**TRN Resource: Obtaining Leadership Buy-In**

Recommended activities to obtain leadership buy-in include:

1. Identification of key staff and decisionmakers
2. One or more informational decision briefings
3. Obtaining signatures/buy-in.

Identify Key Staff and Decisionmakers

As a first step, the resilience planning team can identify the key leaders in the organization that will have a say as to whether the resilience solution will be approved and funded. These leaders will likely include multiple staff from across an organization and could include managers of the resilience planning team, contracting officer(s), finance director, general counsel, energy manager, facilities manager, master planner, risk subject matter expert, head of site security, site cybersecurity staff, and senior executives. It may be helpful to determine which of these staff are organizational leaders who others look to and whose input will be considered very seriously―if they agree to a resilience solution, others will feel more comfortable. The resilience planning team can pursue individual conversations with these staff members to present them with an overview of the recommendation before the informational meeting. Incorporating ideas and refinements from organizational leaders will increase the likelihood of their buy-in and approval.

The resilience planning team may also consider key staff who are most concerned with risk and with protecting the organization. As a starting point, the resilience planning team can consider the organization’s finance director and general counsel. These key stakeholders could raise issues and financial risks that may not have been considered previously and that will be important to address, or at least acknowledge, prior to meeting with additional stakeholders. These stakeholders will improve and strengthen resilience solutions, and their input and coordination will add value to the informational meeting.

Informational Briefing

Hosting an informational briefing is one way to gain approval for the resilience solution to move forward through consensus or a signature. The resilience planning team can prepare for an informational briefing by holding individual meetings with key organization leadership and influencers. Incorporating their feedback and answering their questions up front will help develop a more successful informational briefing. Sometimes additional key personnel will need to be contacted and convinced of the need for and economic feasibility of a resilience solution.

**The Business Justification Presentation Template** can serve as the foundation for the informational briefing. During the briefing, it will be helpful to allow time for discussion and questions.

To increase the opportunity for all meeting participants to review materials, the resilience planning team can try to send out the presentation in advance of the meeting. This gives leaders and stakeholders a chance to review ideas and to ask questions in advance.

During the meeting, the resilience planning team can pursue approval for the resilience solution to move forward through consensus or a signature. If approval is not imminent, recommended next steps include another informational meeting or offering to hold individual meetings to gather more in-depth feedback and provide additional detail. Once further questions have been answered, a decision briefing can be held to secure a final decision on the resilience solutions.

Decision Briefing

A decision briefing can serve as the final step in developing a path forward and garnering approvals. Thus, after informational briefings, the resilience planning team can hold a decision briefing with a clear expectation that a go/no-go decision will be made in the meeting.

An important part of a decision brief is to ask for a signature or consensus approval (or whatever is appropriate for the organization) to approve the resilience solution(s). This sets the path forward for enacting the resilience solution(s) and moving forward with incentives and the preferred funding pathway.