

# The Recovery Dependency Risk Most Organisations Don't Talk About

What happens to your recovery capability when the people who know how it works are unavailable?

## THE RISK HIDING IN PLAIN SIGHT

In most organisations, the people who know how recovery actually works can be counted on one hand. They know which systems come back first. They know the undocumented steps that never made it into any runbook. They know what to do when the documented process breaks down. **That knowledge is an asset. It is also a single point of failure.**

## FOUR WAYS KEY-PERSON DEPENDENCY CREATES RECOVERY RISK

### #1 Availability cannot be guaranteed during an incident

Incidents do not happen during business hours with full team availability. If the person who owns recovery knowledge is travelling, unreachable, or affected by the same incident that has taken systems down, **your organisation's ability to recover degrades immediately.**

### #2 Undocumented knowledge does not survive under pressure

Experienced practitioners carry recovery knowledge that was never written down because it never needed to be. Under incident conditions, with leadership asking questions and systems offline, that knowledge becomes unreliable. Steps are missed. Sequences are wrong. **Recovery takes longer than anyone expected.**

### #3 Succession and team changes create invisible gaps

When the person who owns recovery knowledge moves on, that knowledge often leaves with them. The organisation believes its recovery capability is intact. **The gap only becomes visible when recovery is needed.**

### #4 Leadership cannot get a confident answer

When asked how recovery would work if a key person were unavailable, the honest answer in most organisations is: we are not sure. That answer carries **consequences that extend well beyond the technical question being asked.**

*If the two people who know your recovery environment best were both unavailable tomorrow, what would your recovery actually look like?  
**If that question produced hesitation, the dependency is real.***

