

# Organizational Resilience System Emergency Crisis management

نظام إدارة المرونة في المنظمة: إدارة الازمات الطارئة



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# Organizational resilience system: Emergency Crisis management

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Do something, Do it big and Do it fast.

**There is a battle today  
against a virus.**

But Some policies may lead to  
economic disaster.





# Agenda

**01 WHY?**  
Why this global disruption happens!

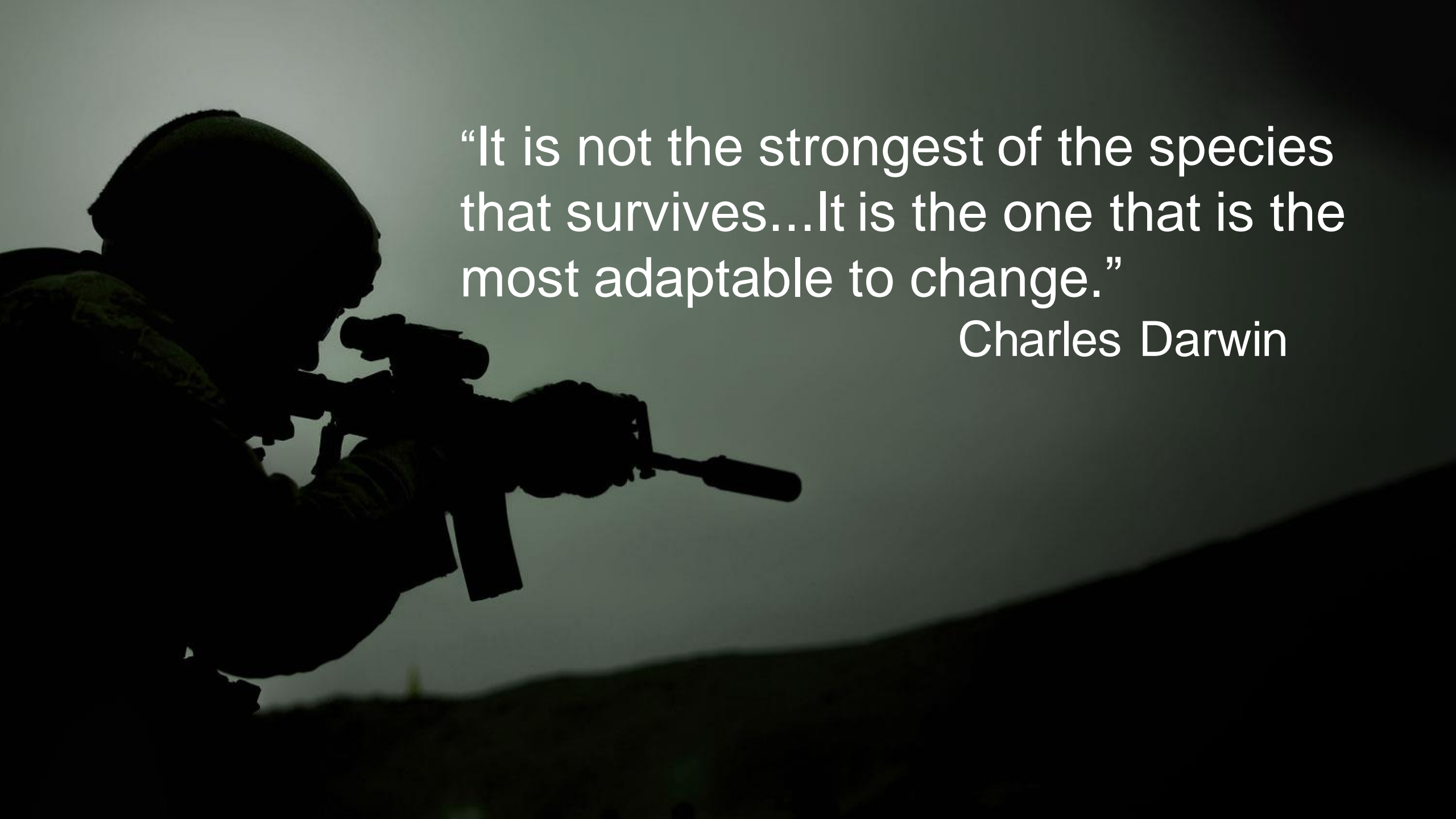
**02 HOW?**  
How to build organizational resilience system

**03 What?**  
The best practices to manage emergency crisis

**04 When?**  
Recovery time and lessons learned.

*Why this global  
disruption happens!*

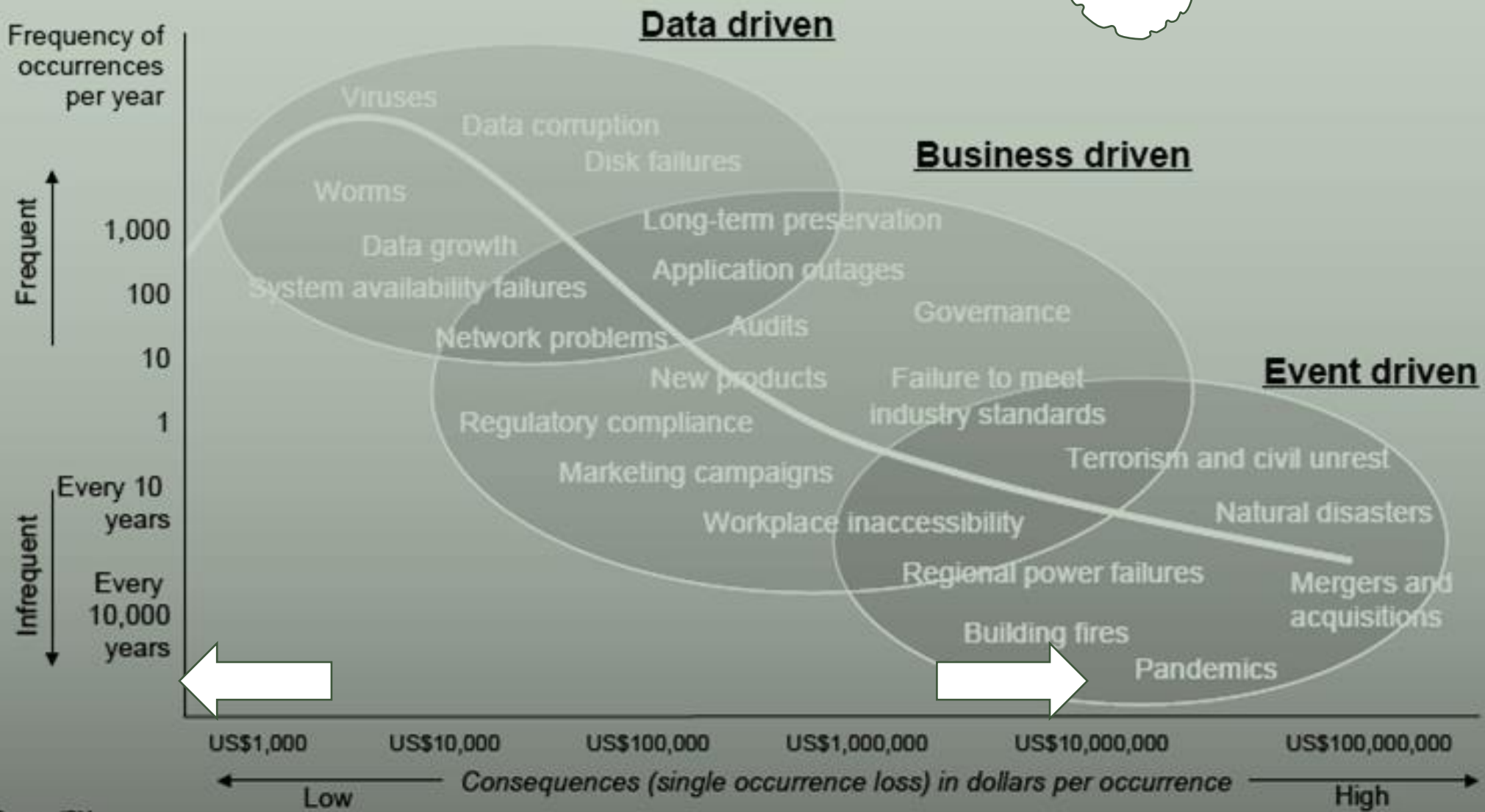


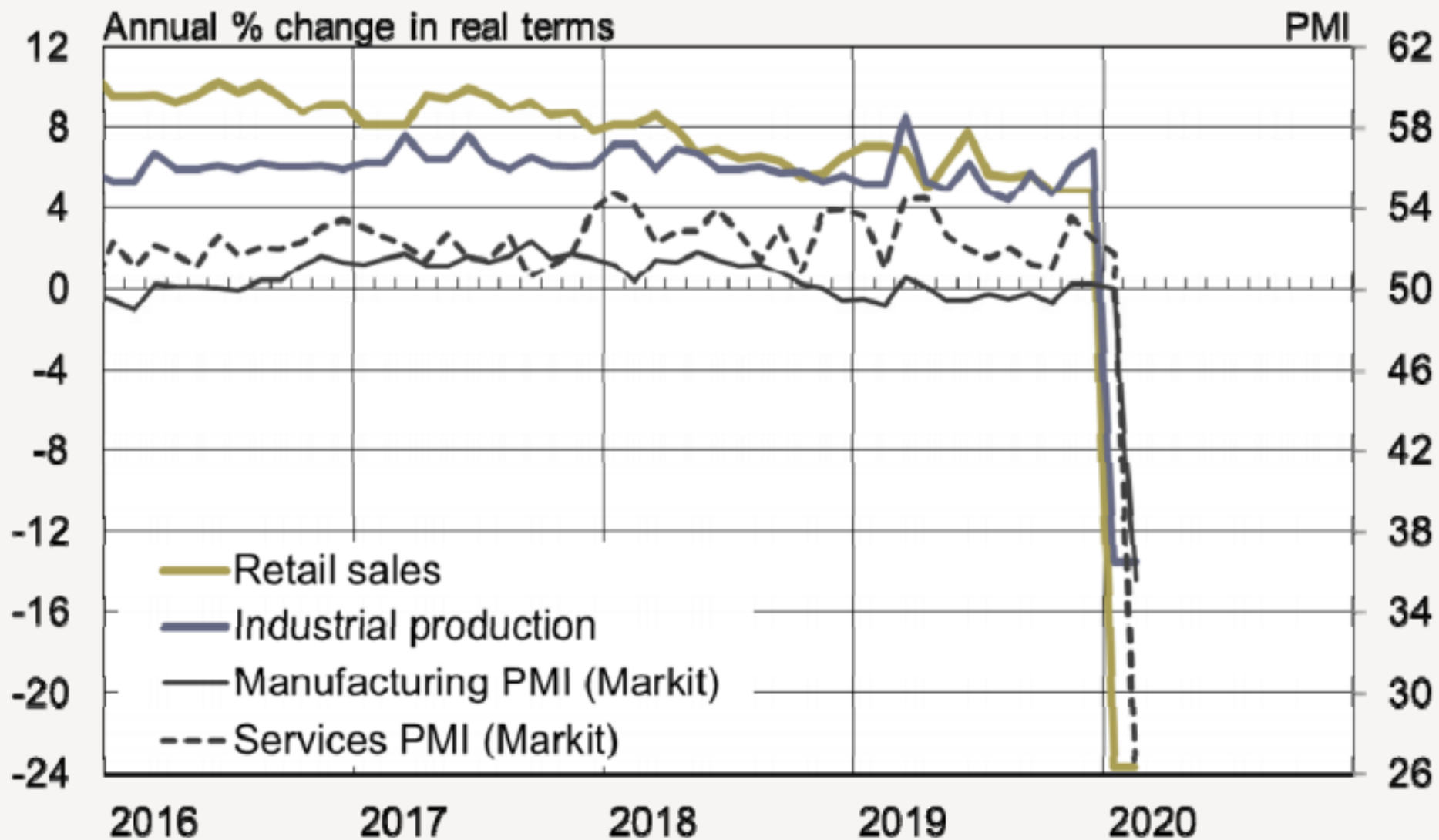
A silhouette of a soldier wearing a helmet and aiming a rifle. The soldier is positioned on the left side of the frame, facing right. The rifle is held in a ready position, with the barrel pointing towards the right. The background is a light, hazy sky, and the foreground shows a dark, silhouetted horizon line. The overall mood is somber and contemplative.

“It is not the strongest of the species that survives...It is the one that is the most adaptable to change.”

Charles Darwin

# ☆☆☆ Pandemics





Sources: Macrobond and CEIC.

*Chinese economy contracted sharply*





# the World's Most Destructive Crisis of modern times.



“

In the mid-1760s the British Empire had accumulated an enormous amount of wealth through its colonial possessions and trade. This created an aura of over optimism and a period of rapid credit expansion by many British banks. The crisis triggered a banking panic.



**The crisis cause:**  
Over optimism and a period  
of rapid credit expansion.

*The Credit Crisis*

“

the Great Depression was triggered by the Wall Street crash of 1929 and later exacerbated by the poor policy decisions of the U.S. government. The Depression resulted in massive loss of income.



## The crisis cause:

Poor policy decisions of the U.S. government.

*Great  
Depression*

“

OPEC countries declared an oil embargo, abruptly halting oil exports to the United States and its allies. This caused major oil shortages and a severe spike in oil prices and led to an economic crisis in the U.S. and many other developed countries.

## The crisis cause:

**OPEC countries declared an oil embargo.**



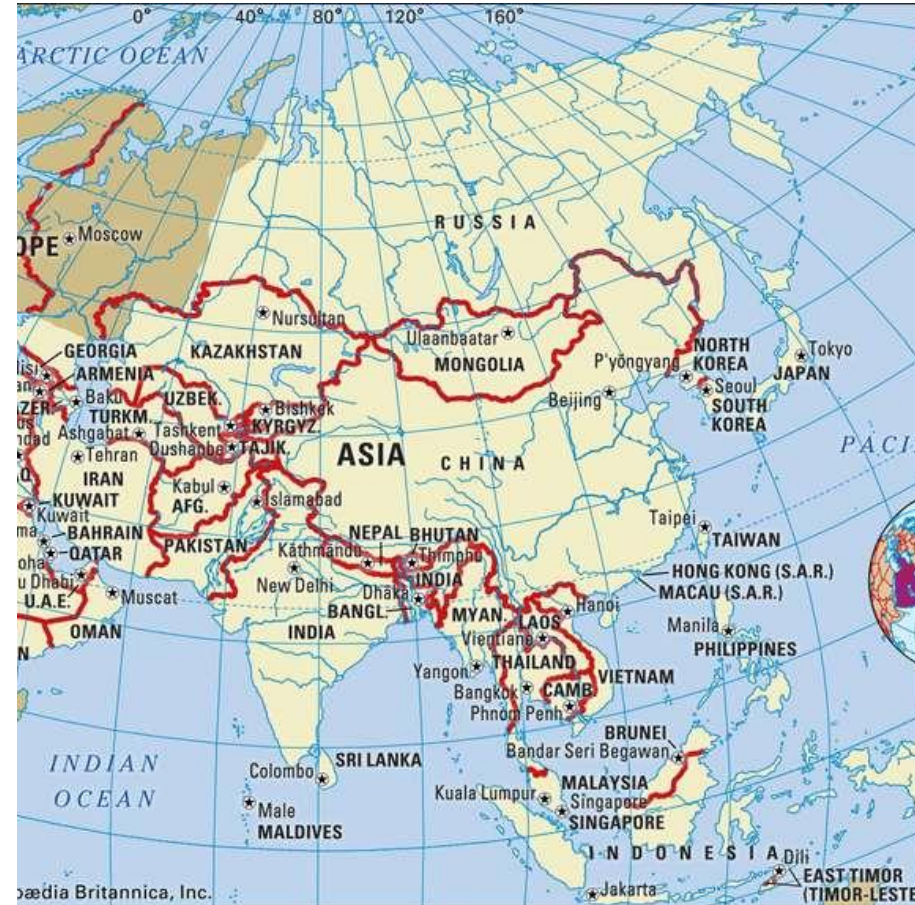
*OPEC Oil Price*

“

Economies of “Asian tigers” had triggered an era of optimism that resulted in an overextension of credit and too much debt accumulation in those economies. It took years for things to return to normal.

## The crisis cause:

Optimism resulted in an overextension of credit and too much debt.



*Asian Crisis*

“

Triggered by the collapse of the housing bubble in the U.S., the crisis resulted in the collapse of Lehman Brothers (one of the biggest investment banks in the world).

## The crisis cause:

The collapse of the housing bubble in the U.S.



*The Financial  
Crisis*

“

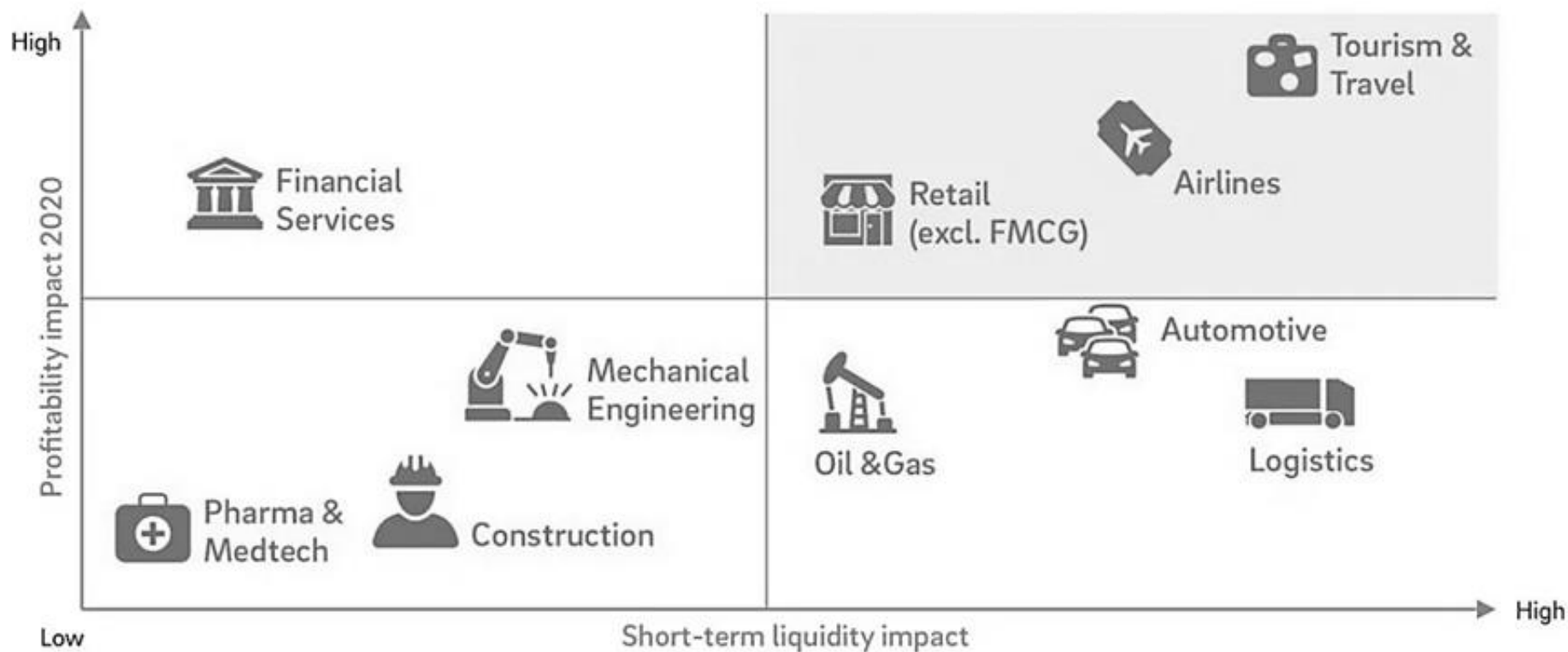
The spread of the new coronavirus and COVID-19 has had a profound effect on the global economy in a staggeringly short space of time. Global stock markets have crashed by around 30% since the start of the year in most of the world's rich countries.

**The crisis cause:  
Unknown Cause.**



*COVID-19 Crisis*

# Coronavirus impact matrix - Tourism & travel, airlines and retail will be badly hit on both liquidity and profitability fronts

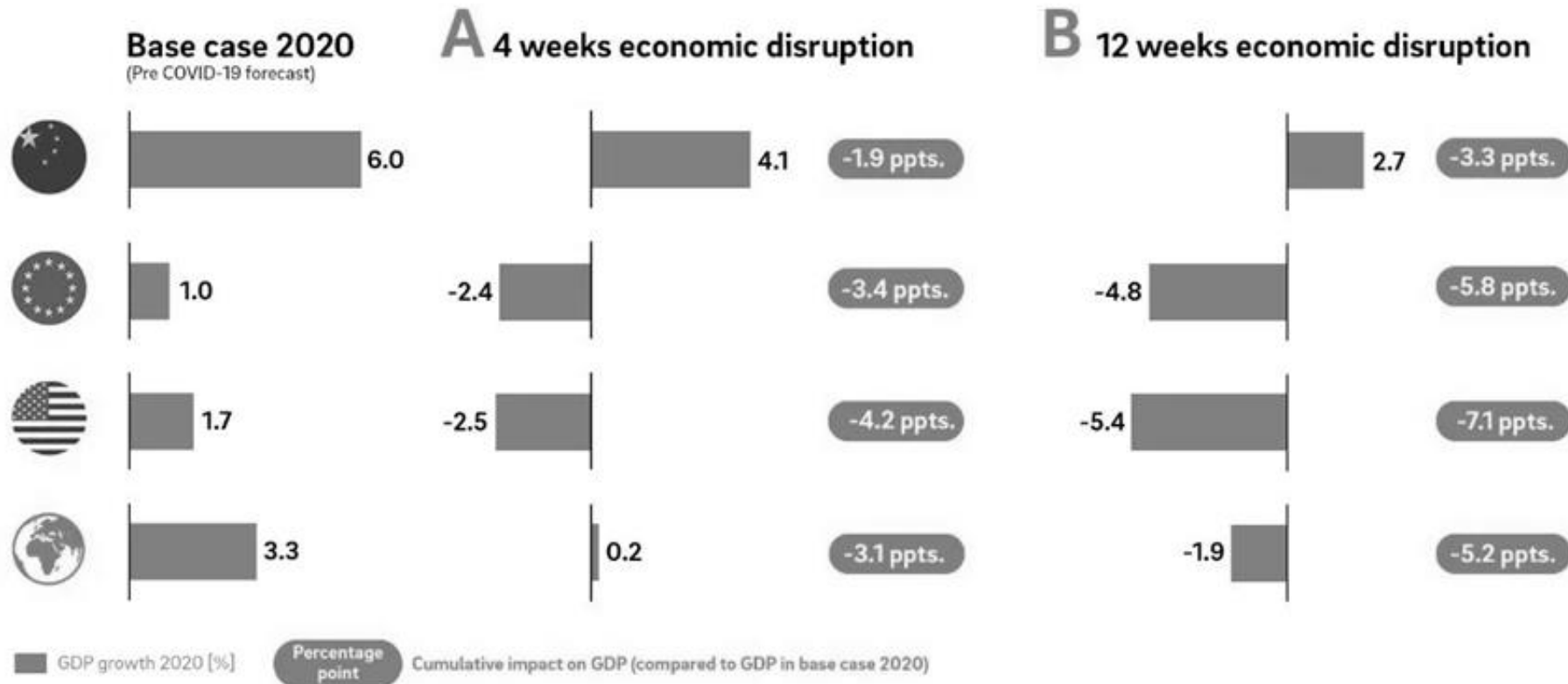


Source Roland Berger





## GDP is taking a beating - We suggest two sub-scenarios, depending on how long the economic disruption lasts



Source: Roland Berger



4 weeks or 12

*To build organizational  
resilience system*



# What is Organizational Resilience?



## The Global Resiliency Network:

“Resilience is the capacity of individuals, organizations and nations to survive and thrive amidst ongoing change, disruption and adversity.”

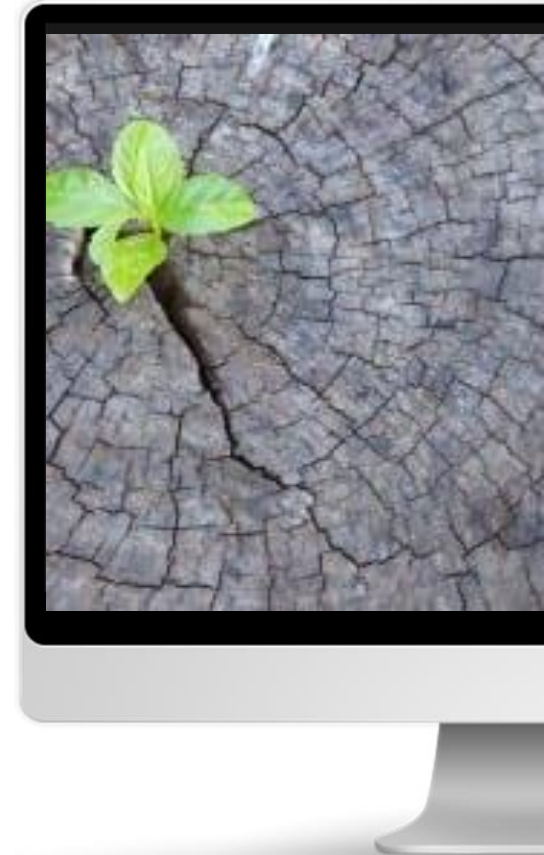
## Development Dimensions International:

“Resilience is the ability to bounce back from adversity, sometimes even stronger than before, and keep on going.”

## ISO 22316 “Guidelines for organizational resilience”

Prepare for respond to sudden disruption and related risks

<https://www.iso.org/obp/ui#iso:std:iso:22316:ed-1:v1:en>



**Enterprise Risk Management**



**Organizational**

**Resiliency**

**Culture**

Crisis leadership

Critical supply + Critical vendors

BCM + The ability to manage issues

Resilient workforce+ Effective communications

The larger community



# CRISIS LEADERS

Not all good leaders are good crisis leaders



The Ability to Be Real,  
Influence & Communicate

“Stress makes you stupid...”

Eric Dezenhall, Damage Control



“Train hard & Fight easy”



## Resilient Community

Everyone is connected to everything through the community they are a part of and serve

# Organizational Resilience LC

Resilience is not what happens; it is what organization does with it.

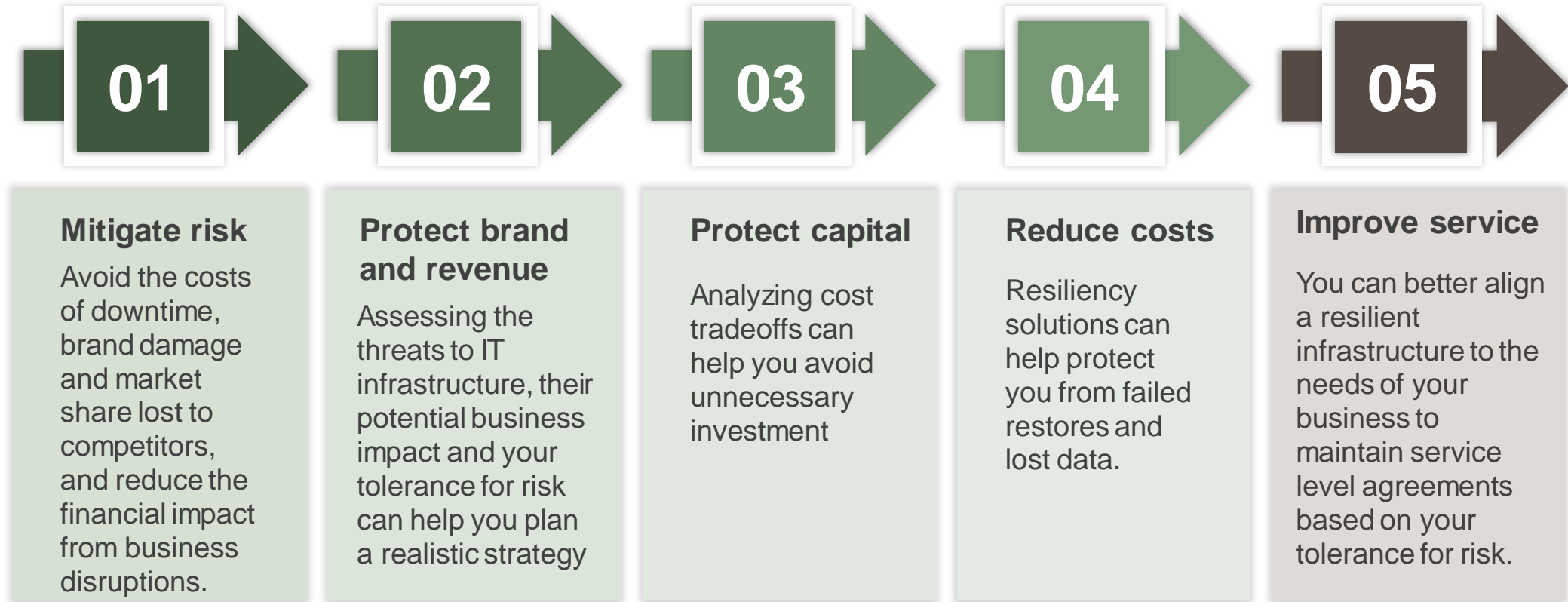




# ORMS Functions



# The right resiliency strategy Benefits



Source: Business Continuity and Resiliency Services from IBM

*The best practices to  
manage emergency crisis*





# Emergency Crisis

## NO PLAN

The threat has never been encountered before, so there are no plans in place to manage it.

## TOO FAST

It is occurring at unprecedented speed, therefore developing an appropriate response is challenging.

## CHALLENGES

There may be a combination of forces in poses unique challenges that impact the organization.

# CRISIS RESPONSE

In order to successfully respond to a crisis emergency companies must:

- 1 Identify the elements of the unique challenge
- 2 Alter response methods to be suitable to cope with the unanticipated aspects of the emergency.
- 3 The organizations ability to respond creatively, and are extremely adaptable

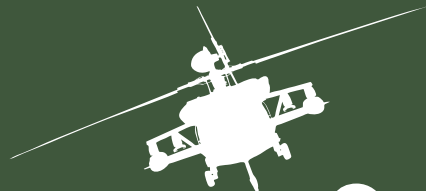
A Understanding

B Agility

C Resiliency



GREEN: Normal Operations  
YELLOW: Partial Activation  
RED: Full Activation 24h



**GYR**  
Crisis Teams



# Items to consider

## Coordination & Communication

Cross-functional coordination and Communication products



## Clear Structure

Clear roles and responsibilities for each member

## Defined Leaders

Decision making rights pre-defined

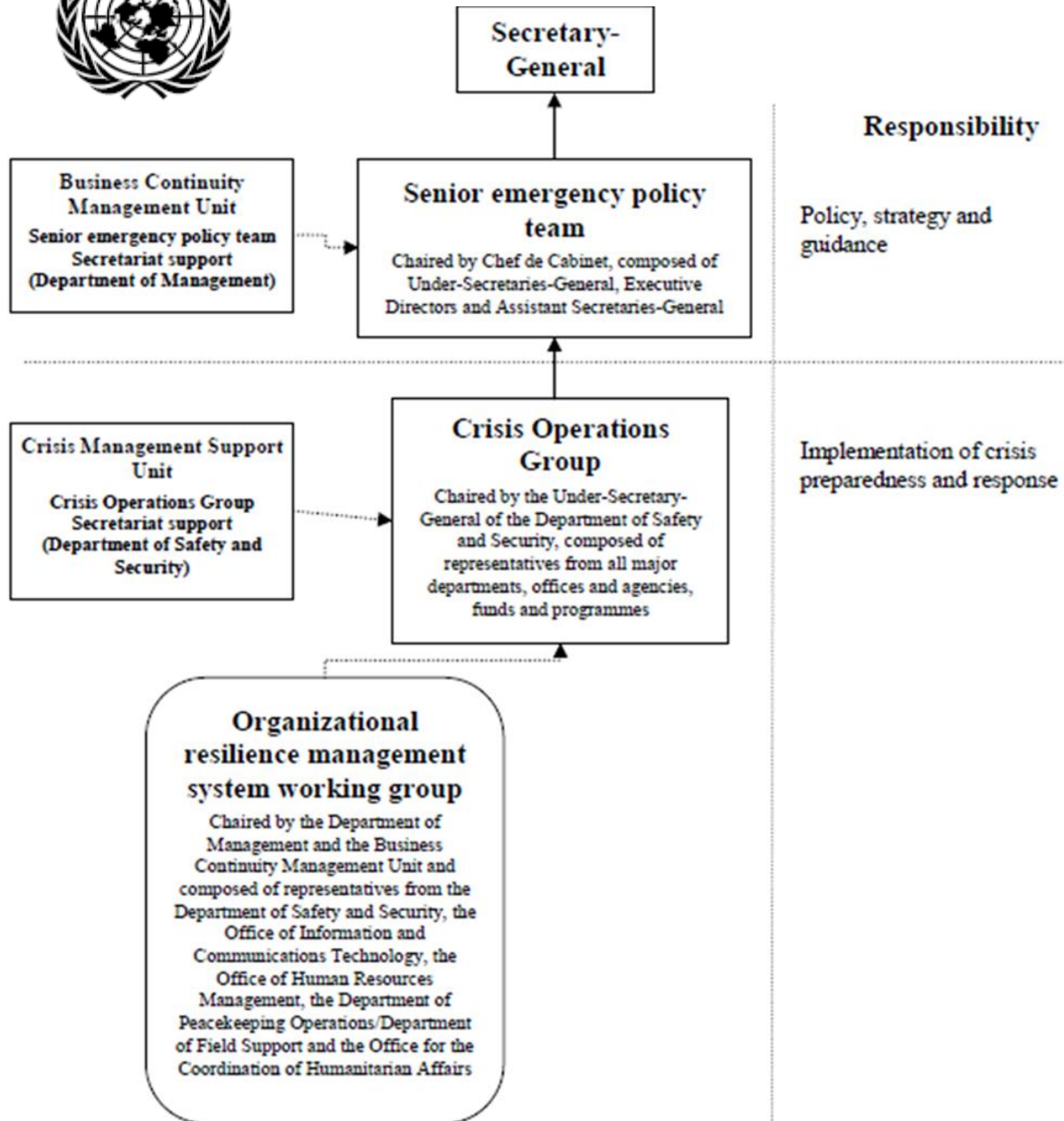
## Single Truth Source

Single source of truth for executive & board communication

*Recovery time and  
lessons learned.*







# UN-ORMS Governance

Secretary-General



Senior Emergency Policy  
Business Continuity  
Management Unit



Crisis operation Group  
Crisis Management  
Support Unit



ORMS working group

# UN-ORMS plans and timeline



Minutes

Hours

Days

Weeks

Years

Crisis response

Recovery

Reconstitution

Business-as-usual



Critical event

Medical plan and mass casualty plan (Department of Management/Medical Services Division)

Crisis management plan and security plan (Department of Safety and Security)

Business continuity plan (Department of Management/Business Continuity Management Unit)

Staff and victim support (Department of Management/Office of Human Resources Management)

IT disaster recovery (Department of Management/Office of Information and Communications Technology)



# UN-ORMS KPIS

**Policy**



**Governance**



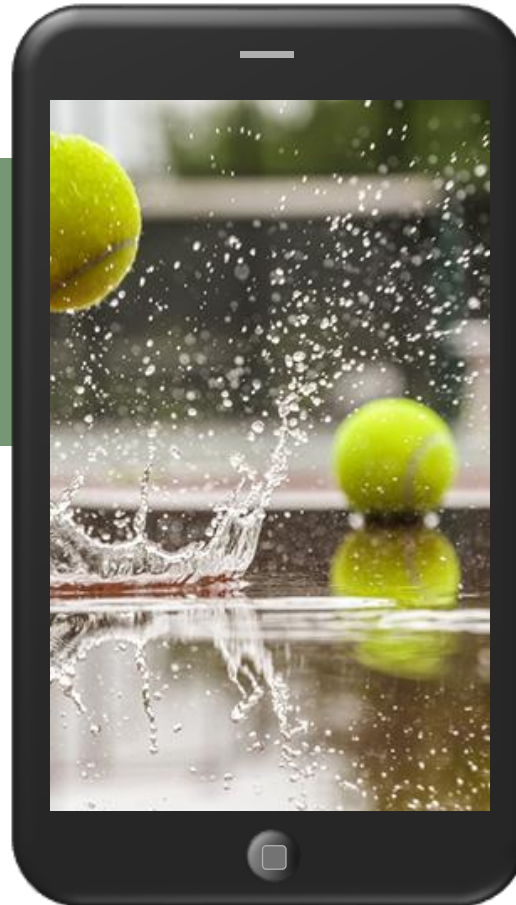
**Maintenance,  
Exercise & Review**



**Risk  
Management**



**Planning**



# Lessons Learned



**Risk Ownership**



**Self-sufficiency**



**Stimulate the economy**



**Resilience System**



“..the virus shows we cannot depend on other countries, even close allies, to supply us with needed items”

US president Donald Trump's trade adviser, Peter Navarro

# TIPS





*Be Safe...*  
*Manage the Crisis...*  
*Build Resilience System*

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