Post-Crisis Business Recovery Training Course: Stabilise, Reset and Rebuild

2 – 6 November 2026
Milan

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Programme Summary

Post-crisis business recovery is the subject of this one-week training course for directors and senior heads of strategy and operations, ending in a post-crisis recovery and renewal plan for one organisation. After a major disruption, many organisations return to routine without testing what the event exposed, so the same weaknesses carry into later trading. The programme moves from stabilising operations to reviewing the event, resetting strategy, restoring stakeholder trust and embedding lessons. Mars Training Centre UK delivers this programme on post-crisis business recovery to mixed-organisation cohorts.

The Business Case

Energy producers, hospitals, airlines, banks and public bodies all face disruption that outlasts the emergency itself. Once the immediate response ends, decisions on cash, people, customers and priorities determine whether performance returns or erodes. Recovery led without a structure tends to restore the old model, including its weak points, instead of a stronger one.

- Recovery Speed: Improves when priorities are ranked by business impact rather than by the volume of demand.
- Stakeholder Confidence: Holds when messages to staff, customers and suppliers are consistent and backed by evidence.
- Repeat Exposure: Falls when lessons are logged with owners and tested in later exercises.

Principles and Evidence Base

- ISO 22361: Gives crisis management guidance on the move from response to recovery, applied in Sessions 1 and 2 to phase transitions and the lessons-learned review.
- ISO 22301: Sets requirements for business continuity management systems, applied in Session 1 to the impact analysis and in Session 3 to recovery objectives.
- ISO 22301 and ISO 22361 together: Link continuity capability to crisis decisions, applied in Session 5 to test the recovery plan for one organisation.

Intended Participants

- Directors who must decide where limited recovery funds and attention go.
- Heads of strategy who must revise plans built on assumptions the event has broken.
- Operations leaders who must return services to stable output.
- Executives who answer to boards, owners and oversight bodies for the recovery.

Typical settings include energy, healthcare, aviation, banking and public services.

Learning Outcomes

1. Participants will be able to evaluate whether an organisation is stable enough to move from response to recovery.
2. Participants will be able to diagnose the causes and contributing factors that an event exposed.
3. Participants will be able to prioritise recovery actions by business impact and dependency.
4. Participants will be able to construct a revised strategy and cash plan on tested assumptions.
5. Participants will be able to design a stakeholder trust recovery plan with evidence for each audience.
6. Participants will be able to justify a post-crisis recovery and renewal plan to a board.

Programme Structure

Day 1: Stabilising the Organisation After the Event

What must be stable before post-crisis business recovery can start?

- Crisis Phase Transition Map
- Post-Event Situation Assessment
- Business Impact Analysis Refresh
- Recovery Priority Ranking
- Recovery Governance Charter

Day 2: Reviewing the Event and What It Exposed

How did the event unfold, and which weaknesses did it reveal?

- Decision Timeline Reconstruction
- Lessons-Learned Review Protocol
- Contributing Factor Analysis
- Capability Gap Register
- Loss Valuation Sheet

Day 3: Resetting Strategy and Performance

Which parts of the pre-event plan still hold?

- Strategic Assumption Reset
- Scenario Option Screen
- Cash and Liquidity Rebuild Plan
- Operating Model Adjustment Sheet
- Recovery Roadmap with Milestones

Day 4: Restoring Stakeholder Trust

Who must be reassured, in what order and with what evidence?

- Stakeholder Impact Map
- Stakeholder Trust Recovery Plan
- Employee Re-engagement Plan
- Customer and Supplier Reassurance Plan
- Oversight Body Briefing Pack

Day 5: Post-Crisis Recovery and Renewal Plan for One Organisation

Do the earlier tools combine into one crisis recovery plan a board can approve?

- Applying the Session 1 Recovery Priority Ranking
- Testing the Session 2 Capability Gap Register
- Checking the Session 3 Recovery Roadmap
- Rehearsing the Session 4 Board Reassurance Script
- Completing the Post-Crisis Recovery and Renewal Plan

Methodology

The programme uses a structured exercise built on prepared case material for two organisations, a regional distribution group and a hospital network, each recovering from a prolonged service interruption. The material holds timelines, financial extracts, stakeholder letters and staff survey notes. Participants work in syndicates, challenge each other's recovery choices and defend their plan before peers acting as a board.

- Suggested activity: Ranking recovery actions under a cash limit and explaining what is deferred.
- Suggested activity: Rewriting a pre-event plan after two of its assumptions are shown to be wrong.
- Suggested activity: Rehearsing a briefing to staff and suppliers on the same facts.

Capstone Output

Each participant completes a post-crisis recovery and renewal plan for one organisation. It holds a ranked set of recovery priorities, a lessons-learned log with owners, a revised roadmap with a cash view, and an audience-by-audience trust plan. At work it is used to brief a board, to hold managers to dated actions and to explain the order of recovery to colleagues.

Frequently Asked Questions

Is a training course on post-crisis business recovery suitable for leaders who did not run the response?

Yes. Post-crisis business recovery is taught through prepared cases and templates. The programme assumes responsibility for recovery decisions or targets, but no earlier work on continuity or crisis management.

Which standards does post-crisis business recovery rest on in this programme?

Post-crisis business recovery here rests on ISO 22361 for crisis management guidance and ISO 22301 for business continuity management systems, each applied to prepared organisational cases.

How is the plan from post-crisis business recovery used at work?

You use the post-crisis recovery and renewal plan to brief your board, set dated actions with owners, and explain which parts of the business are restored first and why.

How does post-crisis business recovery differ from a programme on crisis response?

Post-crisis business recovery starts when the emergency is under control and concentrates on review, renewal and trust, while a response programme concentrates on command and decisions during the event.