

CHAPTER 16

What now? - Velocity - Crisis Management and Resilience During Hypergrowth

What	Map and Mitigate Single Points of Failure Within 30 Days
Why	This step transforms risk from a surprise into a managed variable.
Background	Hypergrowth exposes fragility. The chapter stresses that leaders must “identify Single Points of Failure (SPOF)” and treat risk as predictable, not random.
How	<p>Conduct a cross-functional SPOF audit across processes, technology, suppliers, and talent.</p> <p>Prioritize the top 5 SPOFs by impact and likelihood.</p> <p>Assign owners and mitigation plans for each (redundancy, backup, cross-training, alternative vendors).</p> <p>Integrate risk identification into Weekly Reviews and Quarterly Planning.</p>

What	Build Systemic Redundancy Across Finance, Processes, and Data
Why	This step ensures the organisation can absorb shocks without losing operational continuity.
Background	The chapter emphasizes that resilience is engineered through buffers and backups, not heroic improvisation.
How	<p>Establish a non-negotiable liquidity buffer covering 90 days of fixed costs.</p> <p>Document all core SOPs so second-tier employees can step in immediately.</p> <p>Implement redundant, off-site data backups and security protocols.</p> <p>Cross-train teams on critical workflows to eliminate tribal knowledge.</p>

What	Deploy a Crisis Response Playbook With 30-Minute Activation Capability
Why	This step ensures the organisation can stabilize crises before they escalate.
Background	Speed of response is the decisive factor in crisis management. The chapter mandates pre-drafted communication and decentralized incident authority.
How	<p>Create three pre-drafted crisis messages: internal, customer-facing, and media.</p> <p>Define Delegated Decision Authority for first responders to act without executive approval.</p> <p>Build scenario-specific playbooks (platform outage, key client churn, PR issue, supplier failure).</p> <p>Run quarterly crisis drills to test activation speed and decision clarity.</p>



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What	Institutionalize After-Action Reviews and Systemic Coaching
Why	This step converts crises into permanent capability upgrades.
Background	The chapter states that resilience requires “structured Systemic Coaching Lens reviews” after every major challenge.
How	<p>Conduct AARs within 72 hours of any incident.</p> <p>Use the Five Whys to identify root causes and update SOPs accordingly.</p> <p>Track intervention effectiveness through Leading Indicators.</p> <p>Maintain a Change Log documenting all systemic improvements.</p>

What	Build a Resilient Culture Anchored in Calm Leadership and Fast Learning
Why	This step ensures resilience becomes a shared mindset, not a leadership burden.
Background	The chapter emphasizes that resilience is cultural: leaders must model calm, ethics, and transparency.
How	<p>Train leaders in crisis communication and emotional regulation.</p> <p>Normalize experimentation and fast debriefs—shift from blame to learning.</p> <p>Develop a succession pipeline to reduce dependency on individual A-players.</p> <p>Reinforce values of courage, adaptability, and visible action.</p>

Closing Thought Resilience is not avoiding crises—it is designing systems that meet them with readiness and speed. It builds an organisation that anticipates shocks, responds decisively, and strengthens itself through every disruption.

