

*This book details the importance of resilience metrics for informed decision-making, offering guidance on selecting relevant metrics, leveraging industry standards, and effectively communicating performance and recovery capabilities.*

**The Joy of Metrics:  
Harness the Power of Measurement & Visualization to  
Enhance Your Organizational Resilience Program**

By Dawn Grzena & Dr. Bernard Jones

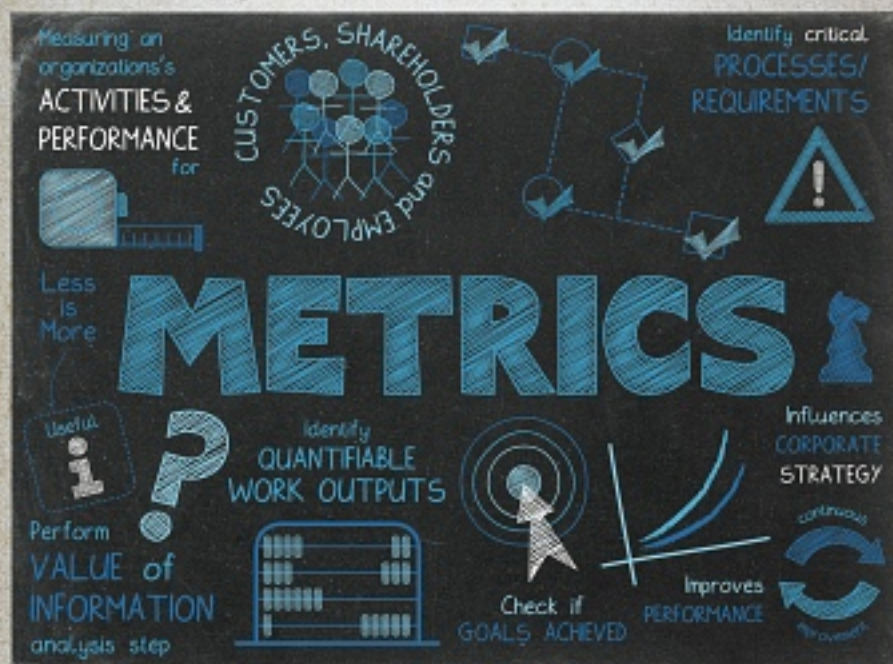
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# THE JOY OF METRICS

HARNESS THE POWER OF MEASUREMENT  
& VISUALIZATION TO ENHANCE YOUR  
ORGANIZATIONAL RESILIENCE PROGRAM



SHOW OFF THE SUCCESS OF YOUR PROGRAM  
THROUGH METRICS

DAWN GRZENA  
AND DR. BERNARD JONES

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# Abstract

Senior executives and Organizational Resilience practitioners across organizations continue to focus on understanding their continuity risk profile. Making informed choices about continuity assessment, planning, and overall preparedness is vital. Implementing enhancements can demonstrate continuous and systemic improvement of an organization's risk posture. Ultimately, organizations need constant and comprehensive visibility across continuity-related activities to support their strategic and tactical decision-making needs. In other words, **precise** data is **required** for leaders to make data-driven decisions.

This book focuses on the often overlooked aspect of Organizational Resilience **metrics**. Candidly, when most leaders become interested in these metrics, it's due to an audit, crisis event, or customer complaint. Yet, the development and publishing of metrics can be daunting. While metrics are a science of statistics, they are also an art. What are the critical metrics best suited for your company culture? What industry-standard metrics can be leveraged? Do organizations continue to struggle to define the best **organizational** metrics for their Organizational Resilience management programs? How can they clearly understand and articulate the performance of such programs and, most importantly, their ability to recover from a disaster?

**We have written this book to ease practitioners' strain when they kick off this initiative.** From definition to building a plan with a maturity roadmap to learning how to tell the story behind the numbers to execution - this book is the playbook you need to deliver best-in-class metrics.

# About Us



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*"Your legacy is every life you have touched."*

*Maya Angelou, American poet, memoirist, and civil rights activist*

Hello world! My name is Dawn Grzena. I am a professional in the world of Organizational Resilience, blogger, and speaker. I've been in the industry longer than I'm willing to admit, so let's go with I have a few t-shirts from the journey. I am an advocate for transparency and reaching out to the next generation, sharing what I have learned so they can take us to the next level of organizational resilience.

## **Professional Career**

I've established a proven track record of implementing and maturing Organizational Resilience programs in diverse sectors, such as finance, IT, and tech, to name a few. I am a strong believer in risk assessments and effective stakeholder engagement, and I have a knack for driving collaborative efforts to mitigate risks through transparent communication.

Through building relationships, I have consistently earned the trust and credibility of business lines, C-suite executives, and senior management. Also, I emphasize that bridging gaps between technical and non-technical

teams creates a fertile ground for solving complex problems both strategically and tactically. This is achieved through fostering an environment of collaboration, open dialogue, and transparency, where thinking outside the box is not just encouraged but required.

I have a bachelor's degree from North Eastern Illinois University, where my major was psychology, and my minor was human resources and development. This degree has served me well, especially in managing various crises over the years.

Some years ago, I met Dr. Bernard Jones, and I felt a kindred spirit around metrics. Since that time, we have spent a fair amount of time 'touring' with our lecture and workshop titled "The Joy of Metrics." We met some amazing people along the way, and Dr. Jones quickly became not only a colleague but a trusted friend. Since we announced our intention to write this book, life intercepted and created a few speed bumps for us. Notably, there were a few deaths for both of us. And yet we stayed the course, albeit going a bit slower than what we intended.

I'm so excited that the fruits of our labor are now available. I've worked in many industries with some wonderful managers and others, well - not so much. The commonality between these leaders and bosses was the interest in metrics and how they aligned to Objectives and Key Results (OKR) or Key Performance Indicators (KPIs), along with many not understanding Organizational Resilience and trying to force a square peg into a round hole. Boy, the struggle is real sometimes, isn't it?

Dr. Jones and I have varied experiences. Most notably, he is a professor at St. John's University. My claim to fame is building a career in the Organizational Resilience field as a practitioner. I mention this because our community is good at sharing ideas, tips/tricks, and strategies. Yet metrics have been such a struggle for so many of us. Oftentimes, the lack of resources (headcount and budget) limited what could be executed. Some companies just expected far more hours than possible to do the impossible and provide status reports with meaningful metrics.

With a world spinning into an increasing amount of chaos and risks, it quickly became clear to many of us that we needed metrics to help build the story. While oftentimes it was understood metrics were needed, most leaders were



## *The Joy of Metrics*

not asking for them. Even worse, when they were provided, at least in my experience, leaders would gratuitously review them and quickly move on.

If you have worked with or for me, you have heard me talk about not only building relationships but also meeting teams where they are. This is true now more than ever. When we gather data to showcase how our companies are doing, we must include data from and metrics from across the enterprise. It is our hope that this book helps move your program into higher visibility on the great work you and your teams are doing.

I come from a family of writers, most notably my brother Darril Gibson, who was an international author in the Cyber-Security world. In the last several years, I have begun publishing my blogs and speaking at conferences, and Darril has been one of my biggest supporters. He was also such an inspiration not only to me, he was also a hero to the countless people he helped get certified.

I focus my writing on how to support not only my fellow practitioners but also to reach the next generation and provide support. So many of us in the field get leftover scraps from budget and resource planning that we need to get creative on keeping our programs afloat.

My research is primarily about crisis management, metrics for organizational resilience, layers of unconscious bias, and now getting the lay of the land on artificial intelligence (AI) and how we can leverage it to help us deal with increasingly devastating crises. I strive to publish my blogs on [www.medium.com](http://www.medium.com) weekly - yet we all know how that works sometimes.

I enjoy researching new topics - so if you have an idea, send it along.

I currently reside in Northern California with my wife and our cat, Cheetah. When not traveling or working, I'm an artist and writer while learning how to garden. The consequence of traveling is one that I enjoy immensely, even when it's not smooth. The people I meet and the everyday joys that I've witnessed always imprint themselves on my soul.



*Dawn Grzena & Dr. Bernard Jones*

As with my co-author, Dr. Bernard Jones, I am both humbled and grateful for this opportunity to write this important book to help students and practitioners understand the importance of metrics and how best to display them!

We want to keep the conversation going, so please join the group on LinkedIn titled Enterprise Resilience Metrics. As people who are practitioners like most of you - let's stand together and show them the wonderful work that is being done and how critical we are.



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*“From what we get, we can make a living. What we give, however,  
makes a life.”*

*Arthur Ashe, Legendary American tennis player*

My name is Dr. Bernard A. Jones, CBCP, and I am an Associate Professor with tenure at St. John’s University in the Collins College of Professional Studies, teaching undergraduate and doctorate courses in homeland security, emergency management, and business continuity. I am honored and proud to prepare the next generation of homeland security, business continuity, and emergency management practitioners.

I graduated from New Jersey City University (NJCU), earning a Doctor of Science degree in Civil Security, Leadership, Management, and Policy. The Doctor of Science (DSc.) degree program is the first doctoral degree program in NJCU’s history and represents the only doctorate program in the world. The degree program focuses on an interdisciplinary set of topics in the field of security. My research focused on organizational resilience, and I continued my post-doctoral research by writing, presenting, and focusing on diverse topics. As a by-product of my doctoral research, I am quite passionate about assisting organizations in quantifying their resilience posture and addressing resilience weaknesses while driving toward enhancing disaster preparedness.

The degree provides broad coverage of the significant aspects of national, corporate, and information assurance/cyber security, including threats,

intelligence, terrorism, organization and design, interagency cooperation, and effective management practices. It thoroughly explores the research methods and critical issues affecting public health and safety, crisis management and planning, threat assessment and intelligence, and strategic planning and design.

I earned a master's in Emergency Management and Business Continuity at the New Jersey Institute of Technology (NJIT) in May 2010 and a master's in Management Information Systems at Kean College in May 2008.

### **College/Universities I've Attended:**

- 2015 DSc., Civil Security Leadership, Management, and Policy, New Jersey City University, Jersey City, NJ
- 2010 M.S., Emergency Management - Business Continuity, New Jersey Institute of Technology, Newark, NJ
- 2008 M.S., Management Information Systems, Kean University, Union, NJ
- 2004 B.S., Management Information Systems, University of Phoenix, Phoenix, AZ

### **My Doctoral Dissertation Topic & Dissertation Link:**

Jones B. (2015) "Benchmarking Organizational Resilience: A cross-sectional comparative research study conducted in the state of New Jersey," (DSc. Dissertation, New Jersey City University, May 2015) available at: [https://www.proquest.com/pqdtglobal/docview/1734108727/fulltextPDF/6414B51F07A641C5P\\_Q/72?accountid=14068](https://www.proquest.com/pqdtglobal/docview/1734108727/fulltextPDF/6414B51F07A641C5P_Q/72?accountid=14068)

Before working as a professor, I spent 20+ years implementing and managing enterprise business continuity, disaster recovery, and emergency management programs. I have worked at several large organizations, including Medco Health Solutions, ADP, GM, EDS, Novartis, Merck-Medco, Dun & Bradstreet, Chime, Johnson & Johnson, and Witt Obrien's.

## **My Professional Organization**

### **Association of Continuity Professionals:**

I am a member of the Association of Continuity Professionals (ACP) and serve on the ACP national board of directors, chairing the newly formed Special Interest Group (SIG) initiative. The Early Careerist SIG (EC-SIG) is the first SIG to launch, and I am so proud and humbled to lead it. The EC-SIG aims to provide a platform for early careerists and young professionals interested in the business continuity & organizational/risk and resilience industry to collaborate, learn, and share knowledge and best practices. The EC-SIG aims to foster a community where members can discuss emerging trends, challenges, and innovative solutions in organizational/risk and resilience. Additionally, the EC-SIG focuses on various aspects of business continuity and organizational/risk and resilience. It explores important topics such as artificial intelligence, metrics, cybersecurity, and organizational resilience strategies.

### **My Professional Certifications:**

- Certified MSCEIT™ Test Administrator
- Certified Member (MBCI), Business Continuity Institute
- Certified Organizational Resilience Professional (CORP), The International
- Consortium for Organizational Resilience
- Certified Business Continuity Professional (CBCP), Disaster Recovery Institute
- Certified Six Sigma (Green Belt), Medco Health Solutions
- Certified ITIL (Foundation), Exin Corporation

### **My Academic/Research Narrative:**

My research and teaching interests focus on organizational resilience, disaster preparedness, and emergency management. My research agenda focuses on how organizations quantify their resilience posture, allowing them to work toward addressing their organizational resilience weaknesses and enhancing their disaster preparedness. Additionally, my research interests center on the reoccurrence of disasters and how organizations, communities, and individuals implement enhanced resilience to best respond to and recover from those disaster events. Serving as an emergency management, disaster

recovery, and business continuity practitioner for the past 20 years, he has become all too familiar with disasters that have had significant impacts on organizations, communities, and individuals. My role over the years has centered on how to help impart a culture of disaster preparedness, serving as a means toward enhanced “resilience.” The primary focus has been researching organizational resilience in other countries facing repeated disasters like severe weather. One of my overarching goals has been to assist organizations, small and large, public and private, to develop a culture of disaster preparedness through the adaption of enhanced organizational resilience. Research topics of interest include:

- Organizational Resilience
- Disaster/Crisis Communication & Coordination
- Business Continuity & Disaster Recovery Planning
- Enterprise Risk Management
- Emergency Management
- Organizational Metrics
- Emotional Intelligence & Emergency Management
- Racial & Ethnic Disparities in Disaster Preparedness and Response

Specifically, my research interests center on disaster preparedness, quantifying and enhancing organizational, community, and individual resilience. I am conducting post-doctoral research on how organizations, communities, and individuals quantify their resilience, allowing each to work toward enhancing their resilience and addressing any possible weaknesses. Disaster events seem to be occurring more frequently and with ever-increasing impact and complexity. My research interests focus on disaster events and how organizations, communities, and individuals should implement enhanced resilience to better respond to and recover from such activities. Additionally, I am working on adding to the current body of research on resilience by introducing essential themes like culture, socio-economic status, communication, coordination, and collaboration, which are within my professional and academic focus areas. Ultimately, I am interested in understanding these themes’ role in resilience.

I am interested in disaster preparedness with an emphasis on organizational resilience. My research agenda focuses on how organizations quantify their resilience posture, allowing them to work toward addressing their

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organizational resilience weaknesses and enhancing their disaster preparedness. The occurrence of disasters shapes my future research interests and how organizations, communities, and individuals should implement enhanced resilience to best respond to and recover from those disaster events.

Today, numerous possible disaster events keep organizational leaders up at night with cyber-attacks, extreme weather, technological or industrial accidents, public relations, and company brand disasters, to name a few. Suppose we choose extreme weather, for example. In that case, industry observers now predict that extreme weather events are becoming more frequent and severe worldwide. Increasingly prevalent and severe weather events have severe consequences for society and ecosystems.

As an emergency management, disaster recovery, and business continuity practitioner for the past 20 years, I have become familiar with disasters impacting organizations, communities, and individuals. My role over the years has centered on how I can help impart a culture of disaster preparedness, serving as a means toward enhanced “resilience.” I have focused on organizations and researched the organizational resilience of the three audiences mentioned above. My overarching goal has been to assist organizations, small and large, public and private, to develop a culture of disaster preparedness through the adaption of enhanced organizational resilience. That culture of disaster preparedness begins with quantifying an organization’s resilience score. I’m particularly passionate about enhanced organizational resilience regarding small businesses, as disaster preparedness and resilience are concepts that are either absent or not understood. Since large organizations can devote financial and people capital to disaster preparedness, small businesses are typically unable to do so because of limited budgets and Organizational priorities.

My past research investigated the benchmarking and quantifying of organizational resilience throughout organizations residing within New Jersey. My dissertation research utilized an organizational resilience benchmarking tool, which identified the overall organizational resilience score, resilience strengths and weaknesses, and the underlying resilience indicators and behaviors within those organizations that took part in my research study. In this statement, I briefly summarize the contributions of prior

research, detail my future research plans, potential scholarly journal choices, and the intended coordination of my current and future research within St. John's University – Criminal Justice, Legal Studies, and Homeland Security Division degree program.

I reside in South Orange, New Jersey, with my wife, Delphine, daughter Alexa, and son Jared. Tennis is my primary passion outside of work, and I enjoy conducting private tennis lessons and clinics as a certified instructor. I previously served as assistant head tennis coach for the two-time defending Great West Conference Champion, NJIT NCAA Division 1 Men's & Women's tennis teams, which is the highlight of my tennis coaching career.

I also enjoy listening to and playing jazz music and cooking!

I hope my passion for metrics will enlighten you. I am humbled to assist my co-author, Dawn, in writing this important book to help students and practitioners understand the importance of metrics and how best to display them!



# The Importance of Metrics

*"Defining resilience metrics is essential for organizations to not only withstand disruptions but also to thrive in the face of adversity. These metrics serve as the compass guiding us through uncertainty, ensuring that we remain steadfast, responsive, and agile in our approach."*

*Jane Smith, Chief Risk Officer at Global Solutions Inc.*

## Introduction

Organizational resilience metrics are critical tools for organizations aiming to assess, manage, and improve their ability to withstand disruptions to their operations. This chapter will guide you through the process of defining these metrics, which can help an organization maintain essential functions in the face of various global threats and risks.

Resilience metrics provide data that help leaders make informed decisions, optimize processes, and align their objectives with organizational goals. This chapter will delve into the nature of organizational metrics, their importance, and the methodology for their development and implementation. Without proper metrics for any resilience program, crisis response can feel a bit like Groundhog Day, with teams repeating the same response processes even when they don't work.

## Why are metrics important?

The importance of metrics cannot be understated. They are important because they:

- Help track and measure the performance of response strategies and initiatives.
- Offer data-driven insights that aid in decision-making.
- Enable regular monitoring of metrics to highlight areas for improvement in response.
- Ensure that all key stakeholders are on the same page with strategic goals, response efforts, and other key aspects of the resilience program.

This chapter discusses what defines Organizational Resilience metrics and basic steps on identification, development, technology and finally continuous improvement.

## **Defining Organizational Resilience Metrics**

Lets dive into what defines Organizational Resilience metrics and discuss the basic steps on creating a plan, identification, development, technology, and continuous improvement. Reminder: Metrics should not only align with the organization's overall business objectives and resilience strategy, but to the enterprise Objectives and Key Results.

### **Action Plan**

- Identify What Needs to be Measured  
Create both qualitative and quantitative metrics for a comprehensive view of resilience. Basic metrics include:
  - a. Response Time: Measures how quickly an organization can respond to a disruption.
  - b. Recovery Time: Gauges the time taken to restore services to a functional level after a disruption.
  - c. Impact Assessment: Evaluates the extent of disruption on business operations, considering factors like financial loss and customer impact.

Additional metric ideas are located in the Appendix

### **Development**

To develop the best metrics for your organization, it's important to assess, understand current risks and involve Executive Sponsor(s) and stakeholders.

- Assessment  
Identify critical processes, applications, vendors and any other critical to the organization's survival. Remember those Business Impact Assessments (BIAs) most companies don't leverage? Time to dust them off; these will help pull data on what needs to be measured. Another good place to identify where operations are at are After Action Reports on prior crises.

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- **Risk Analysis**  
Check In with your organization's Risk Management Team to understand potential threats and impacts. If your company doesn't have a Risk Management team, ask the team that manages insurance. Another team to talk to is the Global Security Operations Center and the Physical Security teams. These teams get forgotten a lot, however, they provide a lot of great information.
- **Legal and Regulatory Considerations**  
Identify and comply with relevant regulations (e.g., Basel III, HIPAA, GDPR). Also make sure that data protection and privacy laws are clearly understood and are adhered to.
- **Benchmarking**  
When starting with metrics for your program, we strongly recommend creating a benchmark. (A benchmark is a standard or point of reference against which things may be compared or assessed. In various fields, benchmarks are used for measuring performance, quality, or compliance, providing a means for organizations to evaluate their processes, products, and services relative to best practices or industry standards. This allows for the identification of gaps, setting improvement goals, and tracking progress over time.)

Don't forget to align plans with standards (e.g. ISO, NIST).

- **Create a Reporting Framework**  
There are days we are sure that we are all tired of hearing that word: framework. This can be a daunting task, yet it is so important. A simple reporting framework should outline how metrics are tracked, reported and maintained. As well, this framework should include where the data is coming from.

Make sure that clear communication channels for reporting, maintenance and discussions with stakeholders is included in the framework. This keeps everyone aligned.

## **Stakeholder Engagement**

Working with stakeholders, heck sometimes even finding out who should be at the table, can be a challenge. Once there other challenges can arise which is why we are giving this category special attention.

- **Identify Key Stakeholders**

Identification of stakeholders, especially these days with organizations reorganizing teams and layoffs, this can be a moving target. When creating the list of stakeholders we strongly urge you not to list names. Figure out what roles in the company should be included.

For example, think about including: physical and cyber security, IT, Risk Management, Compliance, etc. If you are struggling to understand who should be included, check out your crisis management team roster and start there.

- **Relationship Building**

As you are building out your list of stakeholders it is important to understand who they are not only as professionals, but as people as well. Get to know your stakeholders as much as you are comfortable with by having coffee, lunch or taking breaks with them. Once the invite comes to them to join the Metrics Stakeholder Club, they will more than likely be quite willing to accept and participate.

- **Establish Clear Objectives**

Without clear direction, trouble looms in any project or task. Imagine deciding to embark on a grand adventure without any planning. You choose Tuvalu because you heard it's beautiful (spoiler alert: it is). You board your flight without issue, but upon arrival, you find no cabs at the airport. Being resilient, you adapt, but your hotel, booked on the fly, turns out to be subpar. This scenario underscores the importance of planning and reserving accommodations in advance.

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Always ensure you have a clear path to success. Define what success means before you begin, clarify the purpose of your metrics, and align objectives with the organization's overall strategy and goals.

Organize workshops, office hours, and one-on-one meetings with stakeholders and Executive Sponsors to discuss the importance of clear direction and the role of metrics in the company. Facilitate open discussions and be prepared for feedback. Collaboration is key; your role is to actively listen to your stakeholders.

### **Technology**

If you currently leverage a software tool to manage your resilience program, check how they are pulling in the data and report out metrics. Don't trust what the metrics state until you validate that the data is pulled from all the best and correct sources. As it's said: trust but verify.

There are several technologies that can be leveraged for metrics to aid in the collection, monitoring and analyzing of the data.

### **Continuous Improvement**

Organizational resilience metrics are not static; they require regular reviews and updates to reflect changes in the business environment and emerging threats. This iterative process helps organizations stay resilient in a dynamic world, adapting their strategies based on real-world data and evolving conditions. We also strongly encourage teams to put their metrics through 'audit' at least annually. This ensures that the data is pulled from the best sources and there is not a duplication of efforts along with many other benefits.

Defining and implementing effective Organizational resilience metrics is a critical step for organizations to enhance their preparedness and response strategies. By establishing clear metrics, organizations can not only withstand disruptions but also thrive in today's complex business landscape, ensuring continuity and stability for stakeholders. And let's be honest here - it also makes any practitioner's life a little easier once implemented.

**Questions to ask**

1. Who are the stakeholders needed for this work?
2. What metrics are being published that you can leverage?
3. Is your Executive Sponsor aligned on what Resilience Metrics are?  
Hint: If no then that needs to be addressed immediately.
4. How are other teams publishing their metrics?
5. What are the current organization goals?

# **Case Study: Defining Organizational Resilience Metrics at JPMorgan Chase**

## **Introduction and Background**

Organizational resilience is crucial for financial institutions to withstand and recover from disruptions. JPMorgan Chase (JPMC), one of the world's largest financial institutions, has established a comprehensive set of Organizational resilience metrics to ensure its stability and reliability. JPMC is a global financial services company. As with any global financial company, the bank has significant risks, such as cyber threats, technological failures, and regulatory challenges. To manage these risks effectively, JPMC has developed a robust framework to measure and enhance Organizational resilience.

## **Key Organizational Resilience Metrics**

- **Incident Response Time (IRT):**

IRT measures the time it takes to respond and mitigate incidents. JPMC tracks the time from incident detection to resolution across incidents which makes sure that quick response and resilience strategies are in place.

- **System Availability**

This metric is the percentage of time critical systems are Organizational and available. Don't forget to watch critical SaaS vendors that support the systems. System availability is continuous monitoring of system uptime for key services along with redundancy and failover mechanisms to maintain high availability.

- **Regulatory Compliance Rate**

It is defined as the rate of compliance with regulatory requirements and internal policies. JPMC is a highly regulated organization and is put through regular audits, for example in the United States they must follow the Federal Financial Institutions Examination Council (FFIEC)



guidelines and will go through regular audits. Automated compliance management systems help JPMC stay updated with not only regulatory changes, it helps to maintain high compliance rates.

- **Customer Satisfaction**

Happy customers, and dare we say unhappy customers, is measured through customer satisfaction through surveys and feedback. By facilitating surveys and tracking customer feedback, service resilience issues can be tracked and measured. This can be a tricky metric, yet it is vital to review this data for any mishaps and trending.

- **Recovery Time Objective (RTO)**

Hopefully this metric is not a surprise for anyone. RTOs is the targeted duration that business processes must be restored after a disruption. In recent years with the uptrend of companies leveraging vendors for critical applications this metric has become for many a part of vendor contracts. If you leverage Third-Party (3P) vendors for any critical operations pull the contract to ensure that expectations and contract deliverables are aligned.

- **Mean Time Between Failures (MTBF)**

This is the average time between system or process failures. By analyzing failure data to extend MTBF and enhance maintenance and monitoring processes is key to uptime. Trending on when systems go down can help determine why there is a disruption. For example, if trending is viewed over the last two years it might be noticed that every quarter end this is a disruption. Or every holiday season there are issues. This could point to a load issue on the systems. Or something else.

## **Results and Impact**

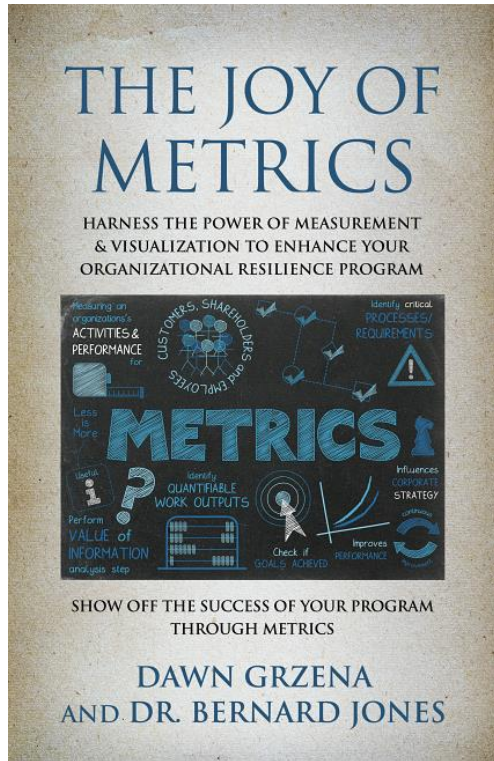
The implementation of these metrics has led to significant improvements in JPMC's Organizational resilience, such as:

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- **Enhanced Incident Management:** Improved response times and clear, repeatable processes minimize disruption impacts.
- **Increased System Reliability:** Higher system availability and extended MTBF ensure continuous service delivery.
- **Regulatory Assurance:** High compliance rates bolster JPMC's regulatory standing and reduce the risk of penalties. This is very important - when any financial institution runs amok on compliance, shareholders and customers lose confidence.
- **Improved Customer Trust:** Consistently high customer satisfaction scores reinforce customer trust and loyalty.
- **Effective Recovery Planning:** Recovery strategies across the enterprise to manage any identified risks will enable quick and agile response.

JPMC's approach to defining, implementing and maintaining Organizational resilience metrics illustrates the importance of a structured framework. By focusing on key performance indicators such as incident response time, system availability, regulatory compliance, customer satisfaction, RTO, and MTBF, JPMC significantly enhances its ability to withstand and recover from Organizational disruptions. This case study highlights how financial institutions can effectively measure and improve their Organizational resilience to safeguard operations and maintain stakeholder trust.

For further details, you can refer to JPMC's 2023 Resolution Plan and Strategies for Resiliency located on their website.



*This book details the importance of resilience metrics for informed decision-making, offering guidance on selecting relevant metrics, leveraging industry standards, and effectively communicating performance and recovery capabilities.*

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