

**Edition 7.0**

# Good Practice Guidelines

The global guide to good practice in business continuity



**Business Continuity Management Systems (BCMS)**

# Good Practice Lines Bci

**Michael Brown**



## **Good Practice Lines Bci:**

### **Emotional Terrors in the Workplace: Protecting Your Business' Bottom Line** Vali Hawkins Mitchell, 2004-11

Annotation Reasonable variations of human emotions are expected at the workplace People have feelings Emotions that accumulate collect force expand in volume and begin to spin are another matter entirely Spinning emotions can become as unmanageable as a tornado and in the workplace they can cause just as much damage in terms of human distress and economic disruption All people have emotions Normal people and abnormal people have emotions Emotions happen at home and at work So understanding how individuals or groups respond emotionally in a business situation is important in order to have a complete perspective of human beings in a business function Different people have different sets of emotions Some people let emotions roll off their back like water off a duck Other people swallow emotions and hold them in until they become toxic waste that needs a disposal site Some have small simple feelings and others have large complicated emotions Stresses of life tickle our emotions or act as fuses in a time bomb Stress triggers emotion Extreme stress complicates the wide range of varying emotional responses Work is a stressor Sometimes work is an extreme stressor Since everyone has emotion it is important to know what kinds of emotion are regular and what kinds are irregular abnormal or damaging within the business environment To build a strong well grounded value added set of references for professional discussions and planning for Emotional Continuity Management a manager needs to know at least the basics about human emotion Advanced knowledge is preferable Emotional Continuity Management planning for emotions that come from the stress caused by changes inside business from small adjustments to catastrophic upheavals requires knowing emotional and humanity based needs and functions of people and not just technology and performance data Emergency and Disaster Continuity planners sometimes posit the questions What if during a disaster your computer is working but no one shows up to use it What if no one is working the computer because they are terrified to show up to a worksite devastated by an earthquake or bombing and they stay home to care for their children The Emotional Continuity Manager asks What if no one is coming or no one is producing even if they are at the site because they are grieving or anticipating the next wave of danger What happens if employees are engaged in emotional combat with another employee through gossip innuendo or out and out verbal warfare And what if the entire company is in turmoil because we have an Emotional Terrorist who is just driving everyone bonkers The answer is that in terms of bottom line thinking productivity is productivity and if your employees are not available because their emotions are not calibrated to your industry standards then fiscal risks must be considered Human compassion needs are important And so is money Employees today face the possibility of biological nuclear incendiary chemical explosive or electronic catastrophe while potentially working in the same cubicle with someone ready to suicide over personal issues at home They face rumors of downsizing and outsourcing while watching for anthrax amidst rumors that co workers are having affairs An employee coughs someone jokes nervously about SARS or teases a co worker about their hamburger coming from

a Mad Cow someone laughs someone worries and productivity can falter as minds are not on tasks Emotions run rampant in human lives and therefore at work sites High demand emotions demonstrated by complicated workplace relationships time consuming divorce proceedings addiction behaviors violence illness and death are common issues at work sites which people either manage well or do not manage well Low demand emotions demonstrated by annoyances petty bickering competition prejudice bias minor power struggles health variables politics and daily grind feelings take up mental space as well as emotional space It is reasonable to assume that dramatic effects from a terrorist attack natural disaster disgruntled employee shooting or natural death at the work site would create emotional content That content can be something that develops evolves and resolves or gathers speed and force like a tornado to become a spinning energy event with a life of its own Even smaller events such as a fully involved gossip chain or a computer upgrade can lead to the voluntary or involuntary exit of valuable employees This can add energy to an emotional spin and translate into real risk features such as time loss recruitment nightmares disruptions in customer service additional management hours remediations and trainings consultation fees Employee Assistance Program EAP dollars spent Human Resources HR time spent administrative restructuring and expensive and daunting litigations Companies that prepare for the full range of emotions and therefore emotional risks from annoyance to catastrophe are better equipped to adjust to any emotionally charged event small or large It is never a question of if something will happen to disrupt the flow of productivity it is only a question of when and how large Emotions that ebb and flow are functional in the workplace A healthy system should be able to manage the ups and downs of emotions Emotions directly affect the continuity of production and services customer and vendor relations and essential infrastructure Unstable emotional infrastructure in the workplace disrupts business through such measurable costs as medical and mental health care employee retention and retraining costs time loss or legal fees Emotional Continuity Management is reasonably simple for managers when they are provided the justifiable concepts empirical evidence that the risks are real a set of correct tools and instructions in their use What has not been easy until recently has been convincing the powers that be that it is value added work to deal directly and procedurally with emotions in the workplace Businesses haven't seen emotions as part of the working technology and have done everything they can do to avoid the topic Now cutting edge companies are turning the corner Even technology continuity managers are talking about human resources benefits and scrambling to find ways to evaluate feelings and risks Yes times are changing Making a case for policy to manage emotions is now getting easier For all the pain and horror associated with the terrorist attacks of September 11 2001 employers are getting the message that no one is immune to crisis In today's heightened security environments the demands of managing complex workplace emotions have increased beyond the normal training supplied by in house Human Resources HR professionals and Employee Assistance Plans EAPs Many extremely well meaning HR and EAP providers just do not have a necessary training to manage the complicated strata of extreme emotional responses Emotions at work today go well

beyond the former standards of HR and EAP training HR and EAP providers now must have advanced trauma management training to be prepared to support employees The days of easy emotional management are over Life and work is much too complicated Significant emotions from small to extreme are no longer the sole domain of HR EAP or even emergency first responders and counselors Emotions are spinning in the very midst of your team project cubicle and company Emotions are not just at the scene of a disaster Emotions are present And because they are not controllable human emotions are not subject to being mandated Emotions are going to happen There are many times when emotions cannot be simply outsourced to an external provider of services There are many times that a manager will face an extreme emotional reaction Distressed people will require management regularly That s your job

*Developing an Enterprise Continuity Program* Sergei Petrenko,2022-09-01 The book discusses the activities involved in developing an Enterprise Continuity Program ECP that will cover both Business Continuity Management BCM as well as Disaster Recovery Management DRM The creation of quantitative metrics for BCM are discussed as well as several models and methods that correspond to the goals and objectives of the International Standards Organisation ISO Technical Committee ISO TC 292 Security and resilience Significantly the book contains the results of not only qualitative but also quantitative measures of Cyber Resilience which for the first time regulates organizations activities on protecting their critical information infrastructure The book discusses the recommendations of the ISO 22301 2019 standard Security and resilience Business continuity management systems Requirements for improving the BCM of organizations based on the well known Plan Do Check Act PDCA model It also discusses the recommendations of the following ISO management systems standards that are widely used to support BCM The ISO 9001 standard Quality Management Systems ISO 14001 Environmental Management Systems ISO 31000 Risk Management ISO IEC 20000 1 Information Technology Service Management ISO IEC 27001 Information Management security systems ISO 28000 Specification for security management systems for the supply chain ASIS ORM 1 2017 NIST SP800 34 NFPA 1600 2019 COBIT 2019 RESILIA ITIL V4 and MOF 4 0 etc The book expands on the best practices of the British Business Continuity Institute s Good Practice Guidelines 2018 Edition along with guidance from the Disaster Recovery Institute s Professional Practices for Business Continuity Management 2017 Edition Possible methods of conducting ECP projects in the field of BCM are considered in detail Based on the practical experience of the author there are examples of Risk Assessment RA and Business Impact Analysis BIA examples of Business Continuity Plans BCP Disaster Recovery Plans DRP and relevant BCP DRP testing plans This book will be useful to Chief Information Security Officers internal and external Certified Information Systems Auditors senior managers within companies who are responsible for ensuring business continuity and cyber stability as well as teachers and students of MBA s CIO and CSO programs

*The Cost of Emotions in the Workplace* Vali Hawkins Mitchell,2014-05-30 Finally a people management guide that goes way beyond the typical problem employee books to help you understand and manage the entire emotional culture of your organization Many of us

have witnessed sometimes in helpless horror how a simple problem can spin into a corporate crisis as people take sides outside professionals are brought in and company reputations suffer as this description illustrates Everything was exposed and raw as if a common enemy had stripped away the veneer of civilized behaviors People took sides hid ran quit overworked underworked ate too much drank more complained more went silent changed jobs exited They reacted as if all their system had been tossed into the air and was never going to land again This wasn't the scene of a criminal act earthquake or terrorist attack Rather it was the disruptive and costly outcome of months of escalating workplace tension in the wake of changed management policies Like a tornado two violent co workers had left 600 others in emotional rubble That company could have been prepared with corporate policies and procedures to defuse such emotionally charged situations long before alarming human and financial costs hit its bottom line Managers could have learned to recognize and stop emotional spinning from gathering destructive force The old paradigm of separating humans from humanity during work hours is not only antiquated thinking it's high risk corporate behavior Dr Vali calls her ground breaking solution Emotional Continuity Management She provides tools you can use right now to avoid costs in decreased productivity injured goodwill employee turnover plummeting employee engagement and severed business relationships In this practical book Dr Vali gives you Real life case studies that show you how to calculate bottom line dollars and cents costs of disruptive employees and managers and emotionally charged incidents Proven techniques to help you identify variations in behavior that are early warning signs of trouble She compares them to tornado warnings and provides a 5 point scale An understanding of the psychology driving emotional terrorists who stage themselves as victims and gather an army of acolytes to assist in their campaigns of emotional disruption and a game plan for managing such attacks before during and after an event Practical tools for managing workplace emotions before during and after an emergency based on the author's extensive on the ground experience in counseling first responders and victims during major national and international disasters Policies and procedures for working with military veterans returning to the workplace and the need to deal with PTSD Techniques for containing and mitigating the damage created by workplace bullies and when to decide if an amputation is required or a less extreme strategy is needed Sample policies and plans and detailed instructions for company wide training programs up and down the organization

Pattern Recognition Peng-Yeng Yin, 2008-11-01 A wealth of advanced pattern recognition algorithms are emerging from the interdiscipline between technologies of effective visual features and the human brain cognition process Effective visual features are made possible through the rapid developments in appropriate sensor equipments novel filter designs and viable information processing architectures While the understanding of human brain cognition process broadens the way in which the computer can perform pattern recognition tasks The present book is intended to collect representative researches around the globe focusing on low level vision filter design features and image descriptors data mining and analysis and biologically inspired algorithms The 27 chapters covered in this book disclose recent advances and new ideas in

promoting the techniques technology and applications of pattern recognition The Security Consultant's Handbook  
Richard Bingley, 2015-09-17 A compendium of essential information for the modern security entrepreneur and practitioner  
The modern security practitioner has shifted from a predominantly protective site and assets manager to a leading contributor to overall organisational resilience Accordingly The Security Consultant s Handbook sets out a holistic overview of the essential core knowledge emerging opportunities and approaches to corporate thinking that are increasingly demanded by employers and buyers in the security market This book provides essential direction for those who want to succeed in security either individually or as part of a team It also aims to stimulate some fresh ideas and provide new market routes for security professionals who may feel that they are underappreciated and overexerted in traditional business domains Product overview Distilling the author s fifteen years experience as a security practitioner and incorporating the results of some fifty interviews with leading security practitioners and a review of a wide range of supporting business literature The Security Consultant s Handbook provides a wealth of knowledge for the modern security practitioner covering Entrepreneurial practice including business intelligence intellectual property rights emerging markets business funding and business networking Management practice including the security function s move from basement to boardroom fitting security into the wider context of organisational resilience security management leadership adding value and professional proficiency Legislation and regulation including relevant UK and international laws such as the Human Rights Act 1998 the Data Protection Act 1998 and the Geneva Conventions Private investigations including surveillance techniques tracing missing people witness statements and evidence and surveillance and the law Information and cyber security including why information needs protection intelligence and espionage cyber security threats and mitigation approaches such as the ISO 27001 standard for information security management Protective security including risk assessment methods person focused threat assessments protective security roles piracy and firearms Safer business travel including government assistance safety tips responding to crime kidnapping protective approaches to travel security and corporate liability Personal and organisational resilience including workplace initiatives crisis management and international standards such as ISO 22320 ISO 22301 and PAS 200 Featuring case studies checklists and helpful chapter summaries The Security Consultant s Handbook aims to be a practical and enabling guide for security officers and contractors Its purpose is to plug information gaps or provoke new ideas and provide a real world support tool for those who want to offer their clients safe proportionate and value driven security services About the author Richard Bingley is a senior lecturer in security and organisational resilience at Buckinghamshire New University and co founder of CSARN the popular business security advisory network He has more than fifteen years experience in a range of high profile security and communications roles including as a close protection operative at London s 2012 Olympics and in Russia for the 2014 Winter Olympic Games He is a licensed close protection operative in the UK and holds a postgraduate certificate in teaching and learning in higher education Richard is

the author of two previous books *Arms Trade Just the Facts 2003* and *Terrorism Just the Facts 2004*     **Business and Development Studies** Peter Lund-Thomsen, Michael Wendelboe Hansen, Adam Lindgreen, 2019-10-16 *Business and Development Studies Issues and Perspectives* provides a comprehensive collection of cutting edge theoretical and empirical contributions to the emerging field of business and development studies Compared to more traditional business school accounts of business in developing countries which focus on the challenges and opportunities of doing business in developing countries this anthology explores whether how and under what conditions business contributes to the achievement of economic social and environmental goals in developing countries The book consolidates the current status of academic work on business and development identifies state of the art in relation to this academic field and establishes a future research agenda for business and development studies as an emerging academic discipline within the social sciences The book will be of interest to researchers and students including economists geographers sociologists political scientists corporate social responsibility specialists and development scholars who are seeking an in depth overview of current debates about the role of business as a development agent in the Global South The book is also of relevance to practitioners that are engaged in work with the private sector seeking to enhance the positive effects and minimize the negative economic social and environmental consequences of business activity in the Global South     **ABC's of Antennas** Allan Lytel, 1973     **Modern Air Conditioning Practice** Norman C. Harris, 1959     *Java and the AS/400* Daniel Darnell, 1999 Not just another Java tutorial this detailed guide takes you through everything you need to know about the AS 400 s implementation of Java Book jacket

*Pioneering Studies in Cognitive Neuroscience* Richard Roche, Seán Commins, 2009-11 This edited collection presents seven recent studies in contemporary cognitive neuroscience which have come to be viewed as classic experiments The contributing authors are renowned in their field for producing intelligent and innovative research and together they cover each of the main sub disciplines of cognitive neuroscience As well as the original study and a description of the methodology and results each chapter includes a personal commentary by the author of the study in which they share unique insights into the genesis of the idea the how to of carrying out scientific research and a summary of the most important results In addition leading figures discuss the impact of the study how it advanced research in the area and the influence it has had on their own and others experimental designs and research activities By illustrating the scope for creativity that exists in the process of experimental design the authors encourage you to innovate and design creative approaches to experiments that address major theoretical issues or solve specific problems This is important reading for students of psychology and cognitive neuroscience Contributors Charles W Anderson Niels Birbaumer Se n Commins James Danckert Beatrice de Gelder Paul Dockree Luciano Fadiga Gereon Fink John Foxe Eleanor Maguire Shane O Mara Alvaro Pascual Leone V S Ramachandran Lynn Robertson Richard A P Roche Giuseppe Vallar Vincent Walsh     **Insurance Periodicals Index** ,1993     *Building Construction Illustrated* ,1960     *The Radio Handbook* ,1970 Includes advertising matter     *Ham Radio Magazine* ,1981

**Metal Worker, Plumber and Steam Fitter** ,1901      The Radio Amateur's Handbook ,1981      **Progress Report on the Third Medium Term Plan on HIV/AIDS for the Period ...** Namibia. Ministry of Health and Social Services,2006  
**Practical plane and solid geometry, scales and pattern drawing** John S. Rawle,1891      **Jones Radio Handbook** ,1962      *The Aeroplane and Astronautics* ,1920

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