
Crisis Leadership and Organisational Resilience Training Course

8 – 12 March 2027
Tokyo





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Ref: 1014_729 **Date:** 8 – 12 March 2027 **Location:** Tokyo **Fees:** 6900 GBP

Programme Summary

The Crisis Leadership and Organisational Resilience training course is a five-day programme designed for strategic decision-makers seeking to direct high-consequence incident response and govern adaptive continuity systems, culminating in an enterprise crisis playbook and resilience scorecard. Extreme disruptions challenge conventional continuity measures through cognitive strain, communication breakdowns, and operational dislocation. This curriculum provides an evidence-based pathway through strategic command hierarchies, incident triage, and systemic resilience engineering. Mars Training Centre UK delivers this professional programme in Crisis Leadership and Organisational Resilience.

The Business Case

Organisational survival during major operational crises depends on prompt strategic alignment and systemic adaptability rather than improvised responses. Uncoordinated command structures compound operational losses, erode stakeholder trust, and expose institutions to severe governance vulnerabilities. Establishing structured decision-making protocols and continuous resilience capabilities enables enterprises to withstand severe shocks, protect core assets, and accelerate post-incident recovery across volatile operating environments.

- **Strategic Response Velocity:** Accelerates critical incident containment by instituting clear escalation protocols and structured command hierarchies.
- **Organisational Shock Absorption:** Enhances systemic endurance through dynamic resource reallocation and redundancy mechanisms across vital functions.
- **Stakeholder Trust Preservation:** Safeguards institutional reputation and market standing by maintaining disciplined, transparent crisis communication workflows.

Principles and Evidence Base

- **ISO 22361:2022:** Directs crisis management principles, strategic decision-making protocols, leadership accountability structures, and international crisis communication baselines.
- **ISO 22316:2017:** Establishes organisational resilience principles, situational awareness attributes, and dynamic capabilities required to absorb severe disruptions.
- **ISO 22301:2019:** Governs business continuity management systems, operational disruption thresholds, and recovery prioritisation methodologies.
- **ISO 31000:2018:** Provides overarching risk management guidelines for disruption risk assessment, threat identification, and structured treatment strategies.



Intended Participants

- Directors and executives responsible for directing strategic crisis management teams and organisational response governance.
- Risk officers and business continuity managers accountable for enterprise operational resilience and continuity management systems.
- Operations and corporate communications heads charged with managing high-stakes crisis response coordination and public disclosures.
- Security and technology directors tasked with mitigating critical infrastructure disruptions and cyber-driven operational halts.

This syllabus delivers rigorous practical relevance across financial services, energy, healthcare, transport infrastructure, and telecommunications.

Learning Outcomes

1. Participants will be able to evaluate strategic command frameworks to govern multi-stakeholder incident response during acute disruptions.
2. Participants will be able to diagnose institutional vulnerabilities and cognitive biases that impede executive decision-making under uncertainty.
3. Participants will be able to construct an enterprise crisis playbook incorporating escalation triggers, command workflows, and communication protocols.
4. Participants will be able to prioritise business continuity strategies aligned with international management system requirements and recovery parameters.
5. Participants will be able to appraise organisational resilience capacity using verified operational indicators and systemic stress-testing methodologies.
6. Participants will be able to justify strategic resilience investments and dynamic adaptation policies to executive boards and oversight committees.

Programme Structure

Day 1: Crisis Leadership Principles and Strategic Governance

How do strategic decision-makers establish command authority and governance during severe disruptions?

- ISO 22361:2022 Crisis Governance Framework
- Strategic Crisis Management Team Architecture
- Cognitive Bias Mitigation in High-Stress Environments
- Executive Command Protocols and Gold-Silver-Bronze Hierarchy
- Disruption Risk Contextualisation Under ISO 31000:2018

Day 2: Situational Triage, Sensemaking, and Decision Dynamics

How is situational awareness maintained when operating under extreme uncertainty and incomplete information?



- Strategic Sensemaking and Information Verification Models
- Crisis Severity Categorisation and Escalation Thresholds
- Dynamic Problem Solving and Heuristic Decision Frameworks
- Stakeholder Impact Mapping and Triage Matrix
- Operational Threat Assessment and Resource Prioritisation

Day 3: Continuity Integration and Disruption Response

How are business continuity mechanisms operationalised to sustain core services during enterprise-wide shocks?

- ISO 22301:2019 Response and Recovery Architecture
- Critical Function Dependency Mapping
- Maximum Tolerable Period of Disruption Alignment
- Inter-Agency Coordination and Supply Chain Contingency
- Executive Incident Playbook Formulation

Day 4: Crisis Communication and Stakeholder Alignment

How do organisations control critical narratives and align communication across diverse stakeholder networks?

- Strategic Crisis Communication Protocols
- Spokesperson Command and Media Disclosure Disciplines
- Multi-Channel Message Harmonisation Models
- Reputational Impact Assessment and Mitigation
- Internal Workforce Reassurance and Alignment Systems

Day 5: Organisational Resilience and Capstone Stress Testing

How do enterprises evaluate adaptive capacity and embed post-crisis institutional learning?

- ISO 22316:2017 Resilience Maturity Assessment
- Simulation Exercise Design and Tabletop Stress Testing
- Post-Incident De-Escalation and Remediation Auditing
- Adaptive Organisational Learning and Resilience Indicators
- Enterprise Crisis Playbook and Resilience Scorecard Completion

Methodology

This programme adopts a structured simulation and analytical exercise methodology. Participants evaluate complex disruption scenarios, appraise incident data under simulated operational constraints, and test executive decision pathways using formal crisis audit instruments and peer evaluation matrices.



- Suggested activity: Calibrating strategic escalation thresholds using a multi-variable operational disruption scenario.
- Suggested activity: Conducting a tabletop command simulation evaluating information flow during a simultaneous infrastructure failure.
- Suggested activity: Stress-testing enterprise recovery priorities against severe capacity constraints and external dependencies.

Capstone Output

Each participant produces an enterprise crisis playbook and resilience scorecard. This actionable deliverable integrates strategic command escalation pathways, executive decision trees, stakeholder communication rubrics, and an ISO 22316:2017 organisational resilience audit matrix, equipping participants to direct institutional crisis readiness and continuity reviews within sponsoring organisations.

Frequently Asked Questions

Does this programme in Crisis Leadership and Organisational Resilience suit executive participants without technical risk backgrounds?

Yes. The curriculum focuses on strategic decision-making, executive command structures, and governance protocols rather than narrow technical operations, making it directly relevant for senior cross-functional executives.

Which international standards underpin the Crisis Leadership and Organisational Resilience curriculum?

The syllabus builds directly upon ISO 22361:2022 for crisis management, ISO 22316:2017 for organisational resilience, ISO 22301:2019 for business continuity, and ISO 31000:2018 for risk management.

How is the capstone output from this Crisis Leadership and Organisational Resilience programme deployed in an enterprise?

The enterprise crisis playbook and resilience scorecard serves as a practical blueprint to standardise strategic incident command, audit internal resilience maturity, and direct corporate response protocols.

How does this Crisis Leadership and Organisational Resilience programme differ from standard business continuity courses?

While standard continuity courses focus on technical recovery metrics and process restoration, this programme addresses executive command authority, strategic decision-making under uncertainty, and systemic organisational adaptability.