



KEVIN FEDIGAN

PERSPECTIVES TO HELP FUTURE PROOF YOUR BUSINESS

ABOUT ME- 25+ YEARS OF BUMPS, BRUISES, BREAKS, BOUNCE BACKS

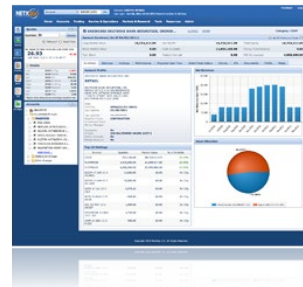


Adapting to Change

World Wide Web
Online Brokerage

Managing Change

Launching New Products

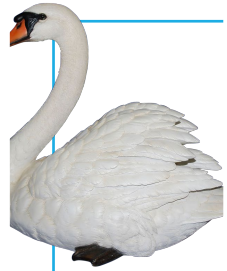


Leading Change

EC-Level Strategies
Crisis Management Team
Technology Risk Management

Coaching Change

TOP MESSAGES



Swans



Measurements



Culture

Effective Technology Leadership is about Enabling a Balanced Agenda



Technology Leaders need to develop a strong Risk Culture and build Resiliency into Organizational DNA

WHAT DOES IT MEAN TO BE RESILIENT

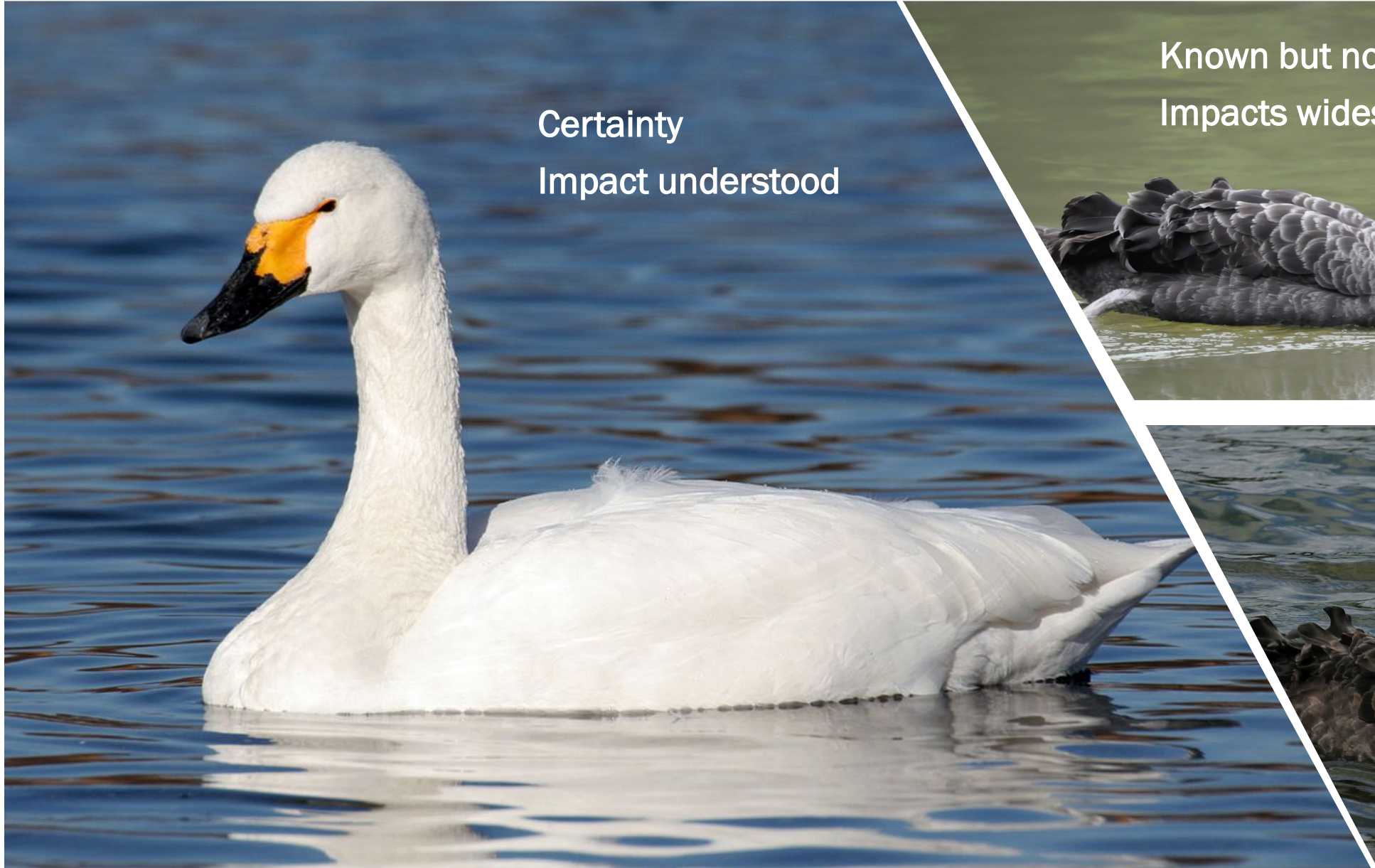
- **Definition of resilience.** 1 : the capability of a strained body to recover its size and shape after deformation caused especially by compressive stress. **2 : an ability to recover from or adjust easily to misfortune or change.**

Merriam-Webster.com

Future Proofing your business



MANAGING SWANS



Certainty
Impact understood



Known but not likely
Impacts widespread



Unpredictable
Impacts extreme

LIFE EXPERIENCES- WHITE AND GREY SWANS AND YES BLACK SWAN EVENTS

Application outages
Implementation issues
Infrastructure failures
DoS Attacks
Computer/Server viruses



Northeast blackout of 2003
Hurricane Sandy
Security Breaches
Data center fires
Severe security breach
Data Loss/corruption
Offshore Disruptions
BREXIT



.com Bubble burst
9/11 data center loss
2008 Financial Crisis
Covid-19



IMPRINTING RESILIENCY IN ORGANIZATIONAL DNA

Influencing Stakeholders

Business Resiliency
Resilience Appetite
Investment
Prioritization

Continuous Risk Management

Resiliency
Management
Framework
Evidence based
Decision Making
Maturing Resiliency
Capability

Third Party Governance

Cataloging
Shared
Accountability
Active Mitigation

Crisis Preparedness

Written Playbooks
DR/BC Exercises
Crisis Management
Infrastructure

Culture

BRINGING STAKEHOLDERS ALONG

- Top Down: Resilience goal set by EC/CEO
- Technology goals aligned Firm goal
- Investment, Prioritization support goals
- Shared Accountability between IT and business
- Organizational design to support goal
- Share measurements, KPI and progress against goals with senior management
- Inculcate a culture within your organization/teams



CUSTOMERS



EMPLOYEES



BUSINESS
PARTNERS



IT RISK
MANAGEMENT



TECHNOLOGY
LEADERSHIP



REGULATORS



AUDIT



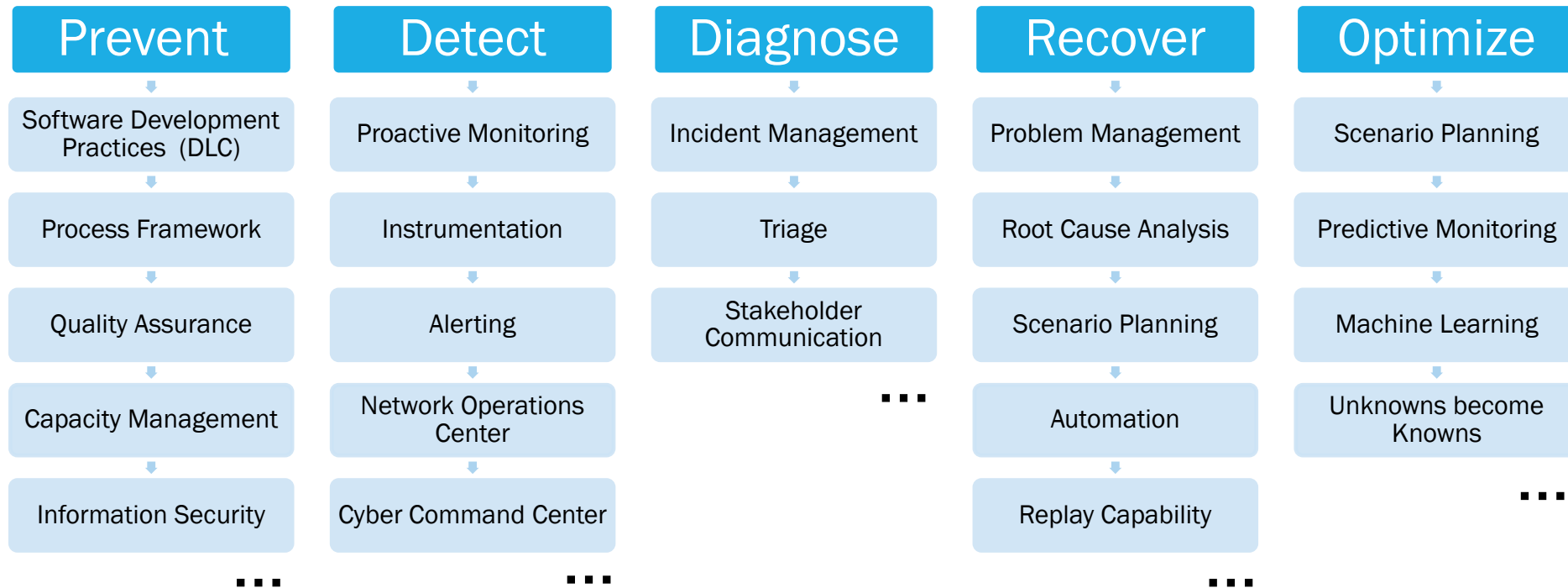
| Availability % | Friendly Name | Downtime | | |
|----------------|---------------|---------------|---------------|----------------|
| | | per Year | per Month | per Week |
| 90% | one nine | 36.5 days | 72 hours | 16.8 hours |
| 99% | two nines | 3.65 days | 7.2 hours | 1.68 hours |
| 99.5% | -- | 1.83 days | 3.6 hours | 50.4 minutes |
| 99.9% | three nines | 8.76 hours | 43.8 minutes | 10.1 minutes |
| 99.95% | -- | 4.38 hours | 21.56 minutes | 5.04 minutes |
| 99.99% | four nines | 52.56 minutes | 4.32 minutes | 1.01 minutes |
| 99.999% | five nines | 5.26 minutes | 25.9 seconds | 6.05 seconds |
| 99.9999% | six nines | 31.5 seconds | 2.59 seconds | 0.605 seconds |
| 99.99999% | seven nines | 3.15 seconds | 0.259 seconds | 0.0605 seconds |

WHAT IS YOUR RESILIENCE APPETITE



Continuous Risk Management

RESILIENCY MANAGEMENT FRAMEWORK



Organizational Design

Measurements

Governance



MEASUREMENTS

CREATE ACTIONABLE INSIGHTS



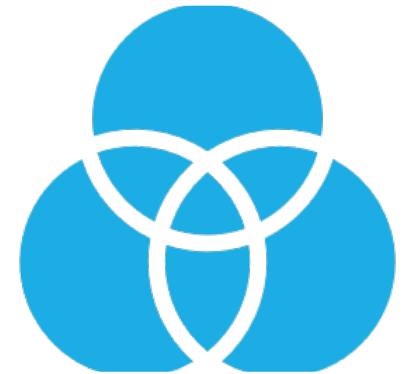
Ideate



Collect



Refine



Manage

If you can't measure it, you can't improve it

- Peter Drucker

EVIDENCE BASED DECISION MAKING



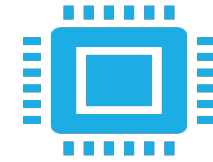
People

- Diversity of Thought
- Role Fitment
- Subject Matter Expertise
- Retirement Zone Risks
- Location Strategy
- Micro teams
- Key Person Risk
- ...



Process

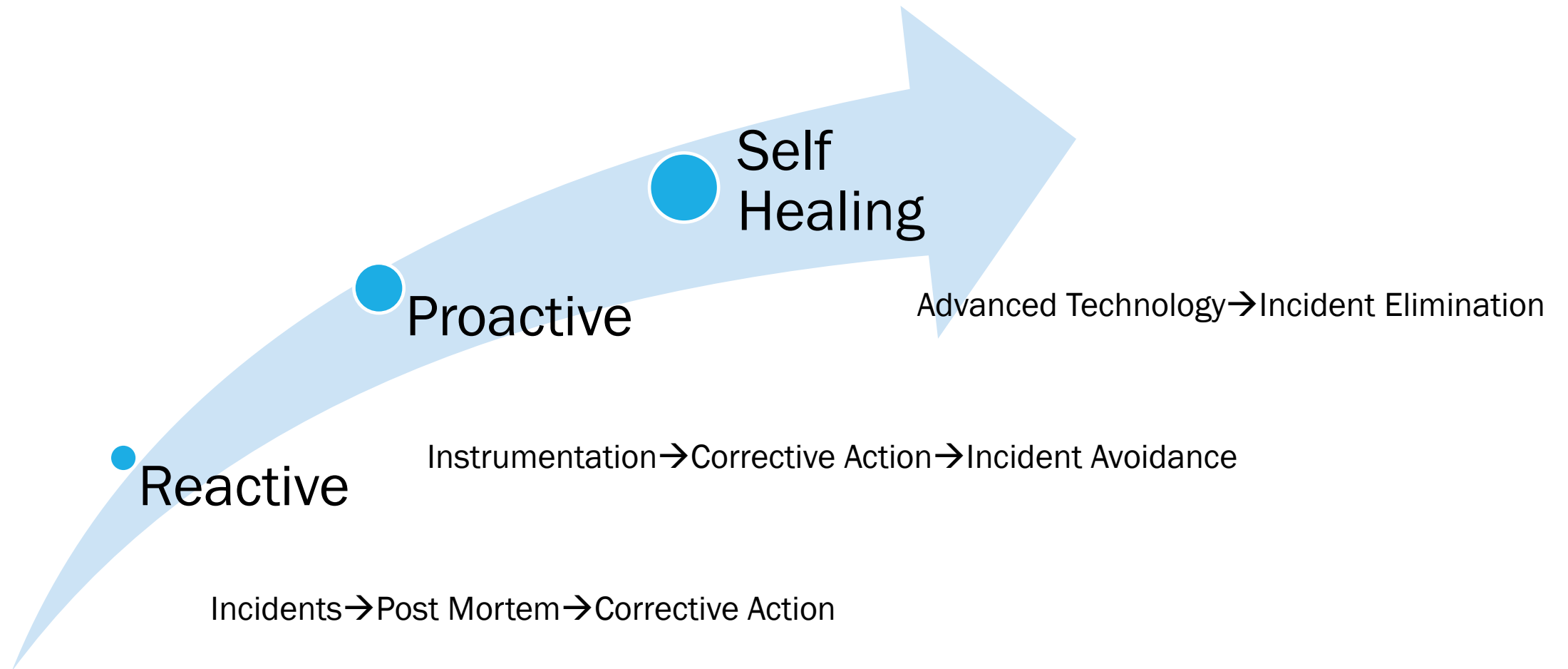
- Service Ownership
- Causal Analysis
- Risk Registry
- Non-functional requirements
- Capacity Management
- Identity & Access Management
- Change Management
- Agile
- ITIL
- ...



Technology

- Code Coverage
- Application Performance Management
- Incident Management (#, downtime, MTTR, MTBF)
- Automation
- EOL/EOSL
- Cyber Risks
- Technical Debt
- DevOps
- Architecture
- ...

MATURING RESILIENCY CAPABILITY





Third Party Governance

3RD PARTY MANAGEMENT



Catalog

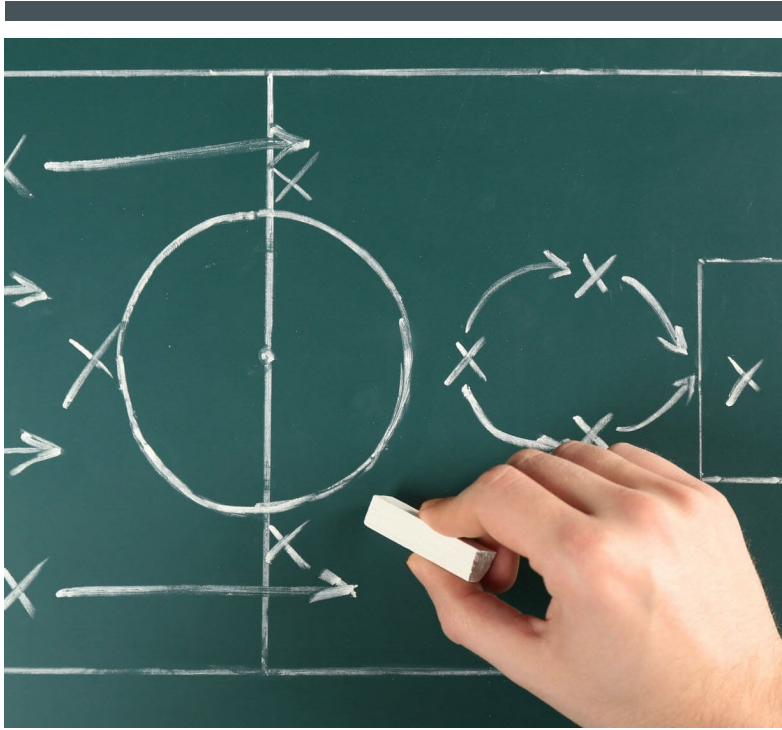
- Prioritize vendors (risk profile, spend, dependency)
- Know all vendors (critical or otherwise)
- Risk Questionnaire

Govern

- Current events
- Change Management
- Check in meetings
- Site visits

Mitigate Risks

- Backup providers
- Indemnification
- Service Level Agreements



CRISIS PREPAREDNESS

KEY TAKEAWAYS



Don't let the swans chase you



Measure, Refine,
Manage your risk and
third parties



Frameworks and
Approaches will vary
but Culture is key



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