



EXERCISE FOR SECURITY STUDENTS

Security Risk Management and Resilience

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BACKGROUND:

To gain insight in the contribution by Security Risk Management to enable resilience within the organization, it requires comprehension of the six steps (*Discuss for failure, Consider the connections, Understand what is important, Set impact thresholds, Make strategic choices and Conduct stress testing*) that can be taken to support resilience. Although the context and goals of an organization may vary, the students follow the six steps in this assignment as a guide to understand the organization and find out where the opportunities lie for Security Risk Management to contribute.

<p>REFERENCE TO ISO 31000 STANDARD</p> <p>According to the ISO 31000 standard, the main building blocks are Improvement, integration, leadership and commitment, design, human and cultural factors, continual improvement, customized, inclusive, communication & consulting, risk identification and risk analyses.</p>	
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GOAL OF THIS EXERCISE:

Students will familiarise themselves with the six steps. Students will be able to determine what is the needed from Security Risk Management to contribute to the organizational mindset towards resilience. Students can apply the six steps and the questions that go with it. See Annex 1.

TASK DESCRIPTION FOR STUDENTS:

- 0.** Homework: Before starting this exercise as a group, the student has individually surveyed and gathered information in his/her organization – based on the six steps and the accompanying questions – about resilience
- 1.** Form groups as instructed by teacher
- 2.** Each group consists of three to four students
- 3.** Under guidance from the teacher, define how you interpreted the six steps? Rank the steps in difficulty according to the effort it took to obtain the answers to the questions? Reflect on why it possibly was that difficult or not? Rethink what this means for the support from Security Risk Management to resilience in the organization?
- 4.** Prepare a short presentation for your fellow students in your group about the results of your survey. At a minimum the presentation should contain: The six steps, Which step(s) was/where the easiest to gather information about and why?, Which step(s) was/were the hardest to gather information about and why? What does this mean, in your opinion, for the support from Security Risk Management to resilience in the organization? Make clear how Security Risk Management should contribute, what should be the approach?
- 5.** Give your presentation to your fellow students in the other groups.
- 6.** Listen to the presentations of the fellow students. After each presentation discuss for 2 minutes within your group whether the presented approach would have been applicable for you too and why?
- 7.** After all presentations discuss in your group which of the presented approaches you favour as a group and why?. Share your thoughts with the class.

TASK DESCRIPTION FOR TEACHER / TRAINER:

- 1.** Before class, check if the homework is done. Only allow students in that have tried to or have finished the homework. Students that have not, can use the time to do the homework.
- 2.** Before class, estimate the number of students and how many groups of maximum four students they would form. Decide on any method you prefer to assign them to groups.
- 3.** Before class, each group should have a copy of the best practice article on Security Risk Management and Resilience
- 4.** Optionally:
 - If you wish the exercise to be carried out in a physical location, make sure you have access and proper facilities within it. You may also want to divide the facilities for the groups beforehand.
- 5.** In class, assign students into groups of approximately four students.
- 6.** Instruct students to familiarize themselves with the six steps and the accompanying questions.

- 7.** Instruct students to write down the results of their discussions on e.g., post-it notes, on the whiteboard, in a PowerPoint presentation, in an online environment, etc. containing: How did you interpret the six steps? Rank the steps in difficulty according to the effort it took to obtain the answers to the questions? Reflect on why it possibly was that difficult or not? Rethink what this means for support by Security Risk Management to resilience in the organization?

Instruct students to prepare to present their results to their fellow students. You can decide on the delivery method of the presentation. It is recommended to limit the presentation to 5-10 minutes.

- 8.** Instruct students to give their short presentations about the results of their survey to their fellow students in their group. At a minimum the presentation should contain: The six steps, Which step(s) was/were the easiest to gather information about and why?, Which step(s) was/were the hardest to gather information about and why? What does this mean, in your opinion, for the support from Security Risk Management to resilience in the organization? Make clear how Security Risk Management should contribute, what should be the approach?
- 9.** During the presentations, make sure to chair the discussion and keep the groups within the given schedule. The process is as follows:
 - Approx. max. 10 minutes for one group presentation
 - After each presentation discuss for 2 minutes with your group whether the presented approach would have been applicable for you, too, and why?
 - Groups are encouraged to share their thoughts with the class. The key question is: would the choice of approach be applicable for your organization and/or give you a different opinion about the support that Security Risk Management could give to enable resilience within the organization?
- 10.** After all presentations, lead all students in a discussion about the various approaches and what might be applicable for them.

ADDITIONAL SKILLS THAT THE STUDENT ACQUIRES THROUGH THIS ASSIGNMENT:

- Working in a group
- Working under time pressure
- Giving a presentation and arguing their approach
- Comparison skills and critical thinking

Appendix 1

<p>Discuss for failure to avoid complacency and instill ‘future thinking’. Ask what if? Ask what next? Encourage your people to speak up.</p>	<p>Consider the connections between the ‘five capitals’ to understand the potential impact of disruption on stakeholders, organization and on wider society .</p>	<p>Understand what is important to stakeholders and to society, the ‘essential outcomes’ (EOs). that require a high degree of resilience.</p>	<p>Set impact thresholds for EOs to determine tolerable limits that should not be breached, considering the impact on all five capitals.</p>	<p>Make strategic choices about resilience interventions by balancing control, agility, efficiency and innovation.</p>	<p>Conduct stress testing to determine whether you are able to remain within the impact thresholds irrespective of the threat.</p>
<p>What assumptions do people in the organization hold about failure?</p>	<p>What contribution will the enhanced resilience of the organization make to the overall resilience of your sector, community and society?</p>	<p>How is the EO delivered?</p>	<p>What would constitute an intolerable impact to the EO?</p>	<p>How progressive or defensive is the mindset in the organization?</p>	<p>How will the EOs be achieved during stress or disruption?</p>
<p>Do people openly discuss future failure, potential issues and mistakes?</p>	<p>How might the action or inaction of the organization impact the five capitals now and in the future (natural, human, social, built and financial?)</p>	<p>What might prevent the delivery or recovery of the EO?</p>	<p>How would disruption to an EO impact different customer groups, the organization, and the wider sector system?</p>	<p>How flexible or consistent is the design in the organization towards resilience?</p>	<p>What assurance do you have that alternative means and contingencies will enable you to meet EOs within impact tolerance under severe but plausible scenarios?</p>
<p>How are people tasked with spotting challenges, changes or potential disruptors on the horizon?</p>		<p>Could the EO be delivered by alternate means?</p>		<p>How do you balance tensions and leverage a ‘both/and’ mindset?</p>	<p>How will you test future opportunities and the choices you should (or should not) make today? How might those choices limit your options some years down the line?</p>
<p>Which future trends might provide new opportunities for the organization? What advantages could you develop?</p>		<p>Do we have sufficient flexibility to deliver the EO even in severe or extreme scenarios?</p>		<p>What further investment is required to maintain EOs within acceptable tolerance thresholds?</p>	