Course : Risk and Crisis Management, Strategic Resilience for Executives

Anticipate, Decide, Communicate, and Bounce Back in Times of Uncertainty

Practical course - 2d - 14h00 - Ref. D1H

Price : 1680 CHF E.T.

NEW

Health crises, cyberattacks, supply chain disruptions, geopolitical instability, and reputational damage: organizations operate in an environment where crises have become a permanent feature of their operations. For leaders, the challenge is no longer simply to respond effectively, but to anticipate risks, make decisions under pressure, maintain stakeholder trust, and sustainably strengthen their organization's resilience. This training program offers a comprehensive approach, from identifying strategic risks to learning from experience. Participants will learn how to integrate risks into their governance framework, anticipate disruptive scenarios, lead a crisis response team, communicate effectively in sensitive situations, and turn every crisis into an opportunity for progress and resilience.

Teaching objectives

At the end of the training, the participant will be able to:

- Analyze the major strategic risks facing the organization and incorporate them into its governance framework
- Anticipate disruption scenarios in order to prioritize trade-offs in a context of uncertainty
- Establish a crisis management team tailored to your organization and define its decision-making roles
- Developing a crisis communication strategy that aligns with key stakeholders
- Develop a strategic resilience action plan for your organization

Intended audience

Corporate executives (CEOs, General Managers, Deputy General Managers), members of the executive committee, business unit or subsidiary managers exposed to significant operational risk, and risk, compliance, or security managers who report to senior management, as well as executives on track to assume one of these roles

PARTICIPANTS

Corporate executives (CEOs, General Managers, Deputy General Managers), members of the executive committee, business unit or subsidiary managers exposed to significant operational risk, and risk, compliance, or security managers who report to senior management, as well as executives on track to assume one of these roles

PREREQUISITES

None

TRAINER QUALIFICATIONS

The experts leading the training are specialists in the covered subjects. They have been approved by our instructional teams for both their professional knowledge and their teaching ability, for each course they teach. They have at least five to ten years of experience in their field and hold (or have held) decision-making positions in companies.

ASSESSMENT TERMS

The trainer evaluates each participant's academic progress throughout the training using multiple choice, scenarios, hands-on work and more.

Participants also complete a placement test before and after the course to measure the skills they've developed.

Prerequisites

None

Practical details

Teaching methods

Self-assessments applied to one's organization, collective brainstorming among peer leaders, work in subgroups, forward-looking workshops, role-playing exercises, time-limited crisis simulations, and real-world case studies.Toolkit: probability/impact matrix, principles of the ISO 31000 standard, exploratory scenario method, business continuity plan template, standard crisis response team diagram, logbook and status update template, checklist of biases under pressure, crisis message template, resilience maturity grid, 6-month roadmap template.Method: brief methodological presentations followed by immediate practical application to the participant's real-world context, with an experiential highlight in Module 3 and a structured debriefing after each simulation exercise.

Course schedule

1 **Integrating Risk into the Core of Strategic Governance**

Compétences visées

- Distinguish between risk, uncertainty, and crisis, and identify the transitions from one to the next
- Mapping an organization's strategic risks: financial, reputational, human, cyber and technological, regulatory, geopolitical, and systemic
- Incorporate risk into strategic decision-making rather than treating it as a separate issue
- Apply the principles of the ISO 31000 international standard
- Embodying a Risk Culture as a Leader

Activités pédagogiques

- Map your organization's major risks on a probability/impact matrix
- Analyzing a Real-World Strategic Business Crisis: Reconstructing the Chain of Risk, Uncertainty, and Crisis

Outils et méthodes

- Probability/Impact Matrix and Risk Mapping
- Principles of the ISO 31000 Standard
- Risk/Uncertainty/Crisis Classification Matrix

TEACHING AIDS AND TECHNICAL RESOURCES

- The main teaching aids and instructional methods used in the training are audiovisual aids, documentation and course material, hands-on application exercises and corrected exercises for practical training courses, case studies and coverage of real cases for training seminars.
- At the end of each course or seminar, ORSYS provides participants with a course evaluation questionnaire that is analysed by our instructional teams.
- A check-in sheet for each half-day of attendance is provided at the end of the training, along with a course completion certificate if the trainee attended the entire session.

TERMS AND DEADLINES

Registration must be completed 24 hours before the start of the training.

ACCESSIBILITY FOR PEOPLE WITH DISABILITIES

Do you need special accessibility accommodations? Contact Mrs. Fosse, Disability Manager, at psh-accueil@orsys.fr to review your request and its feasibility.

2 Anticipate disruption scenarios to ensure business continuity

Compétences visées

- Organize a monitoring system focused on weak signals
- Developing Disruption Scenarios Using the Exploratory Scenario Method
- Securing Critical Operations Through a Business Continuity Plan Approach
- Balancing Short-Term and Long-Term Goals Given Resource Constraints

Activités pédagogiques

- Develop two sector-specific disruption scenarios based on the identified weak signals
- Decision-Making Under Resource Constraints: Making Decisions with Incomplete Information
- Review the decisions made: criteria used, blind spots, and the soundness of the choices

Outils et méthodes

- Exploratory Scenario Method
- Business Continuity Plan (BCP) Framework
- Monitoring and Classification Grid for Weak Signals

3 Organizing and Leading an Effective Crisis Response Team

Compétences visées

- Distinguishing Between Operational Management and Strategic Crisis Management
- Setting Up a Crisis Response Team and Defining Roles
- Governing in an Emergency: Who Decides, Who Provides Information, Who Tracks
- Decision-Making Under Pressure Using an Explicit Process
- Counteracting Cognitive Biases in a Crisis: Confirmation Bias, Tunnel Vision, Overconfidence

Activités pédagogiques

- Simulating crises under time constraints: activate the response team, assess the situation, make a decision, and report back
- Fulfilling the key roles in a crisis management team: leader, communications, subject matter expert, and log keeper
- Identify the cognitive biases observed during the simulation and the appropriate countermeasures

Outils et méthodes

- Standard Crisis Management Team Chart (Roles and Responsibilities)
- Outline of the Logbook and Status Report
- Checklist of Decision-Making Biases Under Pressure

4 Mastering Communication in Sensitive Situations

Compétences visées

- Apply the principles of crisis communication
- Mapping strategic stakeholders: employees, customers, shareholders, suppliers, partners, and the media
- Align Message, Stance, and Timing
- Ensure consistency between internal and external communications

Activités pédagogiques

- Draft a management message for a crisis situation, tailored for employees, customers, and shareholders
- Deliver a sensitive announcement to the group, then receive structured feedback on the alignment of the message, tone, and timing

Outils et méthodes

- Crisis Message Framework (facts, actions, empathy, perspective)
- Stakeholder Mapping
- Internal/External Communication Alignment Matrix

5 Strengthening Organizational Resilience for the Long Term

Compétences visées

- Defining organizational resilience and its four capabilities: anticipation, absorption, adaptation, and recovery
- Conducting a truly actionable lessons-learned analysis
- Developing a Culture of Adaptability and Leadership in Times of Uncertainty
- Embarking on Post-Crisis Strategic Transformation

Activités pédagogiques

- Assessing Your Organization's Resilience Maturity: Anticipation, Absorption, Adaptation, Recovery
- Developing a 6-Month Resilience Roadmap: Actions, Responsible Parties, Milestones
- Challenge and enhance roadmaps through cross-functional collaboration among executives

Outils et méthodes

- Feedback Report Template (REX)
- Organizational Resilience Maturity Matrix
- 6-Month Roadmap Template

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Dates and locations

REMOTE CLASS
2026 : 7 Dec.

2027 : 30 Mar., 1 July, 4 Oct., 16 Dec.