

ADAPTIVE BUSINESS CONTINUITY MANIFESTO

TWO-PAGE SUMMARY (2018)

DEFINITION:

Adaptive Business Continuity (Adaptive BC) is an approach to continuously improve an organization's recovery capabilities, with a focus on the continued delivery of services following an unexpected unavailability of people, locations, and/or resources.

DRIVERS:

Despite tremendous revolutions in technology, organizational practice, and global business in the last fifteen years, traditional BC methodology has become entrenched. It has made only small, incremental adjustments, focusing increasingly on compliance and regulations over improvements to organizational readiness. This has led to a progressively untenable state of ineffectual practice, executive disinterest, and an inability to demonstrate the value of continuity programs and practitioners.

PURPOSE:

Adaptive BC transforms or eliminates the majority of traditional activities in the continuity planning industry. It focuses the discipline and its practitioners on proven practices and away from outdated and ineffectual "best" practices. Adaptive BC better equips continuity practitioners by enhancing their ability to limit potential damage to organizations' brand, capital, functions, and revenue following an incident or disaster.

SCOPE:

While the principles of Adaptive BC may have implications for IT Disaster Recovery, Emergency Management, Crisis Management, and related fields, they are targeted for the discipline of Business Continuity. Drawing from the definition, the scope of Adaptive BC:

- Differentiates Adaptive BC from resilience, sustainability, and other related initiatives;
- Establishes boundaries and guidance for discipline, practice, and critique;
- Provides a framework for ongoing involvement with Boards and executives; and
- Allows for immediate, innovative, and valuable improvements.

PRINCIPLES:

There are ten principles in the Adaptive BC Manifesto. No single principle takes precedence over any other, nor is there an expected sequence; together the principles should be applied as holistically as possible. They appear below in alphabetical order.

SUMMARY MATRIX

Principle	Traditional BC	Adaptive BC
Deliver Continuous Value	Practitioners dictate the work according to sequential methodology and provide documentation at the end of long cycles	Customers direct the work according to needs and culture; practitioners provide frequent, shorter-term, customer-informed deliverables
Document only for Mnemonics	Practitioners create documents as final and required deliverables	Customers create documents as mnemonics
Employ Time as a Restriction, not a Target	Practitioners document a single recovery time target (RTO) for every service	Customers identify predetermined and significant time restrictions that will constrain recovery efforts
Engage at many Levels within the Organization	NA (Practitioners focus buy-in efforts exclusively on executives)	Practitioners consciously engage many people at many levels of the organization
Exercise for Improvement, not for Testing	Auditors conduct exercises as a test of the ability to recover within RTO targets	Departments participate in exercises to practice and improve response and recovery capabilities
Learn the Business	Practitioners collect data about the business	Practitioners strive to understand the culture and operations of individual organizational areas
Measure and Benchmark	Practitioners count the numbers of documents, exercises, and refresh dates	Practitioners and customers measure recovery capabilities
Obtain Incremental Direction from Leadership	All executives approve the complete scope of the program before launch	Individual leaders provide iterative direction
Omit the Risk Assessment and Business Impact Analysis	Practitioners require completion of RA and BIA documents before planning can begin	NA
Prepare for Effects, not Causes	Experts focus externally: Identifying and preparing for a host of specific threats	Departments focus internally: Improving response and recovery capabilities for the unavailability of locations, people, and resources

The Adaptive Business Continuity Manifesto, authored by:

David Lindstedt, PhD and Mark Armour
