

# FROM EXERCISE TO ACTION

EMBEDDING OPERATIONAL LEARNING INTO YOUR EMERGENCY MANAGEMENT AND BUSINESS CONTINUITY PROGRAM

“If your next exercise doesn't lead to measurable change, was it worth doing?”

## THE PROBLEM

Many programs follow this cycle

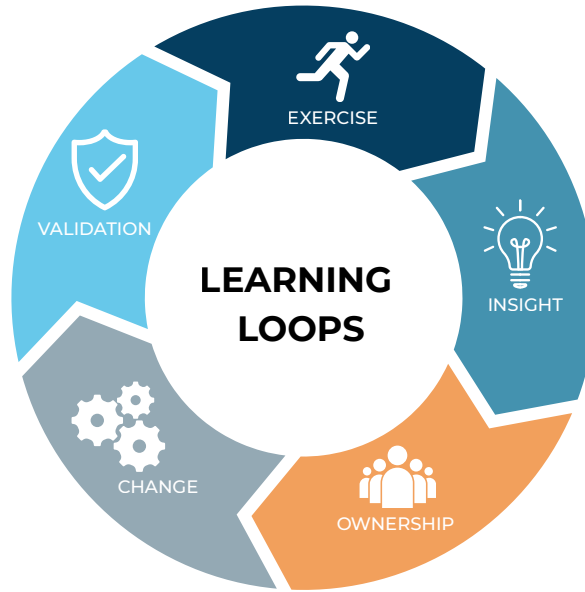


## THE RESULT:

- Repeated capability gaps
- Recurring coordination failure
- Incremental, rather than adaptive, improvement

“What's the biggest barrier to turning lessons into action in your organization?”

## THE SHIFT



## KEY QUESTIONS

### INSTEAD OF ASKING:

Did we complete the exercise?

### ASK

- ✓ Did decision-making improve?
- ✓ Did activation and notification become faster?
- ✓ Did coordination and communications improve?
- ✓ Were lessons operationalized?
- ✓ Did the same issues reoccur?

## BUILDING AN ADAPTIVE PROGRAM



### STRUCTURED FEEDBACK MECHANISMS

- Hot wash discipline
- Standardized observation capture
- Cross-functional evaluation



### DATA-DRIVEN IMPROVEMENT

- Performance metrics
- Trend analysis across exercises
- Capability benchmarking



### ACCOUNTABILITY FOR CHANGE

- Action ownership
- Timelines and tracking
- Executive visibility



### CONTINUOUS IMPROVEMENT

- Re-test identified gaps
- Progressive exercise design
- Measure behavioural change over time



## THE REAL GOAL

### EXERCISES ARE NOT ABOUT CHECKING A BOX

They're about accelerating your organization's ability to adapt under pressure.



## FINAL QUESTION

If the same emergency happened tomorrow, would your organization respond **differently** than it did last year?



### EXERCISE

We conduct exercises



### INSIGHT

We understand what happened and why



### CHANGE

We take action and improve



### CAPABILITY

We are better prepared for what's next



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403-402-8001

paulflavell@sandhurstconsulting.com

www.sandhurstconsulting.com