

**PANAMÁ
2014**

CONFERENCIA ANUAL
Del 12 al 15 de Octubre



La pregunta tonta...
¿Por qué estamos haciendo esto?
Expositor: Regina Phelps



USA

Acerca de Regina Phelps



Regina es una líder reconocida internacionalmente en el campo de la gestión de emergencias, la pandemia, y planes de contingencia. Desde 1982 ofrece servicios de consultoría, capacitación y como expositora en países alrededor de cuatro continentes. Es fundadora de Emergency Management & Safety Solutions, una firma de consultoría y capacitación.

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Su especialización incluye el desarrollo de equipos de Gestión de Incidentes, planificación para la pandemia, diseño de centros de operaciones de emergencia (COE), y el desarrollo de ejercicios de emergencia para las grandes empresas globales. Parte de su lista de clientes incluye Visa, el Banco Mundial, American Express, Northern Trust, Tritón, la CFI, la Universidad de Duke, la Universidad de Stanford, el Instituto de Tecnología de California, el FMI, el Banco de Canadá, e International Paper.

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Agenda

- Disasters are Everywhere
- Your “Golden Opportunity”
- Influencing Human Behavior
- Critical Thinking
- Leadership Competencies
- The “Silly Little Question”
- Key Elements in Exercise Design
- After-Action Reports
- Seeing Your Role in a New Light



2014 Top Global Risks

1. Business interruption, supply chain risk
2. Natural catastrophes (for example: storm, flood, quake)
3. Fire, explosion
4. Changes in legislation and regulation
5. Market stagnation or decline
6. Loss of reputation or brand value (for example: through social media)
7. Intensified competition
8. **Cyber crime**, IT failures, espionage
9. Theft, fraud, corruption
10. Quality deficiencies, serial defects

What to Expect?

- **More...** More of everything:
 - Visible increases of the overall effects of climate change.
 - Weather-related disasters of all kinds.
 - Cyber-security issues impacting larger audiences (*“a breach-a-day”*).
 - Disease outbreaks due to population concentrations, zoonotic illnesses, and free-moving populations.
 - Issues related to globalization, including outsourcing and supply chain disruptions.



The World is Changing

- Impactful disasters are on the increase and present a broad range of issues. Events are now:
 - The worst.
 - The most significant.
 - The strongest storms ever recorded.
 - More/Most catastrophic.
 - More/Most deadly.
 - More/Most expensive.
- For example, 100-year floods now happen every 25 years.



Are We Prepared?

- Overwhelmingly, the answer is ‘no.’
 - Too busy.
 - Too expensive.
 - “It will never happen to us.”
 - And so on...
- How can you inspire people in your company to take this work seriously?
 - Use your “golden opportunity” wisely!

Your “Golden Opportunity”

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Golden Opportunity

- Exercises give you a golden opportunity to:
 - Promote your program.
 - Educate your teams.
 - Validate your plans.
 - Engage your senior leadership
- My premise: Exercises are one of the most important aspects of your job.



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How Do You Exploit This “Golden Opportunity”?

- You need to:
 - Understand how to influence human behavior.
 - Help your team develop critical thinking skills.
 - Guide key players in their leadership roles.





Influencing Human Behavior



Human Behavior

- A primary goal of any exercise is to *influence human behavior*. What are we looking to do?
 - Clarify roles and responsibilities.
 - Improve individual performance.
 - Motivate employees.
 - Instill confidence.
 - Make decisions with available information, and revise as necessary.

Human Behavior



Florida DOT Turnpike Enterprise

- What influences behavior?
 - At its most basic level, *self-preservation* influences behavior.
 - Adaptation.
 - Evolution.
 - Strategy.
- How can we influence behavior?
 - Stories!

Exercises = Stories

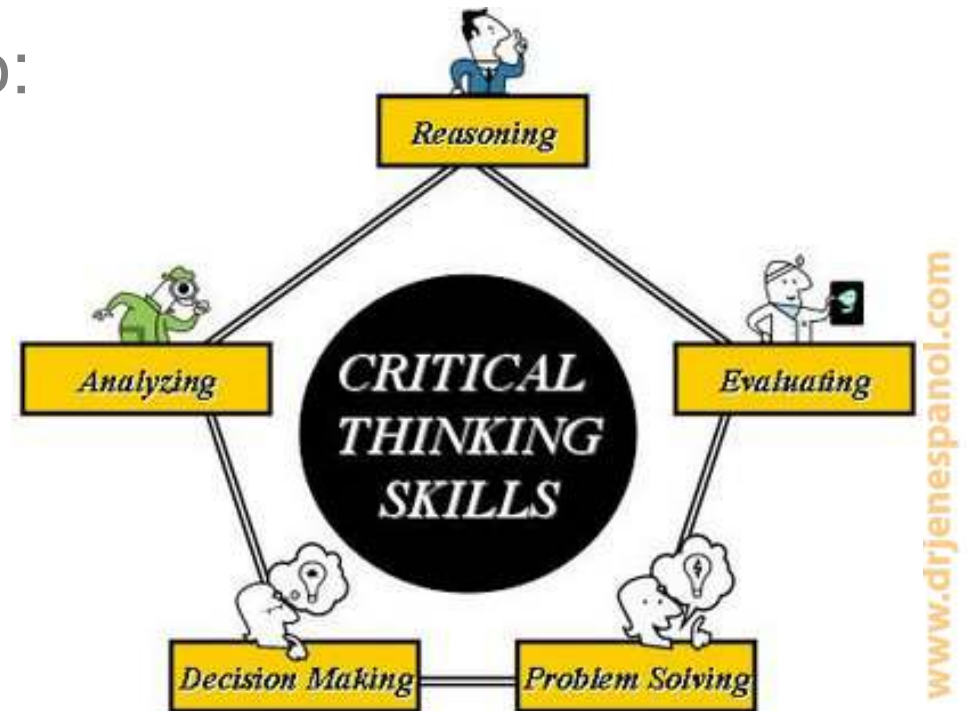
- Exercises are nothing more than dropping your team into a story (i.e., the exercise narrative or scenario).
- The story helps your team to put a more realistic context around the theory of their roles and responsibilities.
 - Just reading a checklist does not “make it real” for your team members.

Critical Thinking



Critical Thinking

- Critical thinking helps to:
 - Clarify goals.
 - Examine assumptions.
 - Discern hidden values.
 - Evaluate evidence.
 - Accomplish actions.
 - Assess conclusions.



Developing Critical Thinking Skills

- Critical thinking is an active process that:
 - Recognizes problems, finds workable solutions.
 - Understands the importance of prioritization.
 - Gathers and marshals pertinent and relevant information.
 - Recognizes unstated assumptions and values.
 - Interprets data.
 - Renders accurate judgments about specific things.
- Isn't that what we want in an exercise?

Leadership Competencies



Leadership Competencies

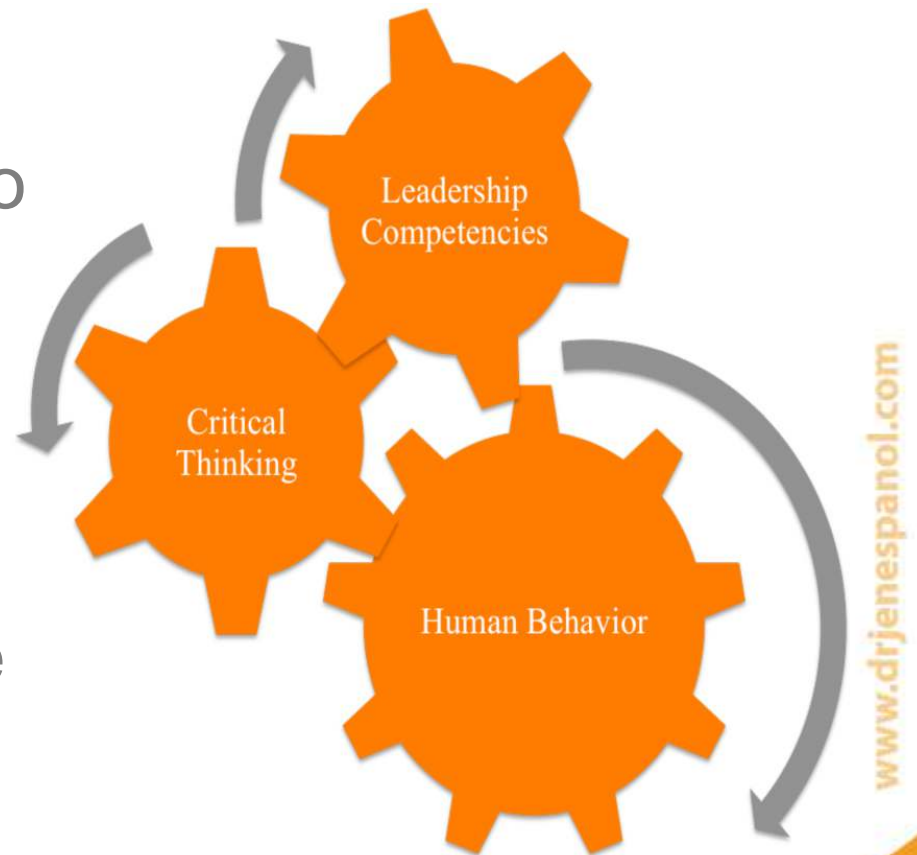
- An exercise can help develop some leadership skills and behaviors.
- Those leadership skills that contribute to superior performance which can be developed in an exercise include the ability to:
 - Manage change in stressful situations.
 - Solve problems and make “real-time” decisions.
 - Manage group politics and influence others.
 - Communicate.

Guiding Leadership Competencies

- (continued) Skills that can be developed in an exercise include the ability to:
 - Take risks and innovate “on the fly.”
 - Set vision and strategy.
 - Manage complex work groups, teams, and streams.
 - Enhance business skills and knowledge.
 - Understand and navigate the organization.

Understand YOUR Role in an Exercise

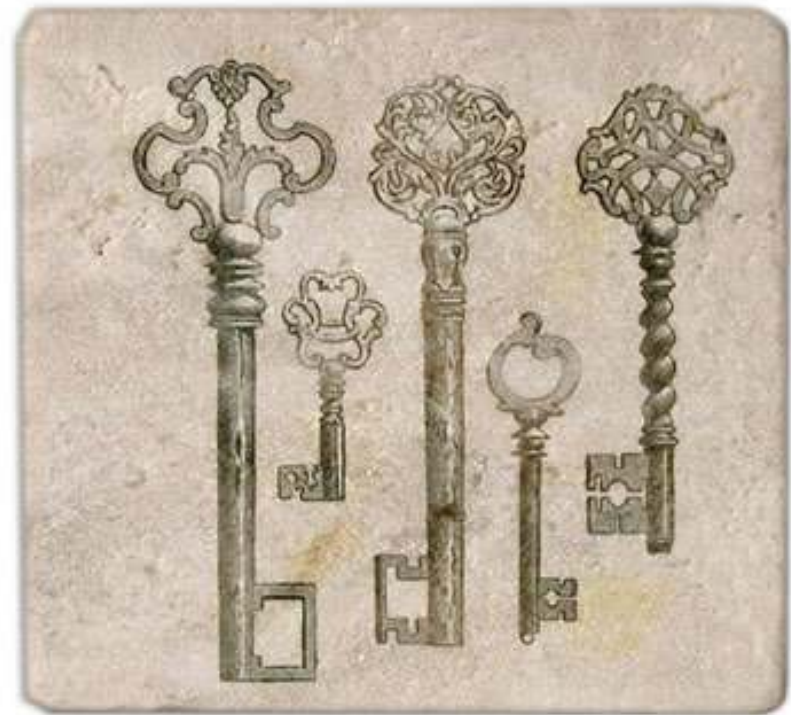
- You must understand these factors if you want to design an exercise to:
 - Improve performance.
 - Mature a team and a plan.
 - Empower the organization.
- If you don't, you will waste this golden opportunity.



The “Silly Little Question”

So What's the Question?

- ***“Why are we doing this exercise?”***
 - The answer to this simple question holds incredible value.
 - It holds the “keys to the kingdom.”



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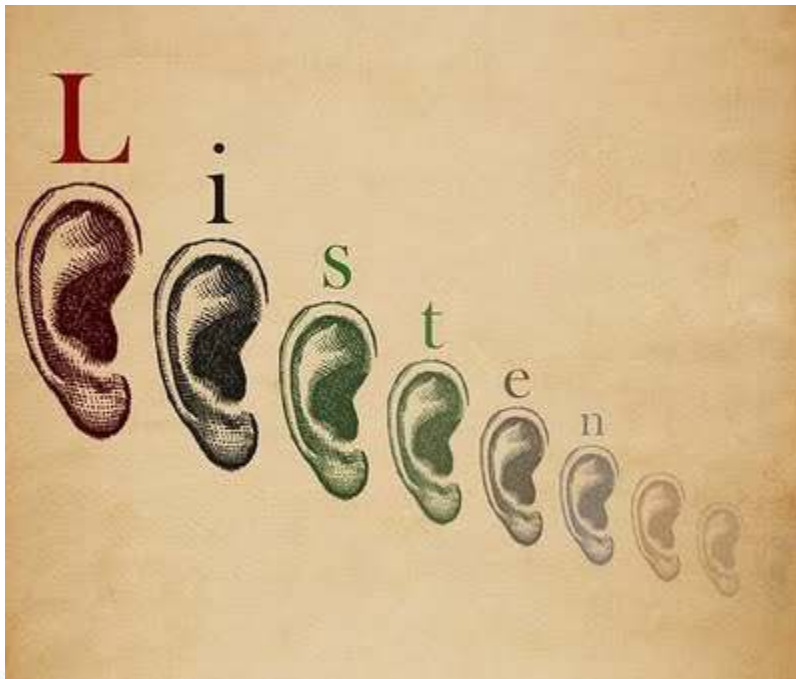
Once You Ask It, Just Listen



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Your task is to be quiet and listen.

The Power of Listening



- Once you ask “*Why are we doing this?*”:
 - Just sit back and listen.
 - Let them tell you in their own words.
 - Ask additional clarifying questions.
- DO NOT start discussing the narrative yet.

The Answer to “the Question” Tells All

- It will tell you:
 - What type of exercise will likely deliver the best results.
 - Your goal, scope, and objectives.
 - Which narrative will yield those results.
 - How to keep you and the design team on track.

Your Task is to Peel the Layers



So, At Every Step of the Way...

- Ask the question over and over again:
 - *“Why are we doing this exercise?”*



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The answer to this “silly little question” may help prevent Martians landing in the middle of your exercise.

Key Elements in Exercise Design

Key Elements in Exercise Design

- Two key elements:
 - Know what you are exercising.
 - Have a formal Exercise Plan.

Know What You are Exercising

- What are you exercising?
 - Emergency Response.
 - Business Continuity.
 - Disaster Recovery.
- Words have power. What do you call what you're doing?
 - “Exercise.”
 - “Test.”



Have a Formal Exercise Plan

Always have a detailed exercise plan with the following components:

- Type.
- **Scope.**
- **Goal.**
- Agenda.
- **Objectives.**
- Communications.
- Evaluation.
- Participant instructions.
- Artificialities.
- Assumptions.
- Narrative/scenario.

(We will talk about the three components in **green** in the next few slides.)

Identify the Exercise Scope

- What is the scope of your exercise?
 - Who is actually “playing” in the exercise? (I.e., who are the active participants?)
 - Who will be simulated?
- Our clarifying question helps to decide:
 - Teams you want to exercise.
 - Business units or departments to include.
 - Specific personnel who are needed.
 - The geographical area to be included.

State the Exercise Goal

- The goal is the defined purpose of the exercise. It ultimately answers our question, “*Why are we doing this exercise?*”
 - A brief and clearly stated aim of what you want the exercise to accomplish.
 - Along with the exercise objectives, the goal drives the exercise design and keeps you on track.

Goal Development

- Goals are developed by finding out how the key players answer this question: “What do you want to get out of this?”
 - Conduct short interviews with key players identified in the scope, including the Incident Commander of the team, business unit managers, and other key individuals.
- Goal = vision.

Outline Exercise Objectives

- Exercise objectives also answer our question, “Why are we doing this?”
 - Establish the direction of the exercise.
 - Control the direction and flow of the exercise injects.
 - Narrow the scope of the exercise plan.
 - Keep the exercise and participants on track.
 - Evaluate the exercise.

Exercise Objectives

- Most exercises have between 3 and 5 overall objectives for all participants.
 - There may be additional objectives for a specific team, a department, or location.
- Exercise Objectives are used to guide the exercise design and to assess the outcome.

After-action Reports

After-action Reports (AAR)

- Your observations in the AAR can and will influence behavior. It will also assist in developing critical thinking and guide leadership development.
- After every exercise, you should clearly answer the question of “why we did this.”
 - Always develop an after-action report.
 - Present to key stakeholders including senior management, audit, and risk committees.
 - Use it as a tool to improve the team, the plan, and the program.

Seeing Your Role in a New Light

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Your Role Now

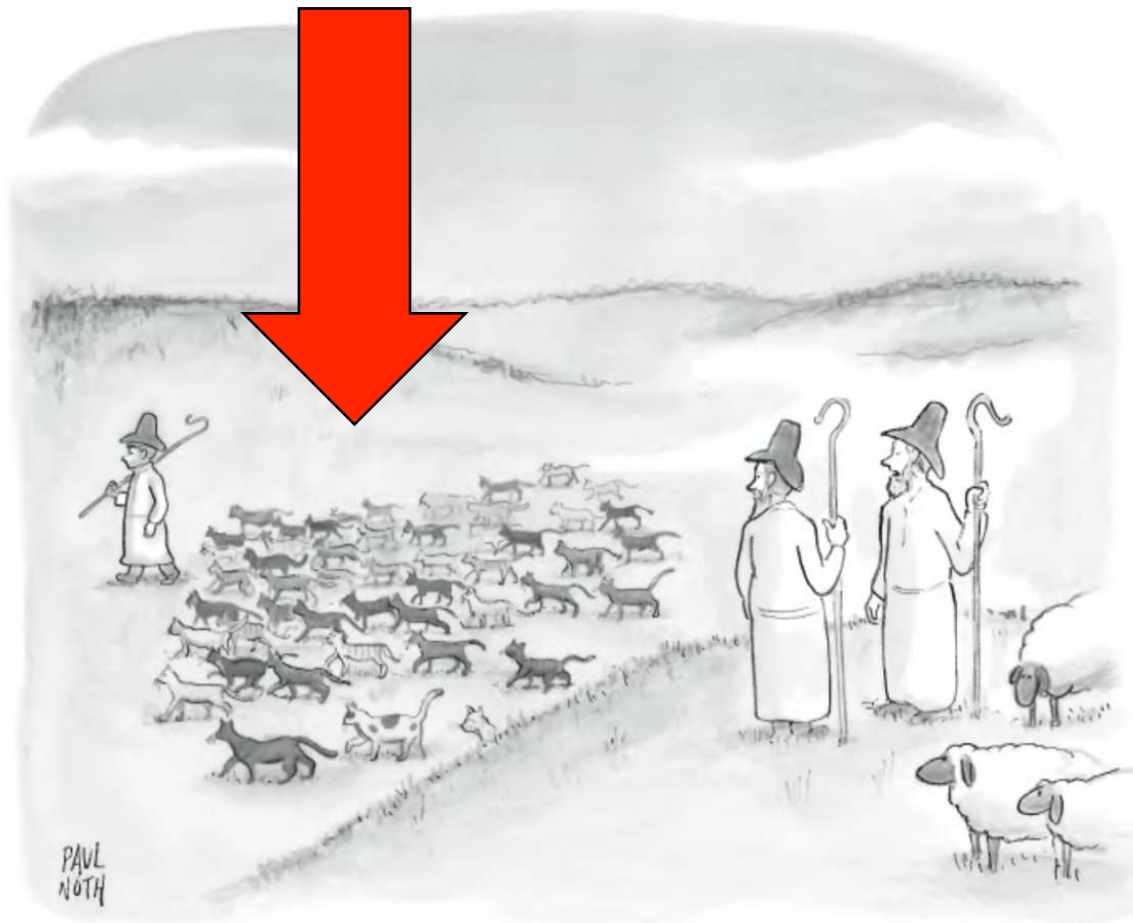


- Exercises are golden opportunities.
- Integrate your knowledge of:
 - How to influence human behavior.
 - How to develop critical thinking.
 - How to guide leadership competencies.
- What is your challenge?



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So, my question for you is...
What kind of herder are you?



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"The kid's good."



Thank you

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