

# Organisational Resilience

May 2022

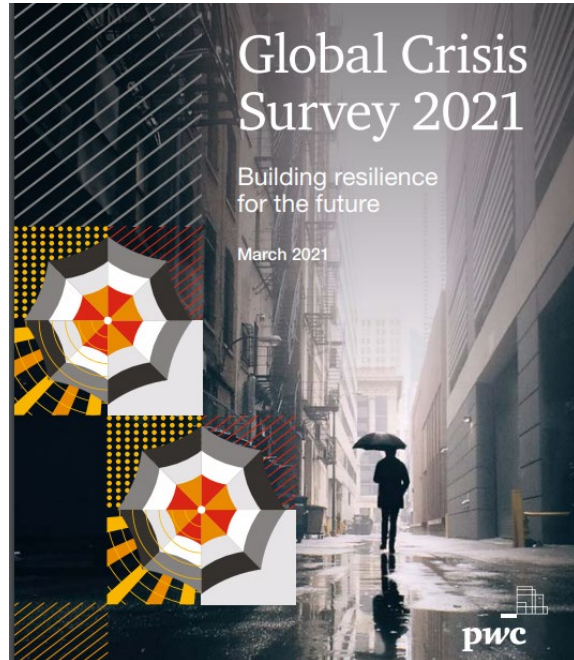


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# What is the world saying?

In a time of unprecedented social, economic and geopolitical disruption, organisations today face crisis more frequently, with the impact of those crises becoming more significant and widespread. The difference between companies that freeze and fail, while others innovate, advance and thrive is resilience.



## 3 key takeaways

1

Organisations with a strategic crisis response plan in place can mobilise more swiftly, stabilise business operations and respond effectively to the shockwaves of disruption.

2

Break down silos. An integrated response is essential to executing a successful crisis management program and to building resilience.

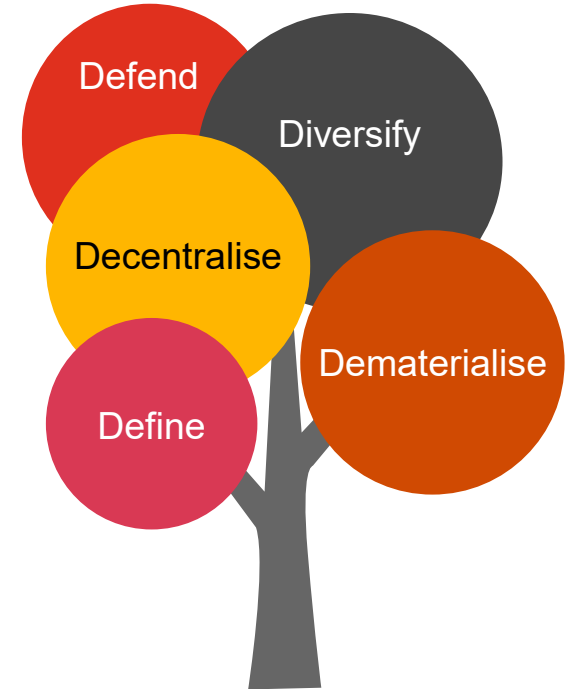
3

Organisational resilience is critical — not just to succeed, but to survive.

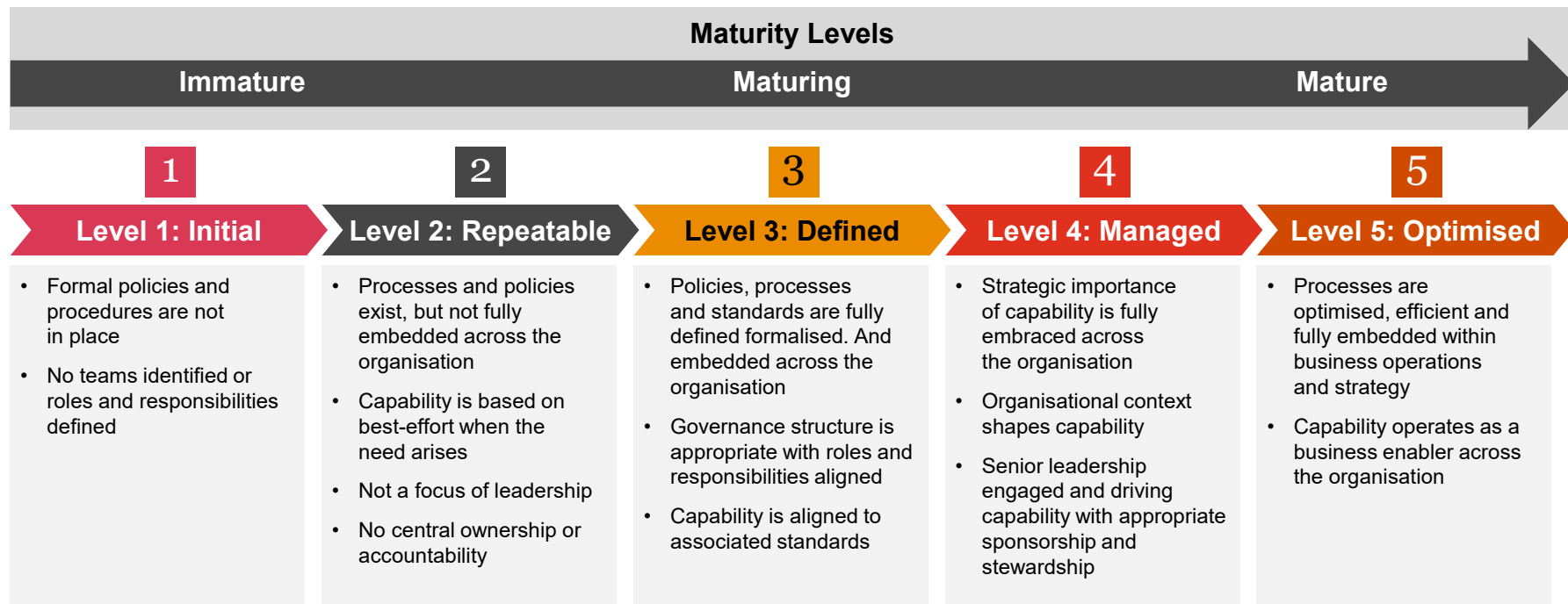
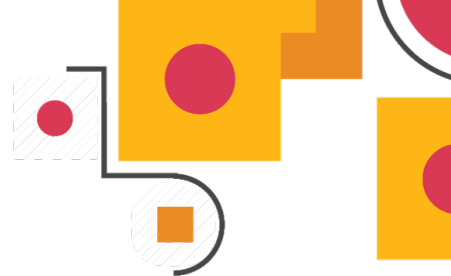
# Outside In Perspective: The 5 D's

## Organisational Resilience in a Volatile World

- 'Survival of the fittest' vs. 'ability to adapt'
- Change victims not change agents
- Organisations 'weather the storm' presented by COVID-19
- The difference of a '2' compared to a '4' on the response and recovery maturity scale
- '2' is not a sustainable model
- 5 key resilience moves that will increase an organisation's ability to adapt and survive

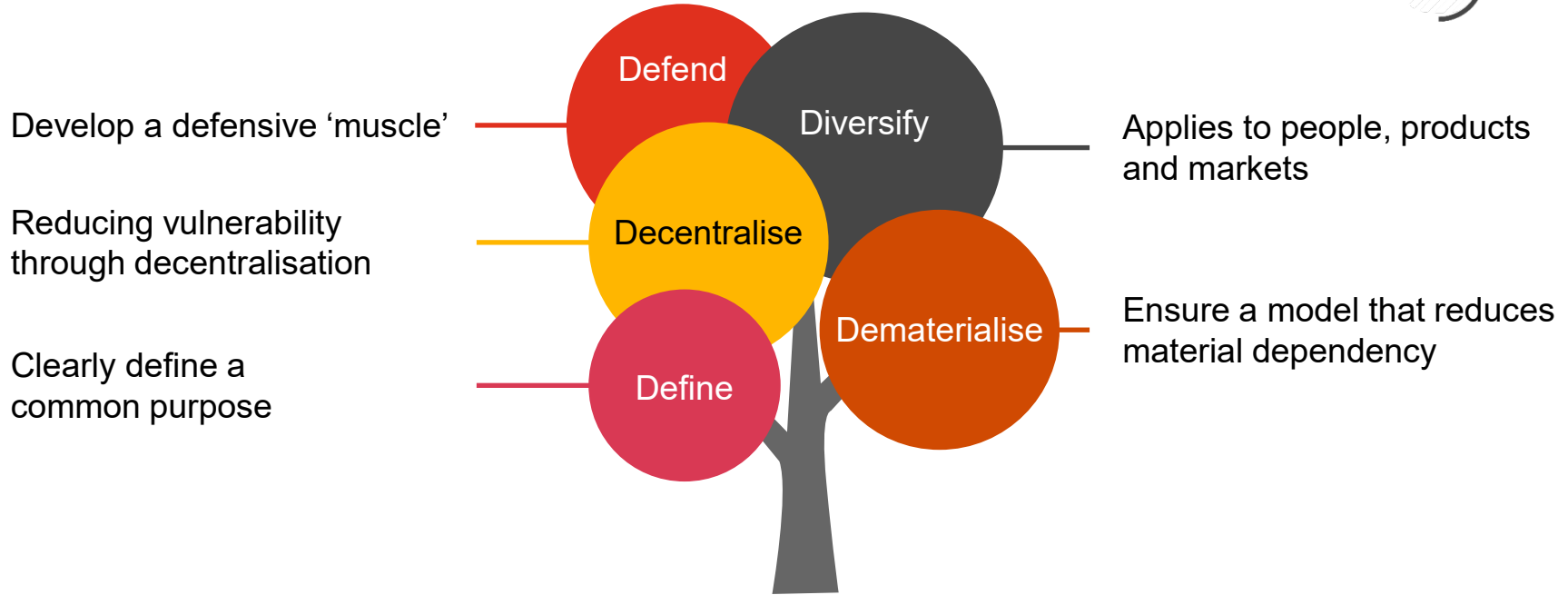


# Resilience maturity levels



# Building Resilience

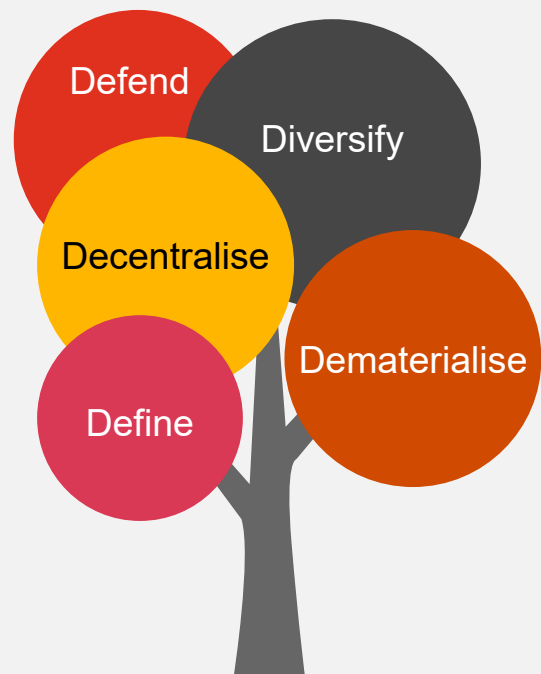
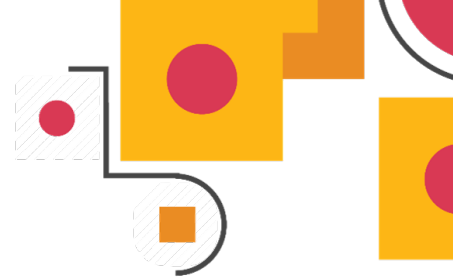
5 moves to build organisational resilience



Interconnectedness and communication is the lifeblood required to keep momentum across these 5 moves

# The Ability to be Resilient

Resilience is not a strategy – but an ability. It needs to be assured.

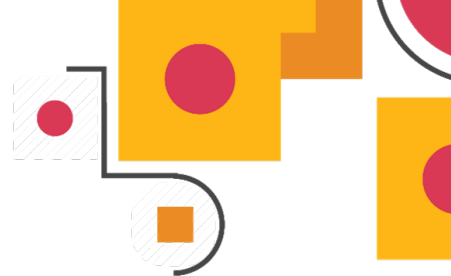


**Resilience is not a strategy, but an ability – this is shaped and tempered in the fire of extreme experience.**



# Internal Audit and Resilience

Resilience is not a strategy – but an ability. It needs to be assured.



## Key areas of focus in an internal audit

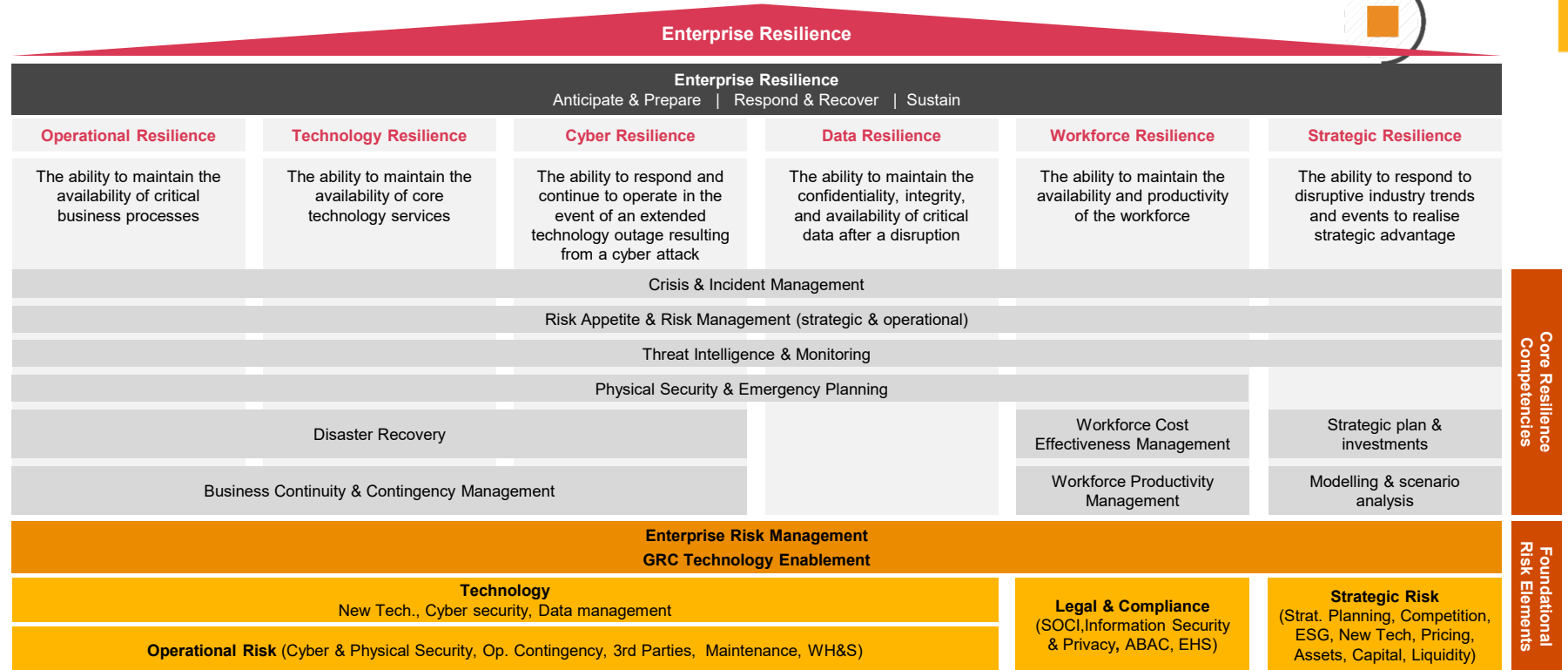
- **Risk** - integrated approach to Risk Management and Business Resilience in managing/mitigating risks, the achievement of strategic objectives and operational priorities and the process of defining disruption tolerance and appetite for outages and impacts
- **Governance** - Organisational structures, protocols and guidance and how they support effective coordination and integration during periods of uncertainty and disruption to enable robust and fast decision making
- **Supporting Program** - Relationship and synchronised approach to the programs and life cycles associated with Organisational Resilience components to enable a fully integrated approach
- **Standard alignment** - Assessment of capability against national, international standards and other good practice guidelines
- **Ownership & Accountability** - definition and understanding of accountabilities and responsibilities across organisational stakeholders

**1** Understand current state & desired future state

**2** Documentation review  
Process / disruption walkthroughs

**3** Report with Recommendations  
mapped to maturity trajectory

# A Resilience Model





# Thank you



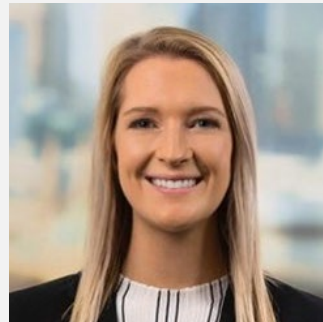
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# Thank you

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