



Issue: How will COVID-19 Inform Your Future All-hazards Resilience?

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Where this issue fits in the phases of the pandemic: Phased Recovery

Summary: Security leaders and their operational risk mitigation colleagues learn valuable lessons from rigorous after-action reviews. Importantly, brand reputation and stakeholders agree that risk mitigation confidence relies upon continuous improvement. COVID-19 after-actions will continue to inform our balance for a steady state readiness and fast-follow resilience. The evidence that most companies, governments and other institutions were/are relatively unprepared seems inevitable. Analyses and books will be written, yet critical catastrophic events loom. The World Economic Forum Global Risk report warns that other catastrophes are increasingly likely. Our questions going forward must probe beyond what worked and what didn't in the response to COVID-19. The answers and critical few prioritized adjustments are within our grasp right now and for the months to come. Most importantly, they will likely yield the highest value for future all-hazard continuity and resilience. We are inclined to offer full marks for heroic ingenuity and work arounds. Those must be celebrated if not rewarded. How we work them into our planning, automate and scale for continuous improvement for lasting value remains the opportunity. Let's ask...

Was a pandemic equivalent to the magnitude of COVID-19 properly forecasted in the company's 10K or risk plan documentation? How might we improve or better align mitigation services against future board level risks?

- Was the corporate crisis management team the right mix of talent and leaders? Were they properly exercised in the past to build muscle memory to tackle this crisis? Were they stuck in their silos and not benefitting from open collaboration and creative problem solving?
- Was business risk intelligence properly deployed to identify pandemic-relevant impacts as it emerged over the horizon? Are our resources adequate, agile and redundant?
- Were environmental health, safety and security needs properly anticipated and provisioned? How might a cross-functional team help facilities and supply chain to improve readiness for any catastrophic event?
- Was risk mitigation acumen and competency sufficiently available and distributed to inform or advance the plan on a global and regional basis? If not, is this an individual talent, organizational, service or training opportunity?
- Was the systems/technology tool-box good enough to communicate planned changes, monitor critical facility access or flex to new operational requirements? What solution innovation tools including APPs might have cost effectively improved our competencies?
- Were performance assessment tools or value metrics automated, robust and timely to inform decision makers? If not, what was adapted or adopted?
- What services or technologies might have been better arranged or contracted in advance for critical processes or oversight redundancy

- What dependencies on private/public responders require renewed or revised efforts contractually, or by service level agreement, to meet or exceed new performance expectations?
- Was your public/private network up to the task and robust enough to reach out to when needs arose?
- Were your internal business partnerships established and the capabilities, services and trust of the security team know ahead of the crisis to best be leveraged?
- What are the benchmarked proven practices?

Resources: [World Economic Forum Global Risks Report 2020](#)

Contact us if you need assistance in COVID-19 strategic planning, response or recovery at: contact@secleader.com