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ARCADE © A contingency practice for any organisation

Whether it is in business or emergency services the greatest area of failure is in not managing the gaps and spaces between lines of authority.

Organisations have, in general, policies and procedures which define how the governance of an organisation will meet its legal and stakeholder obligations. These policies and procedures rely on the underpinning definition of the roles and responsibilities of individuals and their powers to act. Not every contingency and interrelationship can or even is articulated as the variety of elements is too vast and often specifics of an incident call for its own solutions.

Let's look at an example. A Manager is responsible for the outcomes of a project which relies on the commitment of time and finances by the IT Manager. During the project it becomes clear that the ownership of an element of the project, say a software purchase is required. Who is in charge of the purchase and implementation?

The solution lies in the organisation accepting that gaps and spaces can and will occur and adopting a leadership and management model that has an accepted contingency practice. The key elements of such a practice can be drawn from a range of leadership and management models including mission command philosophy. Here are suggested elements of a contingency practice:

1. **Accepting each other's accountabilities and authorities**
2. **Recording your collaboration, course of action and solution/s**
3. **Collaborating to form a consensus on the situation, the priorities and an agreed outcome**
4. **Analysing the options and authorities required to act on those options**
5. **Developing a course of action or a number of courses of action and then determining the best solution**
6. **Establishing agreed division of action, resources and accountability to the solution and timelines**

ARCADE © is a simple 6 step model that can be established into your organisation as a contingency practice. By doing so events outside of 'business as usual' that occur you will have a defined process to adopt, adapt and overcome.

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