




Building a Resilient Organization through Business Continuation Planning

October 16, 2013

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Consulting for Change



What is business continuation planning?

- *A process to prepare for the future of your organization. It includes Succession Planning but is broader, to include making the company more secure when any senior person leaves, either in an emergency or a planned manner.*
- Business Continuation Planning helps guarantee your organization / vision will continue into the future. It should be part of any strategic planning process.
- This is scary stuff and most of us put it off for as long as possible, but doing this will reap benefits for your organization beyond the actual succession event.

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Business Continuation Planning

- Other advantages:
 - Give junior people opportunities to test out skills and grow
 - Make it easier for people to take their time off
 - Broaden the public face of the company

Address three aspects in this session:

1. Relationship or skill owned by one person
2. Best practices you should pay attention to
3. Succession planning for senior positions



1. Relationship/skill owned by one person

- Stakeholder or relationships:
 - Which relationships that are critical to your company are “owned” by just one person?
- Expertise or process:
 - What vital expertise or knowledge of how to do something at your company is “owned” by just one person?
 - What processes do you do over and over again but are not written down?



Create a plan

- Identify the top five stakeholders that only know one person at your company. Figure out who else from your organization should be involved. Bring them along to your next meeting or conference.
- Identify the top five areas of skills or process knowledge owned by just one person. Figure out who else in the company should be brought up to speed. Train that person.
- In year two identify the next five relationships and the next five skills / processes. “Rinse and repeat.”

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Relationship sharing

- Critical relationships could include:
 - Funders
 - Government officials
 - Community leaders
 - Partners / competitors
- Who to bring into relationship?
- How to share these relationships?
 - Share the background and any “back story”
 - Begin to bring the person in on calls, meetings
 - When comfortable have them become backup, take over the less critical tasks
 - Be clear about the goal: sharing or transfer of relationship

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Skills sharing

- Critical skills / process / knowledge:
 - Special software only one person can use
 - Only one person knows how to apply for a critical grant or fill out a certain funder report
 - Executive Director is the only staff who knows what is going on with the Board
- How to share skills / process / knowledge:
 - Shadowing and practice with staff member
 - Training
 - Identify outside freelancer who could help out
 - Write down critical processes / update periodically

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Try it!

- Work at your tables on the Business Continuation Form for the next 10 minutes.
- Do at least one relationship and one skill
- If you get stuck, talk with the people at your table or call me over.
- Be prepared to report out what you came up with.

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2. Best practices

- Every organization has its internal strengths and weaknesses
- When a key person leaves these weaknesses can become a challenge or even a crisis.
- Better to focus on improving these weaknesses now!



Work at your table

- 10 minutes
- What has your organization put off that could put it at risk in the event of a senior person leaving?
- What is a first step you or your organization can take in the next two weeks to get started on addressing this risk?



3. Succession Planning for senior positions

- Succession planning is an element of leadership – which is about preparing the organization for change and dealing with the issues of loss.
- Work on one position here (10 minutes)
- If its useful, work on the other positions back home
- Report out

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When you get home

- Remember the tools we introduced:
 - Managing critical relationships
 - Managing transfer of skills / processes
 - What best practices has the organization put off?
 - Succession Grid
- Commit to doing a next step today. Don't just put this in a drawer!

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SUCCESSION PLANNING GRID FOR MANAGEMENT POSITIONS

Position	Where to Advertise	Internal Applicants?	Interim Responsibilities	Hiring Decision	Key Experience & Attributes Required
Director of Lending	National & Regional: OFN, State Bankers Association, Website for Regional Paper	Yes	ED Supervises Lenders Finance Director supervises Loan Closings and monitoring portfolio	Executive Director	Management experience, Supervision, Lending skills, Managed budgets
Finance Director					
Development Director					
Lender					

Approach to Succession:

- ED will oversee process and establish salary range.
- A minimum of a Bachelor’s Degree and a minimum of 5 years of applicable experience would be expected
- Interviews and ranking by ED and a second management level employee
- Verification of education and employment, and references

Originally Developed by Joe L. Myer, Executive Director of NCALL Research, Inc, Dover DE

Some of the best practices that mitigate risk in case of a critical person leaving your organization:

1. Financial management systems that are functional and documented
2. Three to six months of operating reserves
3. Operational manuals for administrative and other systems
4. Annual personnel evaluations with individual development plans to build skills / leadership
5. Functional Board with diverse perspectives and skills
6. Periodic Board of Director's self-assessment
7. Board performs annual Executive Director review
8. Clear strategic plan with annual and multi-year goals
9. Job Descriptions of senior people are up to date& relevant
10. Effective supervision process in place for every employee
11. Impact measurement system is in place and demonstrates organization is meeting its goals
12. Business model that is sustainable
13. System in place to make filing reports to funders accurately and on time
14. Other? _____
15. Other? _____

Spend 10 minutes thinking about and answering these two questions:

1. What has your organization put off that could put it at risk in the event of a senior person leaving?

2. What is a first step you or your organization can take in the next two weeks to get started on addressing this risk?

Business Continuation Plan

Managing Relationships Owned by One Person

Name	Organization	Owner in your organization	Designated Second
First Steps towards sharing or transferring the relationship			Timeframe
1.			
2.			
3.			
4.			

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First Steps towards sharing or transferring the relationship			Timeframe
1.			
2.			
3.			
4.			

Notes / Other Steps: _____

Business Continuation Plan

Managing Skills / Expertise / Process Owned by One Person

Skill / Expertise / Process	Owner in your organization	Designated Second
First Steps towards sharing the skill or expertise		Timeframe
1.		
2.		
3.		
4.		

Skill / Expertise / Process	Owner in your organization	Designated Second
First Steps towards sharing or transferring the skill or expertise		Timeframe
1.		
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3.		
4.		

Notes / Other Steps: _____