



How eBay Built an Army of Engaged Resiliency Planners

Executive Summary

You are responsible for business resilience at a large corporation. You have a small staff of dedicated professional resilience planners and are expected to assure all departments throughout the corporation are developing and maintaining their department recovery plans. How do you keep them engaged? Learn how the risk management team at eBay considered multiple approaches to help them meet this challenge with fantastic results.



The Challenge

Each department in eBay has an employee who is designated as the recovery planner. It is their responsibility to complete planning for their department and then to manage that plan during a crisis. In the event of a disaster, this team is the backbone of a recovery program. eBay's risk management leadership realized that there was little to no "Engagement" with the department designees.

The reasons for lack of engagement that the department designees gave included:

1. Not happy to be doing planning
2. They have a "Day Job," so this is not their priority
3. Have little knowledge/ experience, or interest
4. Get little or no recognition for their efforts

As a result, planning suffered from:

1. Procrastination requiring high level of oversight
2. Low quality plans & data
3. High Turn-over
4. Ongoing Training needs

The eBay

Finding the Right Approach: Fear vs. Framework vs. Reinforce & Support

FEAR



The Fear approach motivates by using an external, potentially horrible event, especially using events that have impacted the company in the past.

It can also use upcoming audits or audit findings to motivate.

This approach gets people's interest and attention and generates conversation in the short term, but it does not last...

- After a couple of weeks, people forget
- They move on to more important matters

Fear is a good jump start but in the end has a short shelf life.

Fear, framework, reinforce and support: There are benefits to all, but which approach has the most lasting and productive impact?

FRAMEWORK



The framework approach is where the centralized corporate resilience group, tries to prescribe and define as much of the program as they possibly can. This includes creating policies, schedules and milestones as well as creating very clear instructional documents and developed time-lines for planning and testing.

This approach will typically improve long-term participation, however, for many, the milestones become the objective – in other words, completing the plan takes precedence over the quality of the plan. Many planners still continue to procrastinate and then rush low quality information into their plans. The framework approach does not solve the overall problem, and by and large real engagement is still not achieved.

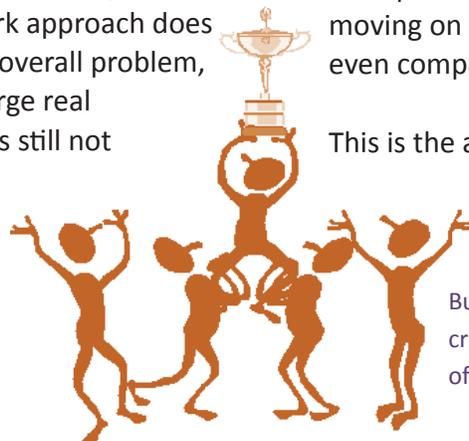
REINFORCE & SUPPORT



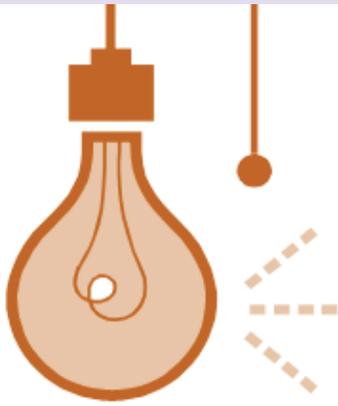
The first component of this approach is to “empower the planner”. Once empowered, make sure to address and remove any obstacles in the way of planner engagement. By spending time and energy in reinforcing and supporting planners instead of trying to scare or manage them, you will be able to cultivate truly engaged resiliency planners.

With reinforce & support, the risk management team no longer has to push departments heads to contribute. In fact, often times they will be pushing you – wanting to learn more, asking about certification and training. These are the people who stay on as planners year after year and who volunteer their planning expertise when moving on to other groups or even companies.

This is the approach eBay took.



Building engagement is a crucial part of the success of any resiliency plan.



Empower Planners

Obtain Executive Support

First, in order to empower the planners we needed to start at the top. We all know that without this support your program will struggle or fail. Ask executives what are the things that worry them or keep them awake at night? What problems have they encountered before when faced with a difficult situation impacting their ability to deliver their service? How can you help them to address their recovery issues?

Give Ownership & License

Give planners license to understand – not only their function – but every function in the department to a depth and level that they become expert enough to create alternative ways to perform those functions during adverse conditions.

Cultivate Creativity

Get planners to stop thinking tactically, and instead start seeing their department from a strategic perspective, sometimes for the first times in their life – when these things happen, a light will go on and engagement begins.

Now, instead of constantly looking to you for the motivation and answers, they look to themselves and creativity begins to be cultivated.

Your planners now represent added value to you and the organization.

Remove Obstacles

Inadequate Tools Hampers Engagement and Leads to:

- Procrastination
- Frustration
- Poor Data Quality
- Poor End Result

Good Tools are Transparent:

- Provide an Intuitive Interface
- Require Little Technical Training
- Ask for Information Intelligently
- Provide a Defined Planning Process
- Allow Planners to Spend Their Time Planning, not Navigating
- Deliverables Reflect Time Invested

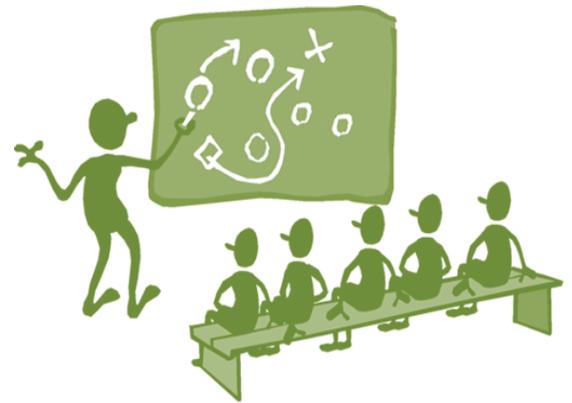
Great Tools Motivate Creativity:

- Encourage Imagination
- Provide Strategic Level Data
- Integrate Diverse Areas of the Business
- Allow for Real-Time Awareness

Conclusion

Points to Remember:

- Engaged Planners are Crucial for a Successful Program
- Threats and Micromanagement do not Foster Engagement
- Engagement can be Fostered Through: Reinforcement and Support
- Reinforcement is Created Through Empowerment
- Support is Created by Eliminating Obstacles
- Planning Tools can Either be a Great Help, or a Great Hindrance



About Virtual Corporation

Virtual Corporation has helped numerous organizations ensure that they can recover from business disruptions by designing and implementing sustainable business continuity programs. Headquartered in New Jersey, Virtual Corporation is a certified women owned and small business enterprise.

Virtual Corporation uniquely leverages its expertise in continuity consulting to ensure that the results of every project are sustainable, well documented and effective. Our philosophy is to deliver knowledge transfer to our clients; “We begin every engagement planning for our departure”.

A leading implementer of enterprise continuity programs, our service offerings include; business impact analysis, site vulnerability assessments, crisis management, incident command exercises and drills, continuity program design and implementation, Business Continuity Maturity Model® assessments and training, and continuity exercise facilitation.

We help organizations build a strong, dynamic capability for Business Impact Analysis (BIA), resiliency planning, testing, updating, distributing, incident management, and critical communication. Virtual Corporation's solutions are customizable to any industry. We offer an intuitive interface that is easy to follow across any role or department in your organization.

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