

Business Resilience Scorecard

A leadership self-assessment for continuity, recovery, cyber resilience, governance, and crisis readiness.

Use this scorecard to identify the conversations and capabilities that deserve executive attention.

How to score your organization

For each statement, select the response that best reflects current, demonstrable capability - not intent. Total the scores by section, then use the interpretation on page 3 to establish priorities.

0	Not established
1	Informal or inconsistent
2	Documented but not fully tested
3	Operational, exercised, and improving

Leadership & governance

- ✓ Executive ownership for organizational resilience is clearly assigned. Score: ____
- ✓ The board receives concise reporting on resilience risks, priorities, and progress. Score: ____
- ✓ Crisis decision authority, escalation thresholds, and alternates are documented. Score: ____
- ✓ Continuity, disaster recovery, cyber response, and crisis management are governed as one portfolio. Score: ____

Continuity & operational resilience

- ✓ Critical services and the maximum tolerable disruption for each are agreed by leadership. Score: ____
- ✓ A current business impact analysis maps people, facilities, technology, data, suppliers, and other dependencies. Score: ____
- ✓ Continuity strategies address realistic workforce, facility, supplier, technology, and cyber scenarios. Score: ____
- ✓ Plans are maintained, accessible during an outage, and exercised with accountable owners. Score: ____

Technology recovery & cyber resilience

- ✓ Recovery time and recovery point objectives are tied to business impact. Score: ____
- ✓ Technology recovery procedures reflect current systems, cloud services, data flows, and vendors. Score: ____
- ✓ Backups and recovery capabilities are protected, monitored, and tested end to end. Score: ____
- ✓ Cyber incident response includes continuity, executive communications, legal, regulatory, and recovery decisions. Score: ____

Exercises, crisis leadership & improvement

- ✓ Executives and operational teams participate in scenario-based exercises at least annually. Score: ____
- ✓ Exercises test decision-making, communications, service continuity, and recovery - not only technical response. Score: ____
- ✓ After-action findings have owners, target dates, and executive oversight. Score: ____
- ✓ Lessons from incidents, exercises, business change, and vendor changes are incorporated into plans. Score: ____

Interpret your score

0-12	Exposed	Foundational governance and planning require immediate executive attention.
13-24	Developing	Core elements exist, but important gaps and untested assumptions remain.
25-36	Established	Capabilities are documented and generally aligned; focus on exercising and integration.
37-48	Resilient	The program is integrated, exercised, governed, and positioned for continuous improvement.

Executive discussion prompts

- 01** Which critical service has the largest gap between business tolerance and actual recovery capability?
- 02** Which single dependency creates the most concentrated operational risk?
- 03** What decision would leadership struggle to make in the first four hours of a disruption?
- 04** Which three improvements should be funded and owned in the next 90 days?

Ready for an independent perspective? Schedule a BITSTC executive resilience assessment at Claude@bitstc.com.