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

Career 1.0
- My “startup” years
- My Management Years
- My CIO years

Career 2.0

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
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
### What is Your Resilience Appetite

<table>
<thead>
<tr>
<th>Availability %</th>
<th>Friendly Name</th>
<th>Downtime per Year</th>
<th>Downtime per Month</th>
<th>Downtime per Week</th>
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</thead>
<tbody>
<tr>
<td>90%</td>
<td>one nine</td>
<td>36.5 days</td>
<td>72 hours</td>
<td>16.8 hours</td>
</tr>
<tr>
<td>99%</td>
<td>two nines</td>
<td>3.65 days</td>
<td>7.2 hours</td>
<td>1.68 hours</td>
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<tr>
<td>99.5%</td>
<td>--</td>
<td>1.83 days</td>
<td>3.6 hours</td>
<td>50.4 minutes</td>
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<tr>
<td>99.9%</td>
<td>three nines</td>
<td>8.76 hours</td>
<td>43.8 minutes</td>
<td>10.1 minutes</td>
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<tr>
<td>99.95%</td>
<td>--</td>
<td>4.38 hours</td>
<td>21.56 minutes</td>
<td>5.04 minutes</td>
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<tr>
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<td>four nines</td>
<td>52.56 minutes</td>
<td>4.32 minutes</td>
<td>1.01 minutes</td>
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<tr>
<td>99.999%</td>
<td>five nines</td>
<td>5.26 minutes</td>
<td>25.9 seconds</td>
<td>6.05 seconds</td>
</tr>
<tr>
<td>99.9999%</td>
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<td>31.5 seconds</td>
<td>2.59 seconds</td>
<td>0.805 seconds</td>
</tr>
<tr>
<td>99.99999%</td>
<td>seven nines</td>
<td>3.15 seconds</td>
<td>0.259 seconds</td>
<td>0.0605 seconds</td>
</tr>
</tbody>
</table>
Continuous Risk Management
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

- Reactive
- Proactive
- Self Healing

Incidents → Post Mortem → Corrective Action

Instrumentation → Corrective Action → Incident Avoidance

Advanced Technology → Incident Elimination
Third Party Governance
3RD PARTY MANAGEMENT

HELLO
I AM...

ACCOUNTABLE

Hello, I’m Responsible

Catalog
• Prioritize vendors (risk profile, spend, dependency)
• Know all vendors (critical or otherwise)
• Risk Questionaire

Govern
• Current events
• Change Management
• Check in meetings
• Site visits

Mitigate Risks
• Backup providers
• Indemnification
• Service Level Agreements
CRISIS PREPAREDNESS
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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