
RISK
SUPERCHARGED
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Lost in Translation: Making Resilience Click with Executives

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“But are we safe?”

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What Just Happened?

Resilience Professional

- RTO / RPO
- BIA completion
- Plan completion %
- Exercise performance
- Critical process coverage
- Program maturity
- Recovery capability

Executive

- How much could we lose?
- How long could we be disrupted?
- What could affect our customers?
- What could make the news?
- Where are we exposed?
- Could this affect growth?
- What decision do you need from me?

> **The data may be accurate. The problem is that its business meaning has not been translated.**

Quick Activity: Which One Gets the Money

You have **$500,000** left in this year's budget. Which issue gets your money?

Option A

14% of Tier 1 business processes do not currently meet established recovery planning standards.

Option B

20% of critical applications did not achieve established RTOs during the most recent recovery exercises.

Option C

5 critical vendors have not demonstrated their recovery capability within the past 24 months.

Same Risk. Two Different Languages

BC Update

"93% of critical processes have documented recovery plans. Exercise completion increased from 81% to 89%, and 76% of critical applications currently meet established RTO requirements. Three remaining gaps have been entered into the remediation process."

Technically accurate – but what should the executive *do* with this?

Executive-Focused Version

"Nearly one-quarter of our critical applications may not recover within the timeframe the business expects. During a significant disruption, those gaps could extend operational downtime and increase customer, financial, and reputational exposure. Leadership approval is requested to prioritize remediation of the highest-exposure applications before the peak operating period. "

Same data. Framed around **consequence** – not completion.



Three-Lens Model

💰 Financial

What could this cost us?

- Downtime economics
- Revenue exposure
- Insurance & liability
- Cost of inaction

📣 Reputational

What could this do to trust?

- Brand & customer confidence
- Regulatory visibility
- Stakeholder perception
- Public exposure

🎯 Strategic

What could this prevent us from doing?

- Growth & expansion
- M&A readiness
- Competitive agility
- Major initiatives

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Energy & Fuel Infrastructure

A disruption to our IT environment could force us to suspend fuel supply operations, creating significant financial exposure, affecting fuel availability for millions of customers, and elevating the incident from an internal technology issue to a national critical-infrastructure concern.

Notice how this moves from **technical event** → **financial consequence** → **customer impact** → **regulatory exposure**.

Energy & Fuel Infrastructure

Breaking It Down

A disruption to our IT environment could force us to suspend fuel supply operations…

- **Creating significant financial exposure**
- **Affecting fuel availability for millions of customers**
- **Elevating the incident from an internal technology issue to a national critical-infrastructure concern**
- **Potentially constraining the organization's ability to expand operations or maintain key public-sector partnerships.**

Each clause maps to a lens: **Financial** → **Reputational** → **Strategic**



Activity: Executive Translation Challenge

> "Current BIA completion is 84% across Tier 1 and 2 business units. Of completed BIAs, 71% have been validated within the past 12 months. 29% contain RTOs that have not yet been reconciled against current technology recovery capabilities. Remediation activities are underway."

Your Challenge

Turn this into a **two-sentence executive briefing.** Use the three lenses: **Financial | Reputational | Strategic**

Ask Yourself

What does leadership need to **understand**, **decide**, or **support** based on the information?

Run It Through the “So What” Test

Before you finalize — pressure-test your message.

What is the issue?

Can an executive immediately identify it?

Why does it matter?

Is the business consequence explicit?

What exposure does it create?

Financial? Reputational? Strategic?

What do you need from them?

Is the ask or decision clear?

If not — translate it again.

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Put It in the Boardroom

Groups will share their rewritten executive briefing aloud.

✅ What Landed?

What is already working — and why?

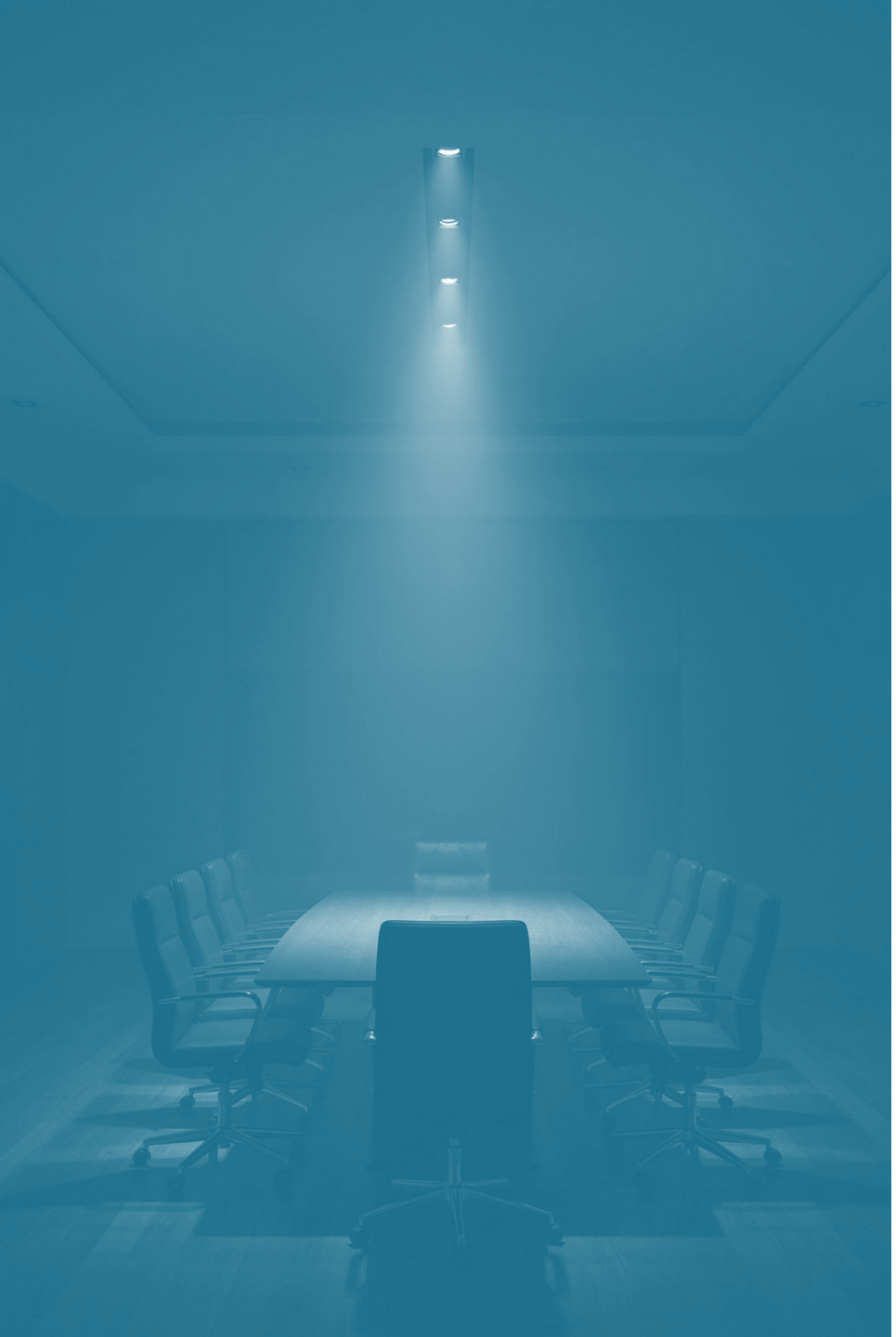
🔍 Where's the "So What?"

Is the business consequence clear enough?

💡 What Would Make It Stronger?

Which lens? Clearer ask? Tighter language?

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The Translation Formula

1

Anchor in Their Reality
What business priority, exposure, or decision already matters to them?

2

Translate into Their Risk Language
Financial | Reputational | Strategic

3

Ask for a Clear Decision or Resource
What action, investment, or support is actually required?

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Key Takeaways

1 The gap is translation, not data

Executives and resilience teams share the same risks — but speak different languages. Bridging that gap is a leadership skill.

2 Use the Three-Lens Model

Always frame resilience through Financial, Reputational, and Strategic consequences — the dimensions executives already use to make decisions.

3 Pass the "So What" Test

Every message should make the risk clear, state the business consequence, and specify what decision or support is needed.

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Download the electronic Executive Translation Field Guide.



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QUESTIONS

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THANK YOU
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