



Resilience Discussion – UK Strategic Failure to Build Resilience in Afghanistan



The failure of an organization to understand its operating environment, the risks and vulnerabilities that it may create, and the impact that these may create, can rapidly degrade and potentially destroy the organization. The inability to utilize various mechanisms to scan your environment, conduct horizon scanning and testing various assumptions through effective red-teaming activities can create an intelligence blind spot, creating a failure to build situational awareness at a strategic level. This will result in an information blackout, or worse still, incorrect information being presented as fact, resulting in poor decision-making. In the worst cases in can result in the refusal of the senior leadership to make a decision, resulting in leadership paralysis and strategic stagnation. This can happen at an organizational, national and international level, and once it begins, it is extremely difficult to recover the situation, as we have witnessed on the global stage as the West were unsighted, unprepared and undone by the rapid fall of Afghanistan to the Taleban.

The recent events that we have witnessed in Afghanistan have demonstrated the strategic implications of failing to invest effectively in the development of resilience at the strategic and organizational level. The large-scale failings of Western Governments, their respective armed forces and civilian agencies to build the resilience required within the Afghanistan political and military organizations has resulted in the fall of a nation. For twenty years, several UK Governments and billions of UK investment, the loss of over 400 military personnel, and at least 3 times more severely injured, the fall of Afghanistan continues the ongoing failure of UK operations within the Middle and Far East. More concerning for the analysts amongst us is how did the West fail to predict the rapid fall of Kabul and consequently the rest of the nation, to a military power far less technologically advanced than its own?

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Thoughts on Resilience - Building Resilience in Your Organization



Part of building an effective approach to resilience within your organization is the ability to understand your operating environment, and the potential risks that it can bring to bear on your business. The ability to build this situational awareness early is key to your company’s survival, no matter the size of it.

By developing the correct information gathering tools, processes and mechanisms, you can rapidly build a risk landscape of your environment, enabling you to then collect various levels of information that, through effective analysis, can develop key business intelligence that can be inputted into the risk management process. This is the focus of a **Squared Apples’** research paper, which looks at how organizations can develop this capability. To obtain the paper, please follow the link below.

[Squared Apples’ Research Paper](#)

Resilience Roles

- [NHS Northampton Business Continuity Role](#)
- [Operational Resilience Analyst - London](#)
- [Business Continuity Manager - London](#)
- [IT Business Continuity Lead - Sheffield](#)
- [Risk and Continuity Manager - Derby](#)

Resilience Association Webinar



As part of the commitment to building effective resilience awareness across the UK, **Squared Apples** is excited to continue to support the delivery of the Resilience Association free education webinars. This month’s webinar is focused on how to utilize IT and Cyber communications to build resilience throughout your organization. The ability to manage effective communications across an organization during a major disruption is key to a successful response and recovery, though many incident managers note that too much information is just as damaging as too little. Information overload can lead to operational paralysis as individuals try to sift their way through countless pieces of information or try and respond to numerous information requests. To sign up for the webinar, please click on the link below which will take you to the relevant website. We look forward to seeing you there.

[Resilience Association Webinar](#)

[Find out more about the Resilience Association](#)

Training and Engagement Update

As part of its ongoing commitment to building effective resilience awareness across UK industry and business sectors, **Squared Apples** has recently entered into a training partnership to deliver Operational Resilience framework courses on behalf of the Internationally based **Disaster Recovery Institute (DRI)**. The Operational Resilience framework currently on offer consists of the following key courses:

- Business Continuity Practitioner
- Cyber Resilience Practitioner
- IT Disaster recovery
- Risk Management Practitioner
- ISO 22301 BC auditor

These key courses provide the bedrock of any Operational Resilience framework that an organization should have in place when operating within today’s volatile, uncertain, complex and ambiguous environment. By building an effective Operational Resilience framework, an organization provides itself with a better chance of surviving a major disruptive event.

[Click here for more information.](#)

Upcoming resilience course dates:

Date	Course title
20/09 – 24/09 21	Business Continuity
27/09 – 01/10/21	Cyber Resilience
04/10 – 06/10/21	IT Disaster Recovery
06/10 – 08/10/21	Adv Business Continuity
25/10 – 29/10/21	Business Continuity

Key Dates:

Date	Event
27/09/21	UK Resilience Strategy call for evidence closes
29/09/21	Resilience Association webinar
24/11/21	Resilience Association webinar

UK Resilience Strategy – Call for Evidence

With the review of how the UK responded to the Covid pandemic now starting to take shape, the UK Government has requested organizations to participate in a review of the current UK resilience Strategy. The events that occurred during the 2020 -21 pandemic demonstrated several concerning events which placed the resilience of the UK at risk, including over-stretched supply chains, staff shortages and the risk of critical National Infrastructure being overwhelmed.

Working with the Resilience Association and the UK Resilience Centre, **Squared Apples** is supporting the ongoing development of UK national resilience through research and sharing of knowledge. The consultation window closes on the 27 Sep 2021.

[More information](#)



About Squared Apples:

Squared Apples aims to develop a cross-sector understanding of Organizational Resilience through the development of leadership and management capability in businesses. This is done through education, webinars, consultancy and staff development events.