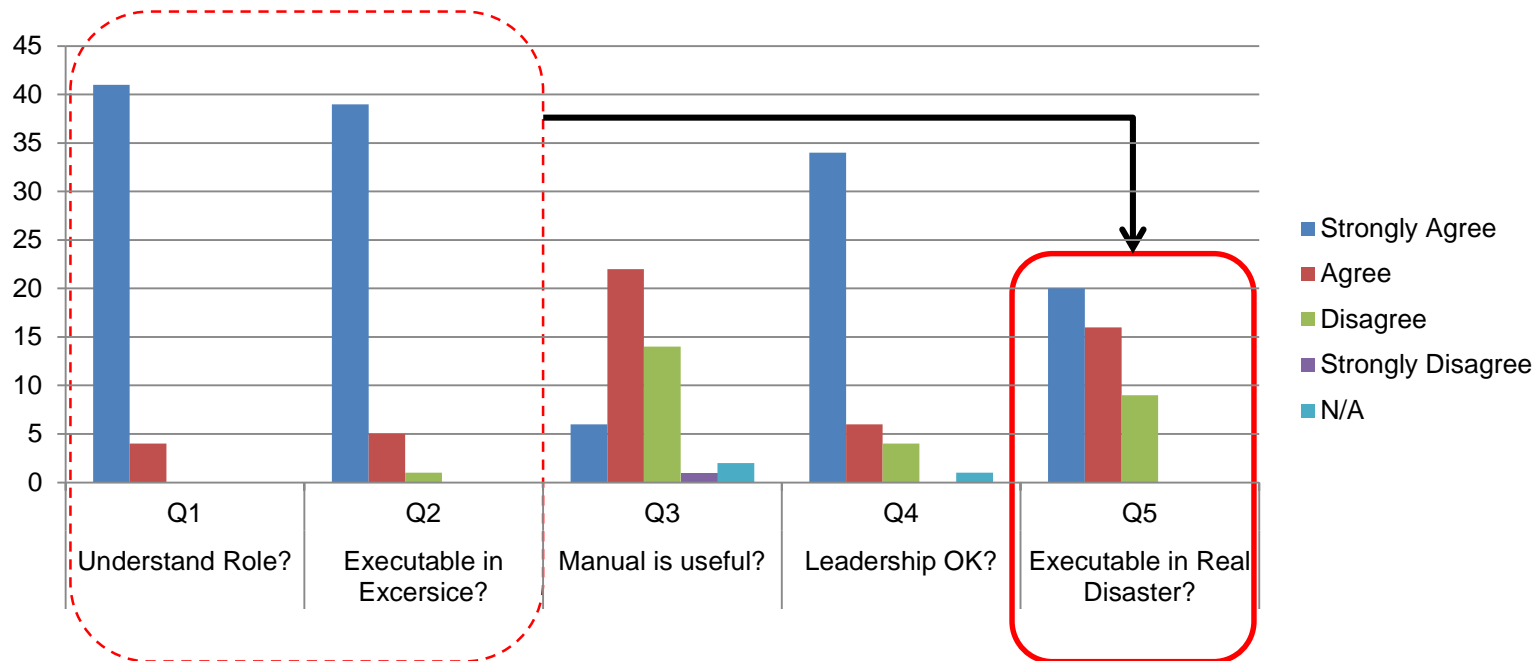
2: Agree

3: Disagree

4: Strongly Disagree



# Results



- They understand own role and execute well
- Manuals are not sufficient, but leadership is excellent
- Lower confidence in real disaster without leader
- **Business Continuity depends on responders' resilience.**

# Issues

- Manuals are not perfect and do not cover all situations
- Waiting for leader's direction for all the exceptions

**Heavy Workload of Leader**

Stressful

**Consequence of leader's absence  
(practically, psychologically)**

Anxiety  
Give up



Need to Enhance responder's  
mental resilience





# Responder's Family is OK?



# Case#2: Tabletop Exercise



- Train decision making and BCP understanding
- Confirmation for workflow and manuals availability
- **Build disaster imagination**
  
- Circumstance
  - Your teenage child is missing, not answering his/her phone
  - A family member is badly injured and needs medical assistance.
  - Neighborhood blackout and drinking water shortage
  - Looting has begun
  - You are a crisis team member and BCP has just been declared

What do you do?      How do you feel?

# Comments by participants

- No clear answers by responders
- Some were deeply affected, while others were not
- Comments by participants
  - I was shocked when I imaged my children missing and couldn't focus on the rest of the exercise. (comment by middle age leader)
  - It's nothing to do with me. (comment by single young man)
- Company encourages employees to develop an emergency plan with family members.



# Issues

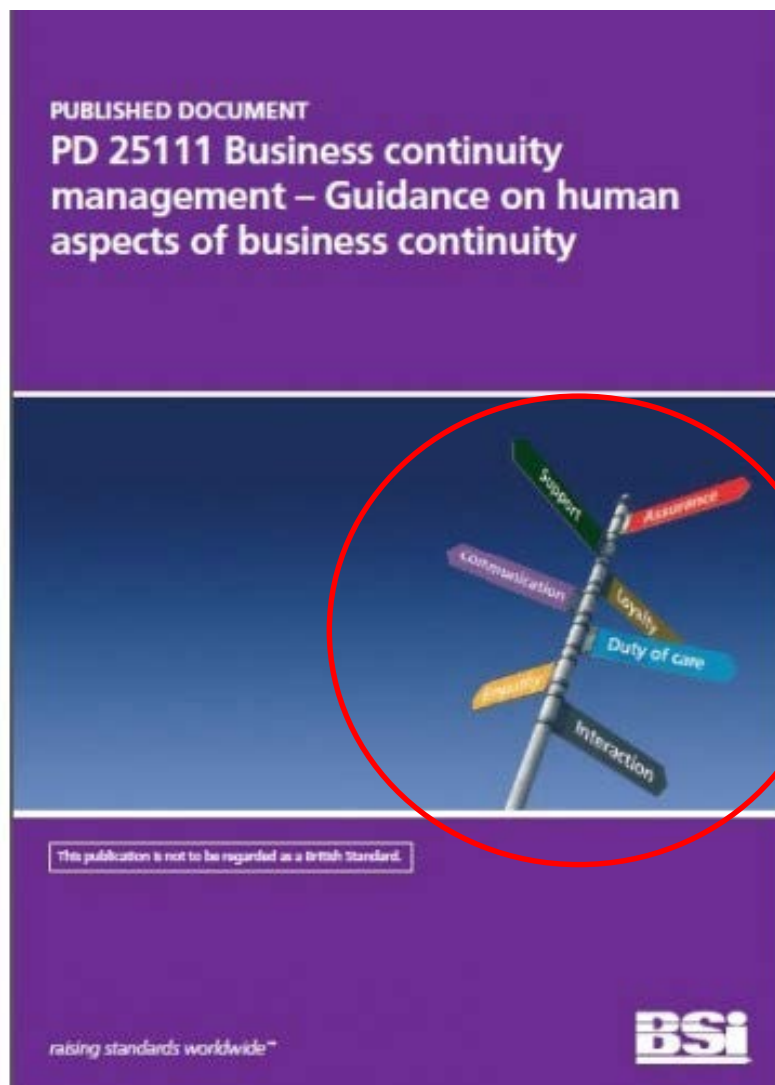
- Psychological exercise is hard to do
- Emotional feeling is not the same, not visible

**It's challenging to execute critical role with negative emotion such as anxiety, guilty, nervous and frustration.**

Family care and psychological actions should be considered/developed together with BCP



# Human Aspects of Business Continuity



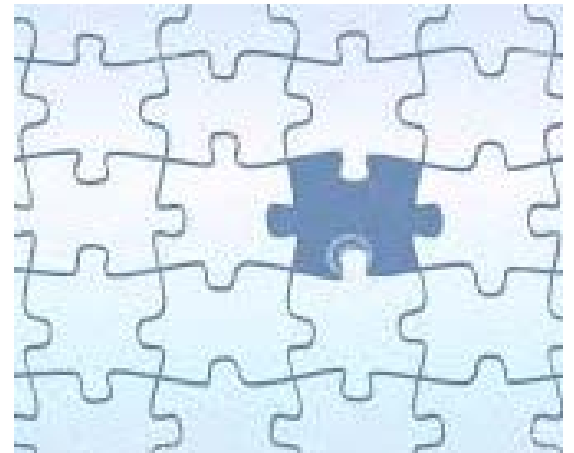
*Elements associated with the management of people involved in, or affected by, a disruptive event in order to minimize trauma and maximize productivity and recovery, and achieve the objects of business continuity.*

Support  
Assurance  
Loyalty  
Communication  
Duty of care  
Empathy  
Interaction

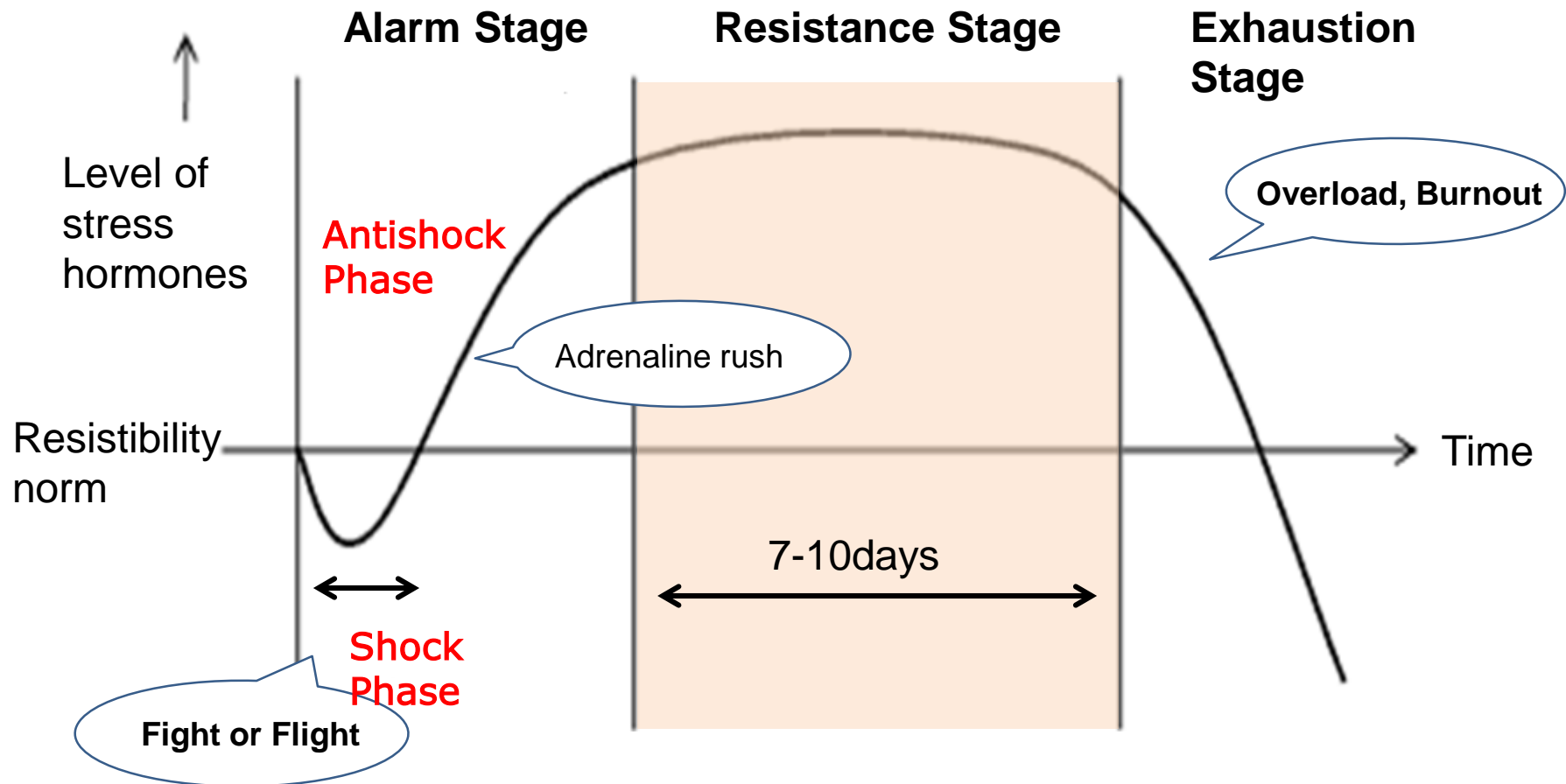
# HOW WE MAINTAIN RESPONDERS RESILIENCE

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Human Resilience is a critical piece of business resilience.



# General Adaptation Syndrome three stage model by Hans Selye



# ① Rest and Nourishment

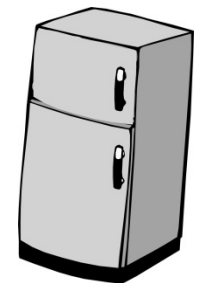
## • Rest

- Prepare Sofa or Cot to relax
- Separate from working area
- Refreshment (drinks, sweets)



## • Nourishment

- Sufficient Calories and Nourishment
- Variety of Meals for increase appetite
- Microwave to warm meals
- Easy to eat





## ② Team Care : Debriefing

- End of the day, before leave
- Team Communication 4-7 people
- Cathartic effect by talking
- Casual talking rather than business meeting
- Stress care and mental check for members
- Information exchange, Sympathize with each other
- Active listening
- Not blame anyone
- Not taking notes and memo to ensure confidentiality



## ③ Social Support

- **Emotional Support**

Encouragement, acknowledgment, the actions people take to make members feel cared for.



- **Instrumental support**

Physical help, Co-working to finish tasks.

**Avoid assigning multiple BCP responsibilities.**



- **Informational support**

Provide useful Information and advice to help members.



- **Evaluative Support**

Feedbacks (Good or Bad) and evaluation to members.



# BCP Checklist for Human Resilience

- ❑ Member understands overall BCP and can **work flexible**
- ❑ Workload is **well-balanced**
- ❑ Executable procedure and timeframe
- ❑ Not too much management and reporting process
- ❑ Considering **less dual roles**
- ❑ Members can communicate efficiency
- ❑ Leader knows how to care for member's mental needs
- ❑ Working environment is considered **member's well-being**

# Human Resilience

- the process of **adapting** well in the face of adversity, trauma, tragedy, threats or significant sources of stress
- Ability to adapt mentally rather than toughness and recoverability.



Hardness



Vulnerable



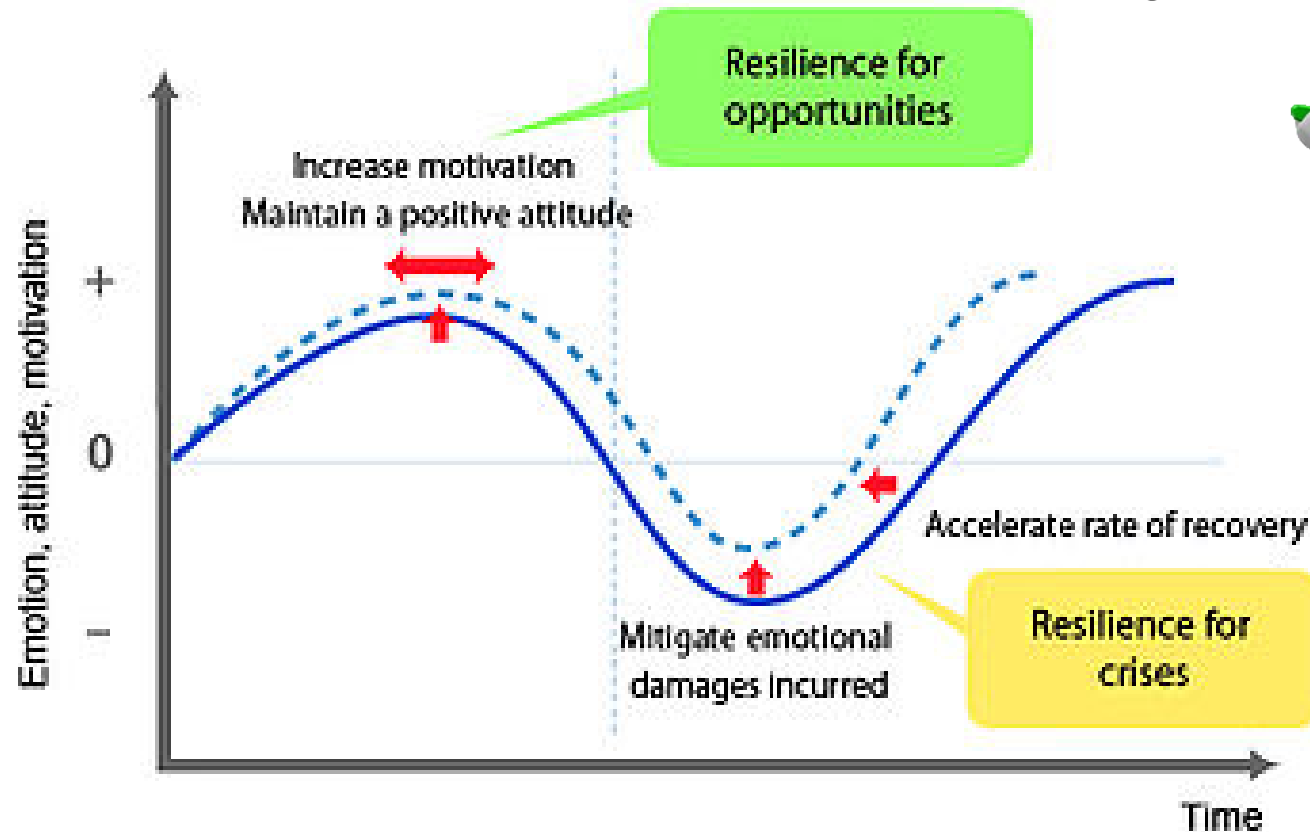
Resilience

# American Psychological Association

- Resilience is **the process of adapting well** in the face of adversity, trauma, tragedy, threats or significant sources of stress— such as family and relationship problems, serious health problems or workplace and financial stressors. It means **"bouncing back" from difficult experiences.**
- Resilience is **not a trait** that people either have or do not have. It involves behaviors, thoughts and actions that **can be learned and developed in anyone.**

# Two Aspects of Resilience

Resilience is not to feel depressed, but to feel “I’m OK” in the midst of difficulty or distress. It is having a mindset that allows a person to move on or pursue a goal.



# Resilience building points

## **Stress Control**



- *Notice your stress*
- *Rest and Nourishment*
- *Meditation and relax*

## **Positive**



- *Flexible mindset*
- *Small step to go*
- *Sense of Humor*

## **Relationship**



- *Share the feelings*
- *Not Blame anyone*
- *Appreciation and Compassion*

## **Motivation**



- *Focus on your task*
- *Notice what you done*
- *Feel your Growth*

*Thank you*



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