#### **Deloitte.**





#### **Welcome and Introduction**



Bill Marquard

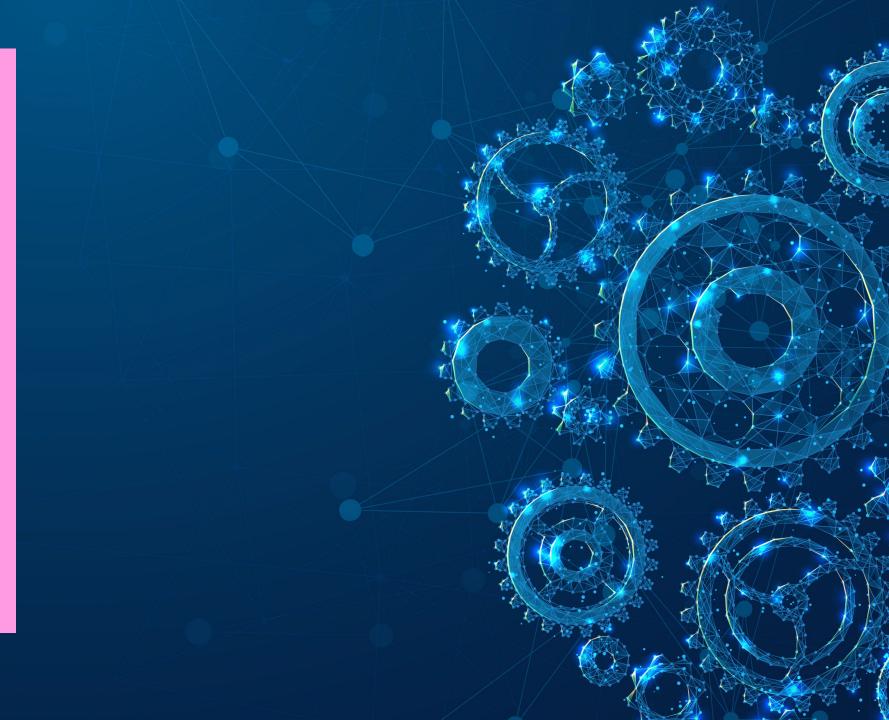
Managing Director In Strategy, Deloitte Consulting LLP.



Zen and the
Art of Motorcycle
Maintenance

- Robert M. Pirsig

William Morrow (April, 1974)



# Zen and the Art of Motorcycle Maintenance

- Robert M. Pirsig

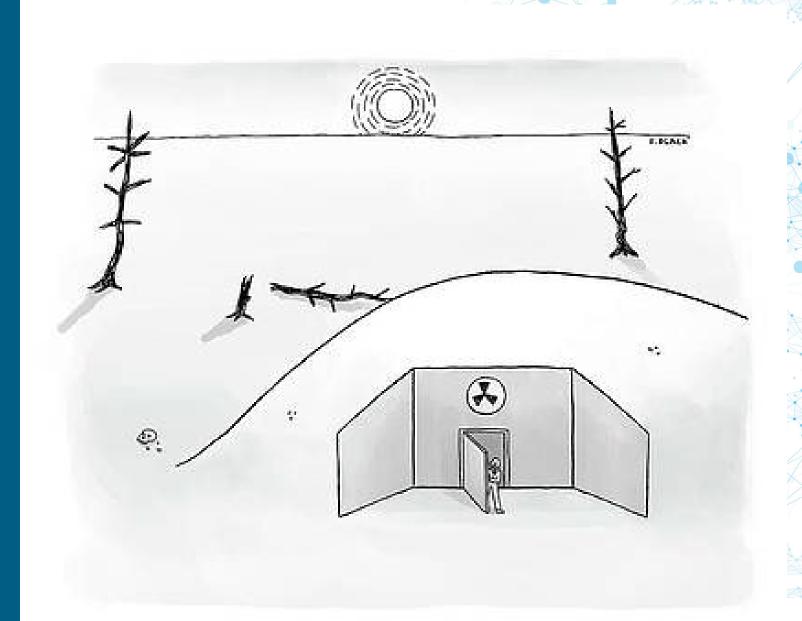
William Morrow (April, 1974)

"If you're going to repair a motorcycle, an adequate supply of gumption is the first and most important tool...Gumption is the psychic gasoline that keeps the whole thing going. If you haven't got it, there's no way the motorcycle can possibly be fixed. But if you have got it and know how to keep it, there's absolutely no way in this whole world that motorcycle can keep from getting fixed. It's bound to happen. Therefore the thing that must be monitored at all times and preserved before anything else is the gumption."





"Come on out, everyone! The times are finally back to being precedented!"



A resilient organization cycles
Respond, Recover, Thrive (RRT) rapidly
and effectively for any crisis or
opportunity



#### Disruption can manifest in many different forms

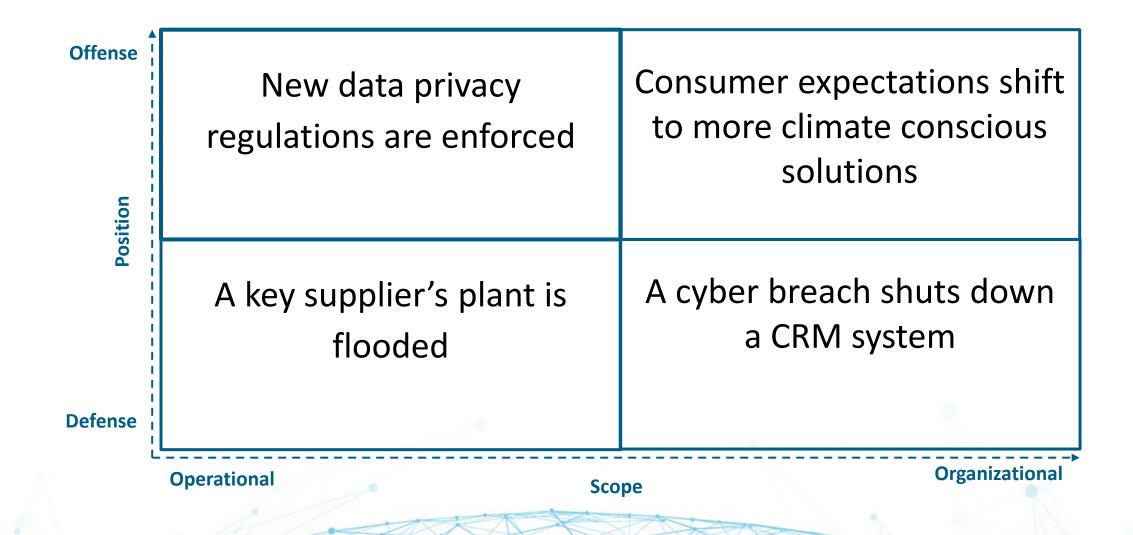
Disruption example Intervention Outcome The business responds by shifting to secondary Quick response and suppliers, paying a short-term premium but minimizing A key supplier's plant is flooded recovery inventory shortages New enterprise-wide processes are created, like A cyber breach shuts down a CRM A coordinated response is vulnerability assessments, to ensure tighter cyber established system security practices. Proactive preparation to In anticipation of the regulations, the business New data privacy regulations are thrive in a new enforced redesigns its product line to make privacy a key feature environment An entire business model is Consumer expectations shift to Sensing changing values, an energy company sets more climate conscious solutions transformed targets for moving from fossil fuels to green solutions

#### The scope of resilience ranges from operational to organizational

Consumer expectations shift New data privacy to more climate conscious regulations are enforced solutions Position A cyber breach shuts down A key supplier's plant is a CRM system flooded **Organizational Operational** 

Scope

#### Should you play offense or defense



#### The *four postures* of resilience

Offense

Position

**Defense** 

#### **Operational Offense**

A proactive approach to transforming isolated or specific parts of the business.

#### **Organizational Offense**

A cross-functional, enterprise-wide strategic priority that continually looks to transform the full-spectrum of the business.

#### **Operational Defense**

A crisis management position that helps empower the "at risk" function of the organization to swiftly recover—usually in an isolated manner.

#### **Organizational Defense**

Enterprise-wide coordination and preparation for crises and disruptions.

Operational Scope Organizational

#### **Assignment 1**

At your tables, discuss the following questions:

Which posture is your organization particularly focused on?

Which posture does your organization need to focus on more?



One Size doesn't fit all
Four postures toward resilience



# Who is responsible for resilience? Finding the right talent

## Since 2020 Resilience role postings skyrocketed with...

833%

VP level growth

490%

Director level growth

364%

Manager level growth



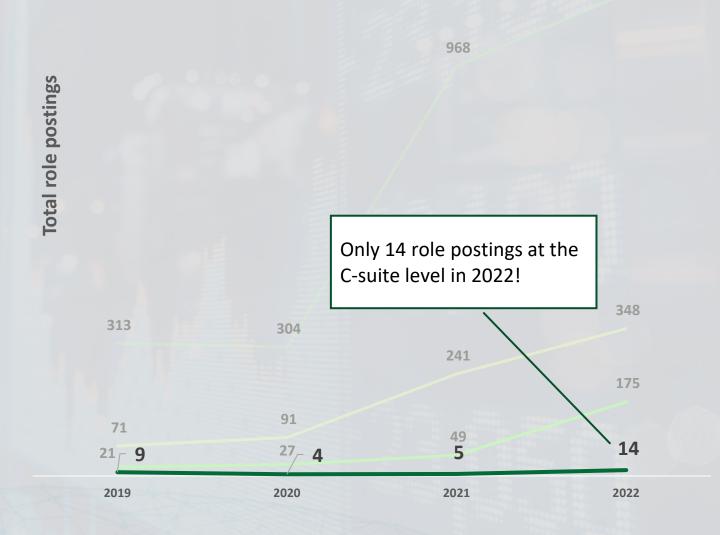
-Manager — VP

Director

## But where is the Chief Resilience Officer?

Minimal postings for CRO in past four years

In comparison, Chief Sustainability
 Officer postings grew 250% (from 115 to 286)



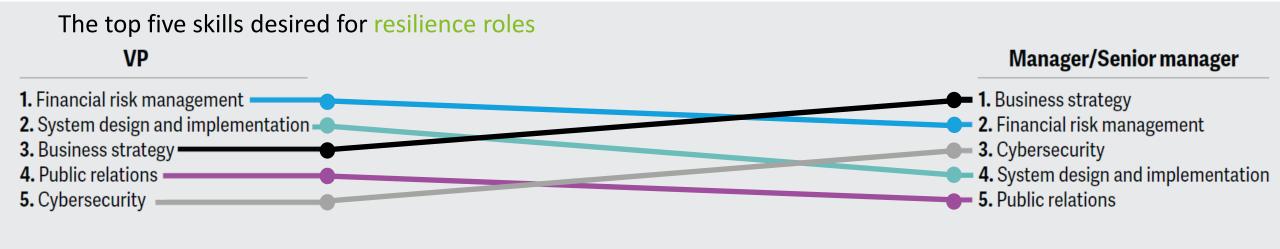
Manager

Chief

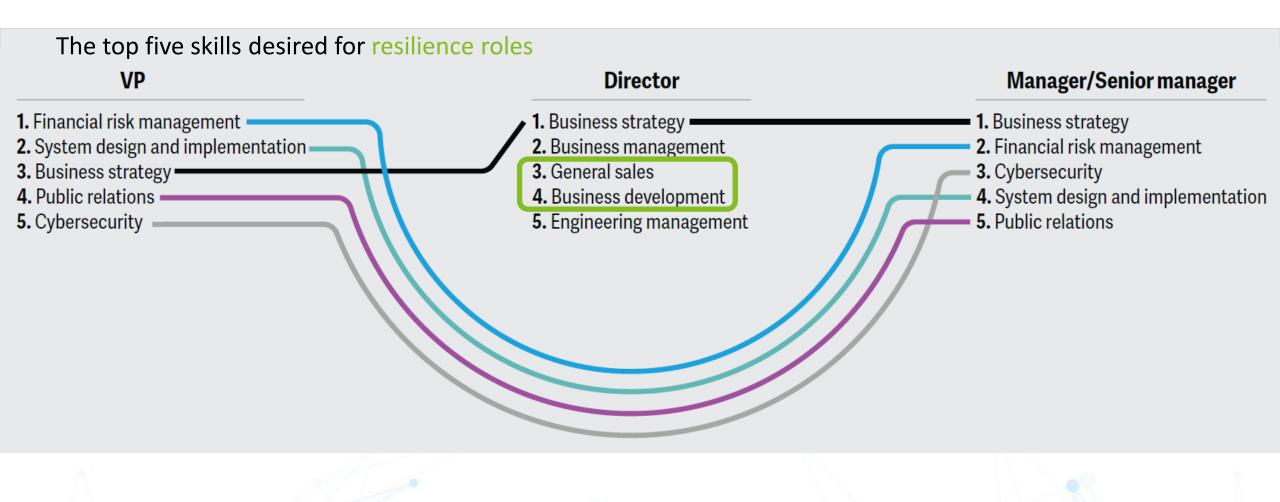
Director

1,140

#### Growth gets squeezed



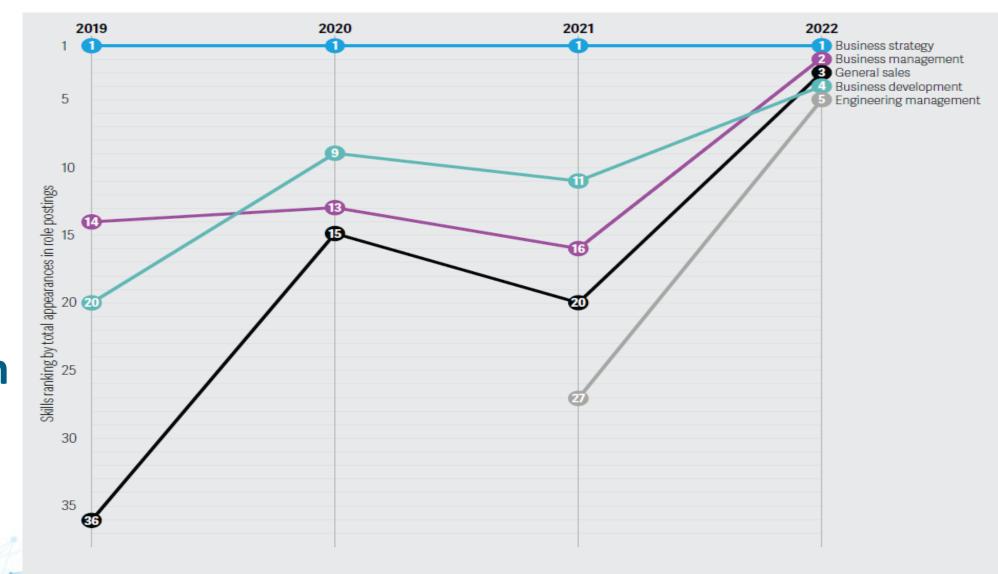
#### Growth gets squeezed



Source

#### A growth evolution for directors

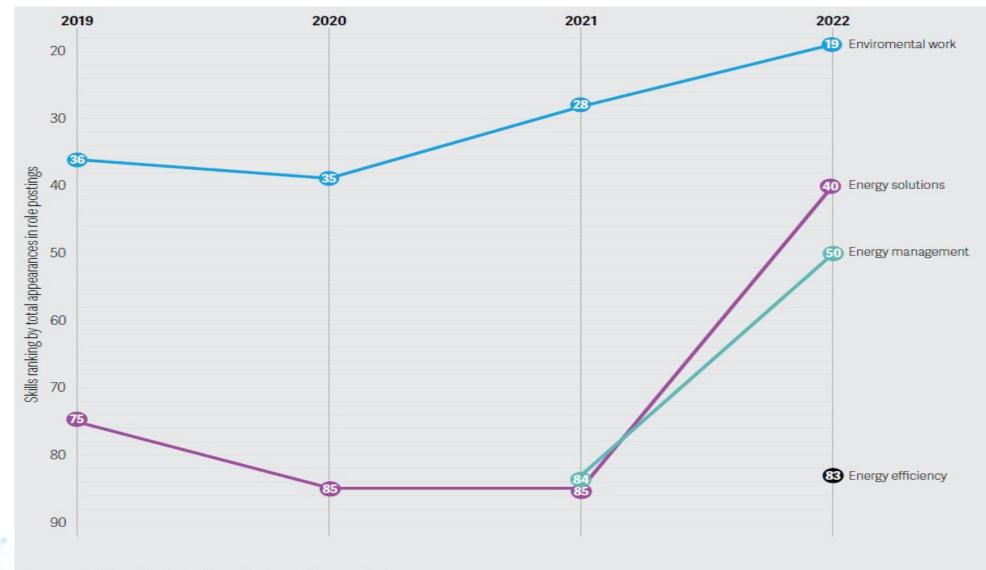
The Growth mandate is a new phenomenon



Source: Deloitte's 2023 "resilience" role postings analysis.

#### **Environmental expertise for managers**

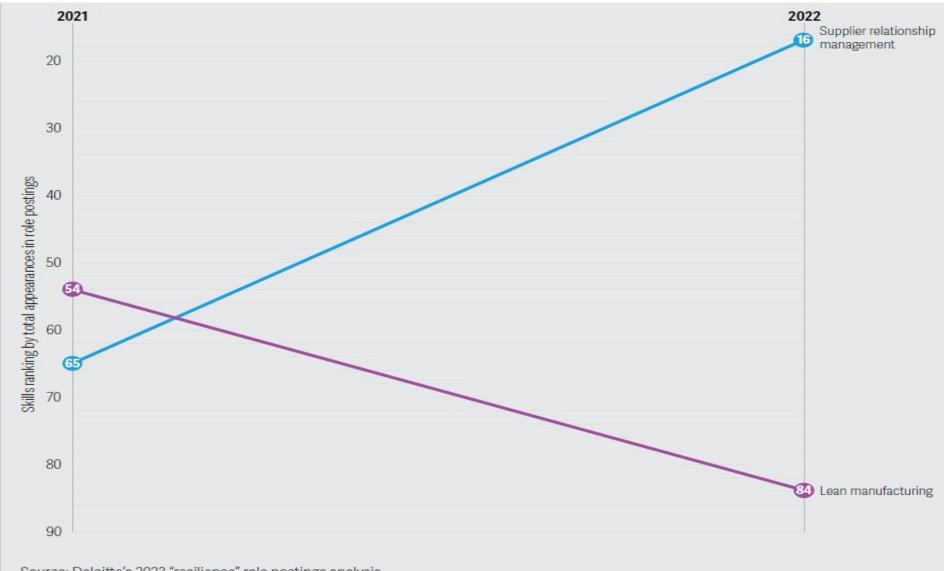
**Managers** are increasingly looking to demonstrate expertise in climate issues



Source: Deloitte's 2023 "resilience" role postings analysis.

#### VPs are focusing on supply chain

**VPs** are charged with having more expertise preparing for supply chain disruption



Source: Deloitte's 2023 "resilience" role postings analysis.

#### Remember to invest in skills that empower the organization to look around the corner

- 1. Dynamic scenario planning
- 2. Social sensing
- 3. Product development
- 4. Public policy and regulation

Source

#### **Assignment 2**

## At your tables, discuss the following questions:

Who, if anyone, is charged with leading resilience at your organization?

What skills are being sought after to ensure a balance between reactive and proactive resilience?



Emerging roles, evolving skills:

Designing a growthorientated resilience strategy



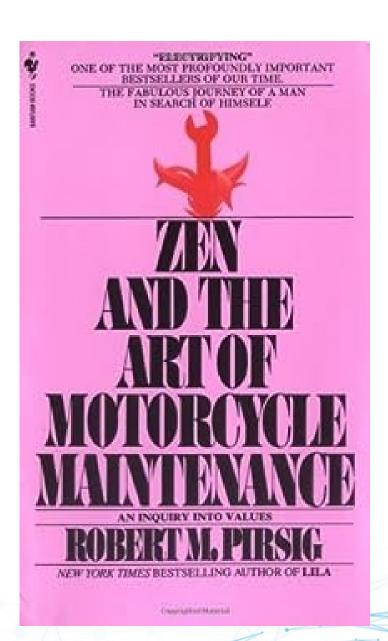
### Where is resilience going next?

Making resilience a way of being



# Is Resilience a way of being or

means to an end?

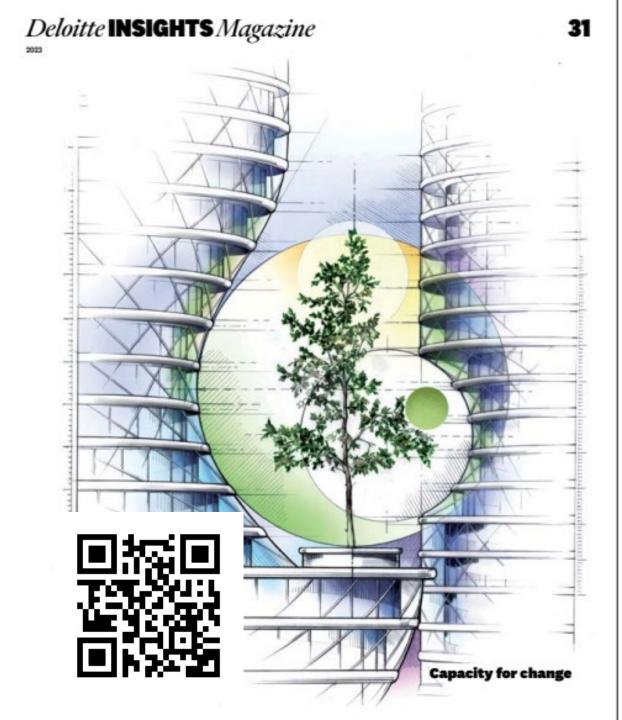


"Even though quality cannot be defined, you know what quality is."

# The Quality movement may be our quide

# Therefore... Resilience is a way of being AND means to an end!

## Q&A



#### Deloitte.

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