



Crisis Leadership and Recovery: ISO 22361

1 – 12 March 2027
Milan



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Overview

Major disruptions and compounding catastrophes place intense strain on executive stewardship, institutional credibility, and long-term viability. The Crisis Leadership and Recovery: ISO 22361 programme is an extended ten-day executive track designed to guide senior decision-makers through strategic command hierarchies, brand defense, and post-disruption rehabilitation. Participants evaluate high-stakes decision dynamics, proactive horizon scanning, and multi-stakeholder messaging architectures that sustain institutional standing through acute instability. Through advanced case analysis and deep simulation exercises, executives build systematic capabilities to transition from acute emergency command into multi-year systemic revitalization. This course is delivered by Agile Leaders Training Center.

Who Should Attend

- C-suite executives and board directors accountable for institutional solvency, governance oversight, and fiduciary duty under catastrophic conditions.
- Senior incident commanders and strategic directors steering high-level coordination during systemic failures.
- Heads of corporate affairs and media relations officers charged with strategic brand defense and reputational preservation.
- Enterprise risk directors seeking to connect threat assessment architectures with strategic command execution.
- Institutional renewal leads and transformation directors directing post-catastrophe restructuring and capital recovery.
- Emergency planning executives seeking mastery of the ISO 22361 international benchmark across extended operational lifecycles.

Departments and Industries

This ten-day executive syllabus addresses leadership tiers within high-consequence sectors requiring durable recovery architectures.

- Corporate Governance and Executive Committees in Commercial Banking and Capital Markets
- Strategic Communications and Investor Relations in Global Energy and Petrochemicals
- Enterprise Resilience and Mission Assurance in Telecommunications and Data Infrastructure
- Clinical Governance and Executive Directorates across Healthcare Networks and Life Sciences
- Supply Network Oversight and Logistics Strategy in Multimodal Transport and Aerospace
- Public Administration and Municipal Security Leadership within Regional Authorities

Learning Objectives

By the end of this course, participants will be able to:

- Establish executive command hierarchies aligned with ISO 22361 principles to govern critical decision flows.
- Deploy horizon scanning methods and early threat detection indicators to preempt catastrophic cascading impacts.
- Formulate comprehensive brand defense strategies to preserve institutional credibility across adversarial media landscapes.
- Structure clear delegation thresholds and emergency decision authority charters for cross-functional leadership teams.
- Synchronize critical service restoration workflows with overarching institutional rehabilitation objectives.
- Direct long-term organizational renewal programmes that convert post-incident reviews into structural transformation.
- Facilitate executive tabletop exercises to evaluate leadership decision velocity and strategic command readiness.

Course Agenda

Day 1: Strategic Foundations and ISO 22361 Guidance

- Core tenets and structural scope of ISO 22361 recommendations
- Differentiating routine incident control from strategic leadership under ambiguity
- Analyzing severe disruption typologies and complex systemic vulnerabilities
- Establishing executive competencies required for high-stakes stewardship
- Benchmarking enterprise preparedness against international recovery standards

Day 2: Executive Command Hierarchies and Oversight

- Architecting executive command hierarchies for complex operational environments
- Delegation protocols, emergency decision charters, and board reporting conduits
- Ethical dilemmas, liability mitigation, and leadership accountability under stress
- Sustaining command cohesion and psychological endurance during prolonged instability
- Developing the executive steering mandate and terms of reference

Day 3: Threat Horizon Scanning and Anomaly Detection

- Configuring advanced horizon scanning mechanisms to identify weak disruption signals
- Establishing anomaly verification methods under severe information ambiguity
- Vulnerability indexing, cascading impact models, and systemic choke points
- Formulating predictive scenario models for severe tail-risk occurrences
- Integrating enterprise risk registers with executive early warning dashboards



Day 4: Institutional Preparedness and Playbook Architecture

- Drafting high-level strategic playbooks and executive command job aids
- Resource ring-fencing, alternate leadership infrastructure, and command facilities
- Executive workforce readiness, talent redundancy, and capability profiling
- Harmonizing crisis governance standards across multi-jurisdictional operating entities
- Establishing baseline criteria for enterprise readiness verification

Day 5: High-Stakes Escalation and Command Activation

- Defining objective invocation criteria and graduated escalation triggers
- Operating strategic coordination centers under communication blackouts
- Heuristic decision-making models under extreme time pressure and data deficits
- Managing friction between strategic direction and tactical site interventions
- Maintaining auditable executive decision registries and evidentiary logs

Day 6: Strategic Brand Defense and Media Stewardship

- Designing brand defense architectures across high-velocity digital landscapes
- Executive spokesperson protocols and non-verbal authority in adversarial briefings
- Deploying proactive counter-messaging against unverified rumors and narrative distortion
- Synchronizing stakeholder messaging for regulators, bondholders, and the workforce
- Measuring reputational sentiment impact and public trust retention

Day 7: Critical Function Preservation and Dependency Safeguards

- Prioritizing core societal and enterprise functions during cascading outages
- Securing extended third-party supply lines, outsourced vendors, and logistical links
- Protecting proprietary digital infrastructure, intellectual assets, and records integrity
- Workforce welfare strategies, duty of care execution, and trauma mitigation
- Interfacing strategic command with civil emergency services and public agencies

Day 8: Post-Disruption Rehabilitation and Handover

- Managing the strategic transition from active response to long-term rehabilitation
- Formulating institutional renewal blueprints and economic restructuring plans
- Navigating forensic audits, insurance settlements, and capital reconstitution
- Restoring stakeholder confidence through tangible accountability and governance changes
- Conducting root-cause investigations without encouraging institutional blame cultures



Day 9: Executive Simulation and Stress-Testing

- Principles of designing multi-variable executive stress-test simulations
- Facilitating high-intensity strategic exercises featuring compound threat injects
- Evaluating leadership decision latency, information filtering, and delegation flow
- Detecting structural vulnerabilities within executive communication chains
- Documenting actionable remediation roadmaps following simulated failures

Day 10: Institutional Learning and Maturation Planning

- Translating debrief insights into structural policy modernization
- Institutionalizing ISO 22361 guidelines across international subsidiary networks
- Building continuous executive readiness programmes and peer-review audits
- Fostering an enterprise culture of disciplined vigilance and operational flexibility
- Presenting capstone organizational resilience blueprints for executive sponsorship

Practical Exercises

Attendees complete hands-on activities to embed executive command principles and structured rehabilitation frameworks.

- Suggested activity: Draft an executive command charter specifying clear escalation triggers and delegated authority limits.
- Suggested activity: Design a threat horizon scanning matrix identifying early indicators for low-frequency catastrophic events.
- Suggested activity: Construct an executive stakeholder messaging strategy addressing an unfolding brand integrity disruption.
- Suggested activity: Lead a high-pressure tabletop simulation navigating compound infrastructure failure and regulatory scrutiny.

FAQs

What distinguishes this ten-day programme from shorter five-day offerings?

While shorter courses focus primarily on immediate incident containment protocols, this ten-day executive mastery curriculum provides exhaustive coverage of high-level command governance, reputational preservation, systemic horizon scanning, and multi-year post-disruption rehabilitation.

What background is expected of professionals enrolling in this course?

There are no formal prerequisites. The syllabus is structured for mid-to-senior executives, governance advisors, corporate affairs leaders, and continuity directors seeking advanced mastery of strategic command dynamics under ISO 22361 guidance.



How are the simulation exercises conducted throughout the ten days?

Practical simulations take place during dedicated workshop sessions, challenging participants to analyze complex injects, establish command structures, make time-critical decisions, and manage communication flows under simulated operational pressure.

Conclusion

Navigating systemic disruption demands visionary stewardship, robust governance hierarchies, and structured rehabilitation capabilities. By mastering the recommendations of ISO 22361 over this extended ten-day curriculum, senior leaders return equipped to command volatile emergencies with poise, protect institutional trust, and steer enduring organizational renewal.