

Chapter 11

A Suggested Approach to Individual, Corporate, National, and International Resilience, Critical Infrastructures, and Critical Information Infrastructures

This Chapter seeks to make suggestions at individual, corporate, national, and international level of ways in which to make Critical Infrastructures and Critical Information Infrastructures more resilient.

Individual

In children we need to nurture the characteristics noted by Grotberg (1998)²³⁴ of:

- Trusted network
- Limits on behavior
- Shown how to do things right
- Learn to be independent
- Assisted when sick
- Am liked and loved
- Am well behaved
- Am respectful
- Am confident
- Can communicate
- Can solve problems
- Can control when things go wrong
- Opportunistic
- Can get help when needed

These characteristics must assume an education that also delivers numeracy and literacy. These are sixteen things for parents and teachers to deliver to a child over the sixteen or so years to adulthood. In OECD countries this is a problem, and should not be. These are life skills writ large. They are what is needed for the future.

²³⁴ Grotberg, E (1998) op. cit.

In the adult environment it is necessary to nurture the characteristics of high reliability organizations noted by Rochlin et al. (1987):²³⁵

- Trust
- Discipline
- Teaching organizations
- Learning organizations
- Supportive
- Camaraderie
- Behavioral norms
- Hierarchical empathic organization
- Clear responsibilities
- Confident
- Formal and informal communication
- Solve problems
- Adaptive
- Opportunistic
- Can get help when needed

Additional individual resilience skills include knowing how to grow and harvest food, exercise, use of alternative fuels at home, protecting oneself from things like bird flu (by understanding key personal hygiene rules), and having some sort of individual plan to survive food and other shortages. Above all to do all of this within a society that has a clearly defined set of values, and, by and large, lives them.

Corporate

In the corporate environment it is suggested that four key things are important:

- To understand common sense business strategy
- To understand how to manage complexity
- To understand the threats and counter-threats of Obstructive Marketing and Asymmetric Warfare
- To help the defense of Critical Information Infrastructure

The first two of these are beyond the remit of this book, but are things all businesses should be doing anyway. Help on both is available in concise form from Pearson (1988)²³⁶ and Wood (2000),²³⁷ or from a myriad of MBA and business courses.

On the third point it is evident from Hyslop (1999)²³⁸ that many major corporations understand these threats. There is less of an understanding within

²³⁵ Rochlin, GI (1987) op. cit.

²³⁶ Pearson, B (1988) *Common Sense Business Strategy*. Mercury.

²³⁷ Wood, R (2000) *Managing Complexity*. The Economist.

²³⁸ Hyslop, MP (1999) op. cit.