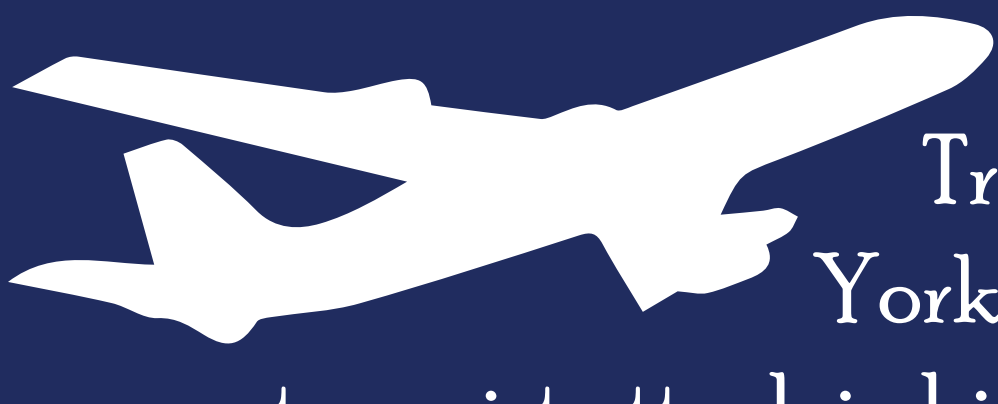


on 11 September 2001,



2 airplanes flew into the World Trade Center buildings in New York City, marking the most deadly terrorist attack in history. This attack

killed **2,753** people

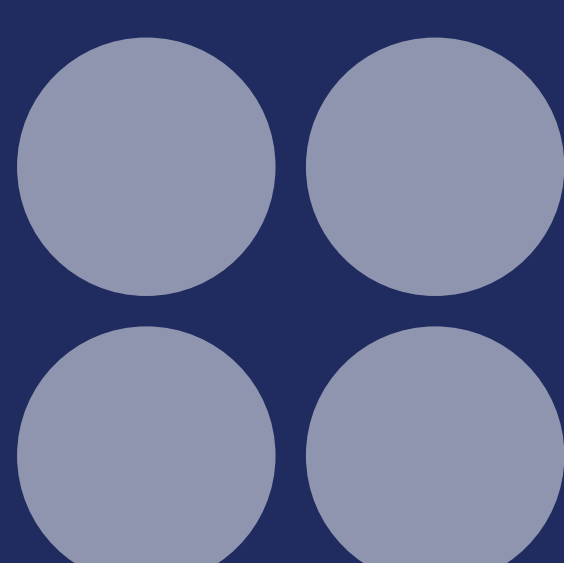
and cost **416.190.000.000 DKK** in site damage

Companies throughout the World Trade Center responded in a variety of ways in order to protect their employees. One of those companies was

Morgan Stanley

8 years prior, there was a smaller scale attack on the World Trade Center when Morgan Stanley realized employee evacuation *wasn't fast enough*

they reduced evacuation time



4 hours to



45 minutes



and they practiced practiced practiced practiced

Morgan Stanley and other companies adapted and responded to a disruption so when that disruption happened again, **they were prepared.**

this ability of an organization to successfully adapt and respond to disruptions is called

BUSINESS RESILIENCE

there are **3** main areas of business resilience which Morgan Stanley addressed

PHYSICAL INFRASTRUCTURE AND IT SYSTEMS

identified vulnerabilities and corrected them after first attack

HUMAN RESOURCES

frequently practiced building evacuation and emergency responses

STRATEGIC PLANNING

backup work location was ready at a moment's notice

business resilience is an **umbrella** for related concepts like risk management, business continuity management, and emergency planning



It doesn't ignore existing programs and plans. Instead, it *makes them better* by encouraging integration.

It's different from other fields because a company with a *resilient mindset* seeks *opportunity in disruption* and proactively evaluates and *reduces vulnerabilities* of an organization.



All employees, whether workers or managers, should **get involved** through *collaboration* between departments and increased *employee training*.

Why should my business have a resilient mindset?

There are many benefits, including:

Competitive Advantage

Resilient infrastructure and IT systems enable an organization to continue work after a disruption with little delay and therefore **outlast** competition.

Human Resources

Training and encouraging collaboration among employees stimulates **creative thinking** and allows employees to **fluidly switch departments** as needed. Resilient employees think critically under pressure and respond better during disruptive events.

BUSINESS RESILIENCE

is a vital concept to all organizations. Is your business resilient?

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