



**BUSINESS  
RESILIENCE**  
— FUNDAMENTALS —  
APMG  
International

The logo is a circular emblem with a purple border. It features a small icon of a document with a checklist in the top left corner. The text is arranged in a central, stacked format.

 **APMG International**

**Business Resilience Fundamentals**  
training and certification

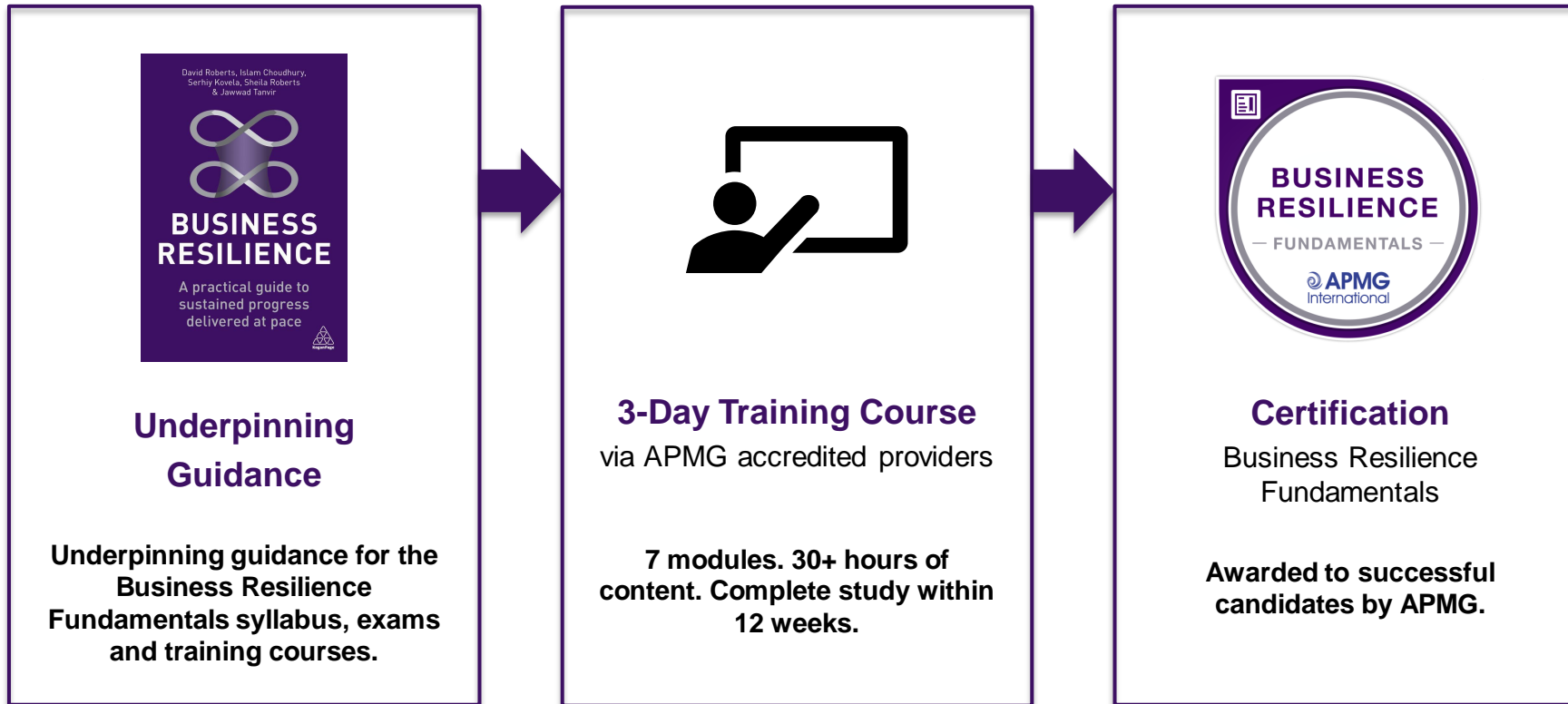
RESILIENCE



**A training course and certification designed to equip managers and leaders with the knowledge, tools and techniques to strengthen organizational resilience and associated policies/procedures.**

Approved training courses available via APMG's network of accredited training organizations (ATOs).

# Business Resilience Fundamentals



# Contents

- **About Business Resilience:**

- Background ----- 6-8
- Research ----- 9-12
- Recommended Reading ----- 25

- **BUSINESS RESILIENCE: A practical guide to sustained progress delivered at pace**

- Introduction ----- 17-19
- Business Resilience Framework ----- 21
- Benefits & learning outcomes ----- 22

- **Business Resilience Fundamentals training & certification:**

- Course & exam details ----- 17-19
- Target Audience ----- 21
- Benefits & learning outcomes ----- 22

# RESILIENCE



# Definitions

The Oxford English Dictionary defines resilience – in an organizational context – as:

***“the capacity to recover quickly from difficulties.”***

The ISO 22316:2017 standard defines organizational resilience as:

***“The ability of an organization to absorb and adapt in a changing environment to enable it to deliver its objectives and to survive and prosper”***



# Background

- The world is experiencing a level of disruption and business risk not seen in generations. Some companies freeze and fail, while others innovate, advance, and even thrive. The difference is **resilience**.
- In an increasingly VUCA (volatile, uncertain, complex and ambiguous) business world, it is more important than ever for organizations to build resilience into their everyday practice. Resilience is often the key to adapting, surviving and thriving.
- As crises become more frequent, the ability to thrive in crises is now essential.
- The pandemic has changed our definition of resilience. Before Covid, it focused largely on IT disaster recovery and business continuity.

*“...2020 was a wake up call. To thrive in the coming decade, companies must develop resilience – the ability to withstand unpredictable threat or change and then to emerge stronger... “develop resilience” is easy to say but hard to define, and yet harder to do...”*

*Mckinsey: the resilience imperative: succeeding in uncertain times*

# Background

- Today, resilience is about people and process. Smart companies understand technology is an enabler but not a solution. True resilience, is viewed as a hedge against continued volatility and as a competitive advantage in an uncertain world.
- As the rate of business volatility is increases due to the impact on global supply networks of climate-change, politics and cybersecurity, so the need for business resilience becomes a higher organizational priority. McKinsey estimates, supply chain disruptions of a month or longer now occur every 3.7 years.
- A resilient business is one which is capable not of just withstanding shocks and disruptions in the business environment, but also capable of adapting to and taking advantage of them.
- Change is inevitable due to entropy, whereas progress is not. Progress needs a deliberate input of energy to return order and improve the organization.
- Business Resilience vs Business Agility:
  - **Business Agility** = a mindset and framework providing the ability to compete and thrive by responding quickly and effectively to market changes and emerging opportunities
  - **Business Resilience** = an enterprise level approach to sustaining progress throughout the long-term



# Background

- Business resilience provides an organization the ability to make progress through both good times and bad. It is more than simply bouncing back after a crisis or being an agile organization. It is more than assessing risk or having business continuity plans in place. It is more than ensuring cyber security or ecological sustainability. It is more than technical innovation or great service.
- Business resilience happens as a result of investing in a culture that is as much about a state of mind as it is about a process and practices.
- Organizations need to achieve higher levels of innovation, harness more energy and overcome the inertia of established practices and processes.
- Business resilience enables the challenge of market chaos to become an opportunity to energize human systems and technologies, to make portfolio progress at pace and secure success by the provision of more customer value.
- In a business era dominated by low-cost production, information technology revolutions, globalization and financial crises, the worldwide impact of the Covid-19 pandemic has provided a new perspective: some organizations have been overwhelmed, forced to close for good, while others have succeeded in a miraculous fashion.

# RESEARCH

- Boston Consulting Group stat: while crises occurred in only 11 of the 100 quarters studied, relative total shareholder return (TSR) in those periods accounts for 30% of a company's long-run relative TSR.
- The BCG study highlights four necessities to achieving this competitive advantage:
  - Anticipation: the ability to recognize threats and prepare in advance
  - Cushioning: the ability to withstand the initial shock
  - Adaptation: the ability to quickly identify actions needed to restore operations and implement them swiftly
  - Shaping: the ability to shape the dynamics of the industry in the post-sock environment
- An MIT Technology Review study found 62% of North American respondents had business continuity plans in place, but less than half were effective –because bringing corporate networks back online, continuity plans to overcome local disruptions did not address global ones. Business Continuity is NOT Business Resilience.
- Smart organizations are now looking towards building a **Chief Resilience Officer (CRO)** role:
  - A master at bridging divides, driving coordinated action across the organization and its partners.
  - building effective processes & decision-making frameworks so the organization can respond with agility.

# BUSINESS RESILIENCE BENEFITS

Key benefits to implementing business resilience and improving it in an organization are:

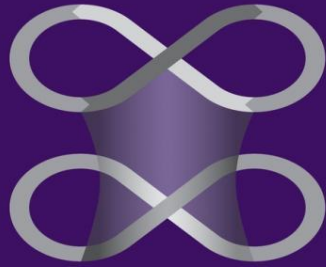
- ❖ Increased productivity – by unleashing energy and innovation at all levels of the organization;
- ❖ Operational effectiveness – through a one-team approach to optimizing all the areas of operations;
- ❖ Improved customer satisfaction and retention – customers know if there is sincerity about their needs and wants;
- ❖ Predictable delivery performance – from the use of empirical approaches to development and delivery;
- ❖ Reduced cost and rework – because a transparent and fail-fast principle is adopted to avoid large volumes of rework;
- ❖ Talent is retained – as staff feel the sense of purpose and value;
- ❖ Resilience value flow – investing in the portfolio leads to the right products and services, customers value the organization, staff feel valued and the organization enhances its resilience;
- ❖ Stronger linkage between strategy and execution – with the purpose understood by all;
- ❖ Greater market share – due to a continual customer focus in both new product and service development and the maintenance of the current portfolio;
- ❖ Improved competitive advantage – from the ability to prioritize the aspects most important to customers and that the organization is passionate about.



# BUSINESS RESILIENCE: USEFUL LINKS & FURTHER INFO

- PWC: <https://www.pwc.com/gx/en/issues/crisis-solutions/business-resilience.html>
- McKinsey: <https://www.mckinsey.com/featured-insights/business-resilience>
- HBR: <https://hbr.org/2020/07/a-guide-to-building-a-more-resilient-business>
- Forbes: <https://www.forbes.com/sites/servicenow/2021/09/03/rise-of-the-chief-resilience-officer/?sh=7e64d9e256e0>
- BMC – Business Continuity vs Business Resiliency: <https://www.bmc.com/blogs/business-continuity-vs-resiliency/>

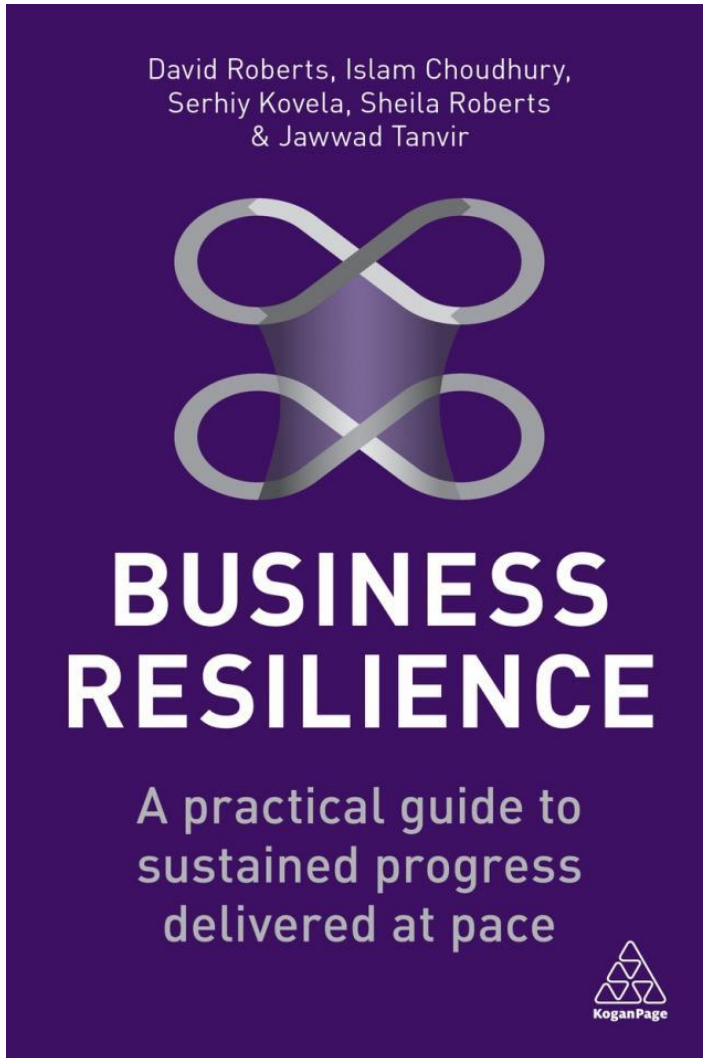
David Roberts, Islam Choudhury,  
Serhiy Kovela, Sheila Roberts  
& Jawwad Tanvir



# BUSINESS RESILIENCE

A practical guide to  
sustained progress  
delivered at pace

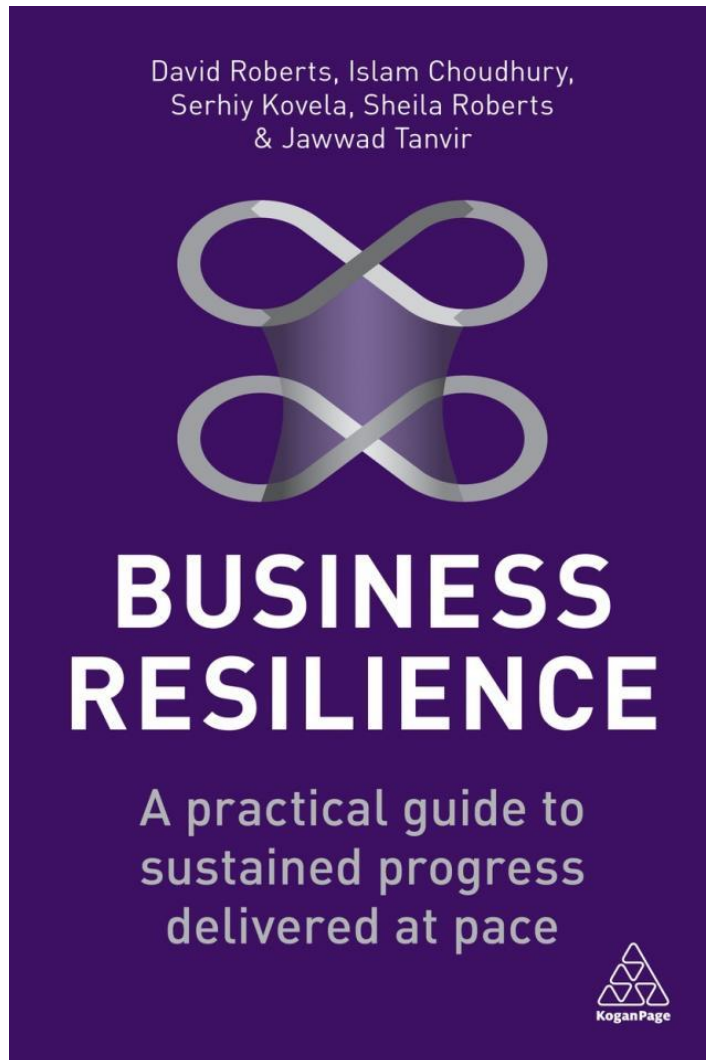




## BUSINESS RESILIENCE

A practical guide to sustained progress delivered at pace

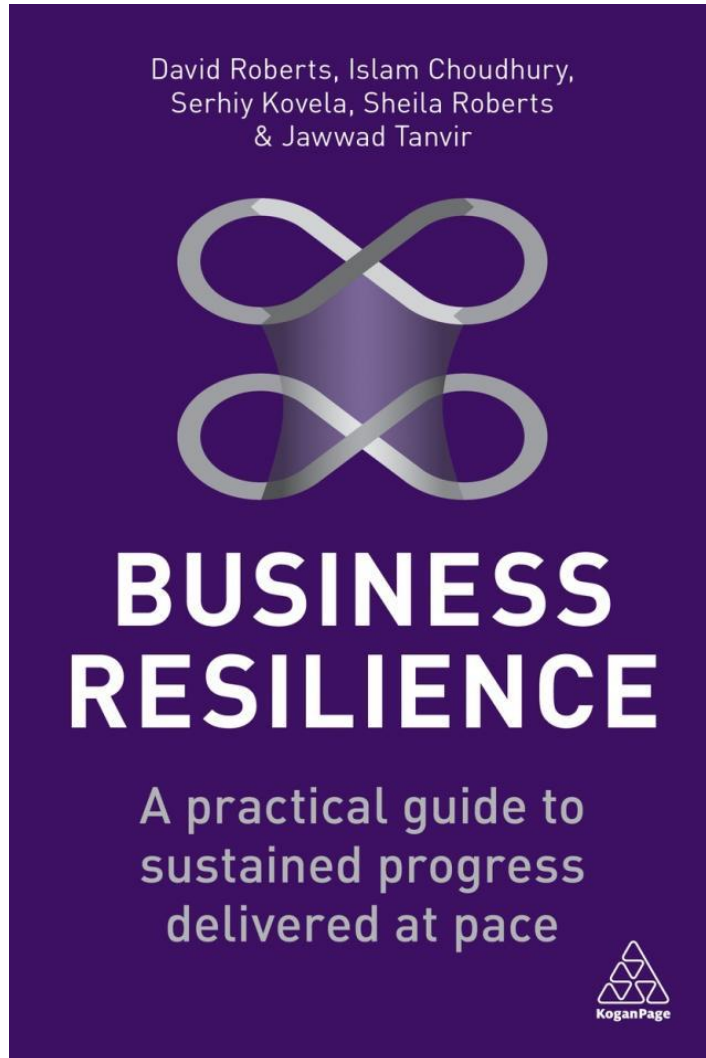
- Provides the framework for and advice on how to implement Business Resilience.
- A practical guide to making organizations more resilient and improving current practices by building on what the organization does well.
- Provides a cohesive, practical guide to building business resilience, enabling leaders to implement an effective framework in an inclusive and sustainable way.
- It explains how managers should constantly monitor their business environment and adapt their priorities depending on the level of disruption, from gradual innovation and improvement in good times to swarming on a single problem during a crisis.
- Based on new models for resilience and progress, the book includes frameworks and tools which can be tailored to any organization and used as stand-alone improvements or combined across teams and departments.
- These practices enable rapid and sustainable improvements in product development, service delivery and customer value.



## BUSINESS RESILIENCE

A practical guide to sustained progress delivered at pace

- Defines a five-domain Business Resilience Framework, with a model for progress, and the elements and tools contained within the framework that, when implemented skilfully, ensure organizations will be able to deliver sustained progress, leading to organizational continuity, whatever the prevailing socio-economic conditions.
- Offers a framework to address working in VUCA environments. At the heart of the framework is PACE culture (**P**urposeful mindset; **A**pplication of tools; **C**apability and skills; **E**levating energy), energizing the direction of the organization.
- The five domains of the Business Resilience Framework enable teams to establish and exploit 22 elements with a goal of making Progress @ Pace.
- Facilitates an innovative, efficient and customer value led culture, achieved through proven practical guidance, tools and models, such as the “Progress @ Pace” model.
- The Business Resilience Framework has been designed to be flexible, using a modular design that can be applied at all levels of the organization.

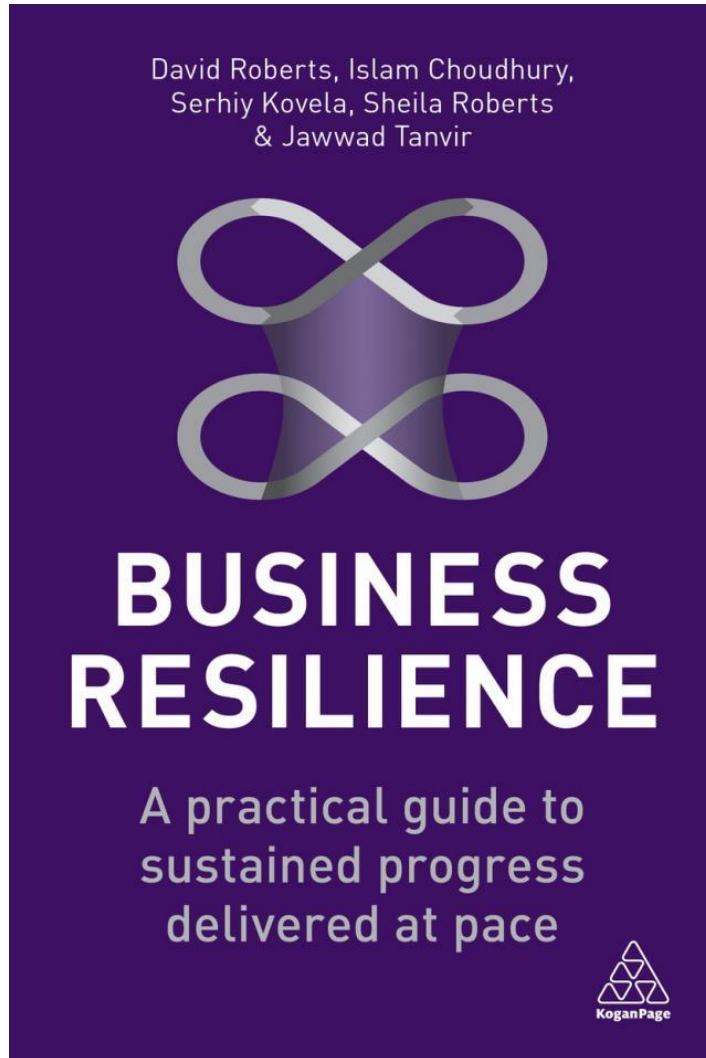


## BUSINESS RESILIENCE

A practical guide to sustained progress delivered at pace

- Provides a unique PACE Culture to sustain an organization through disruptive or VUCA conditions.
- the PACE Culture domain provides a unique culture to sustain an organization through disruptive or VUCA conditions; and when merged with RESILIENCE Foundations and the PROGRESS Cycle, a high-performance zone is created where organizations deliver Progress @ Pace.
- All organizations must deliver customer value; and in VUCA times robust operations and customer service must be supported by innovations to maintain the attractiveness of products and services, whilst achieving business goals. This is summarized in the objective of Business Resilience , 'sustained progress, delivered at PACE'.
- At a 2021 conference on resilience, a speaker said: *“What is missing is not more great ideas, but a practical framework within which to implement them.”*  
**This guide provides the missing framework.**





# BUSINESS RESILIENCE

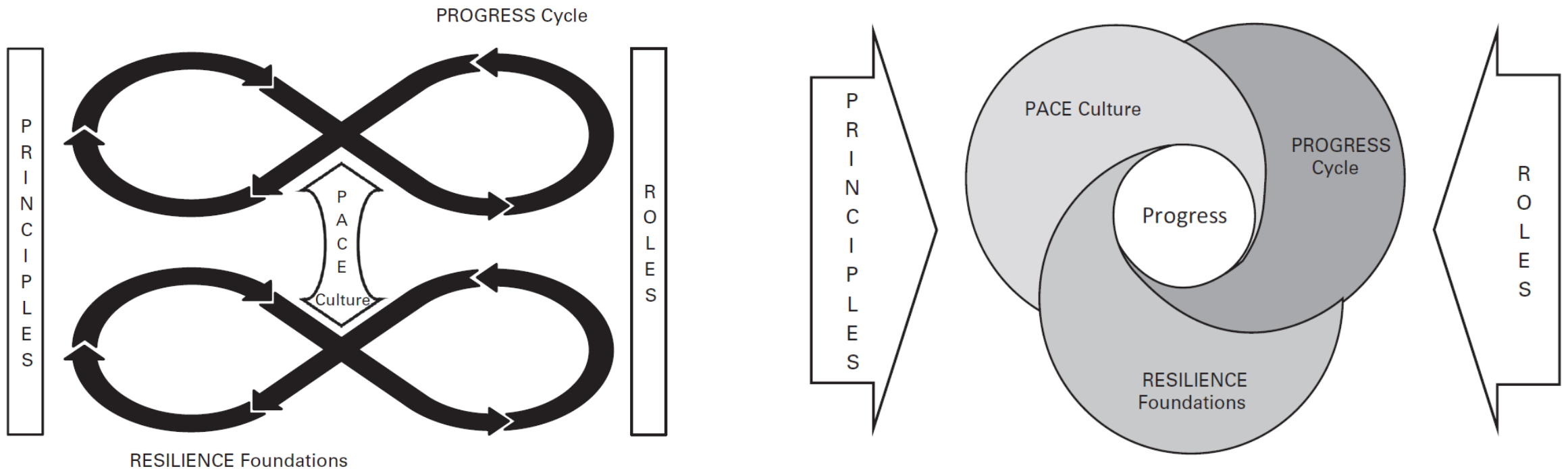
A practical guide to sustained progress delivered at pace

Helps organizations to answer key business resilience questions and challenges:

- How can organizations lay foundations to prepare for future turbulent times?
- What can be done to identify and exploit opportunities during VUCA times?
- How can progress be delivered for shareholders, employees and customers during chaotic or complex situations?
- Are the same best practice responsibilities repeatable during times of calm and chaos?
- Are tools and techniques available for measuring the organization's readiness for VUCA?
- What is the best way to ensure leadership and staff wellbeing amid a chaotic business environment?
- Does business resilience reduce fire-fighting activities, ensuring smooth operations by preparing in advance of challenging times?

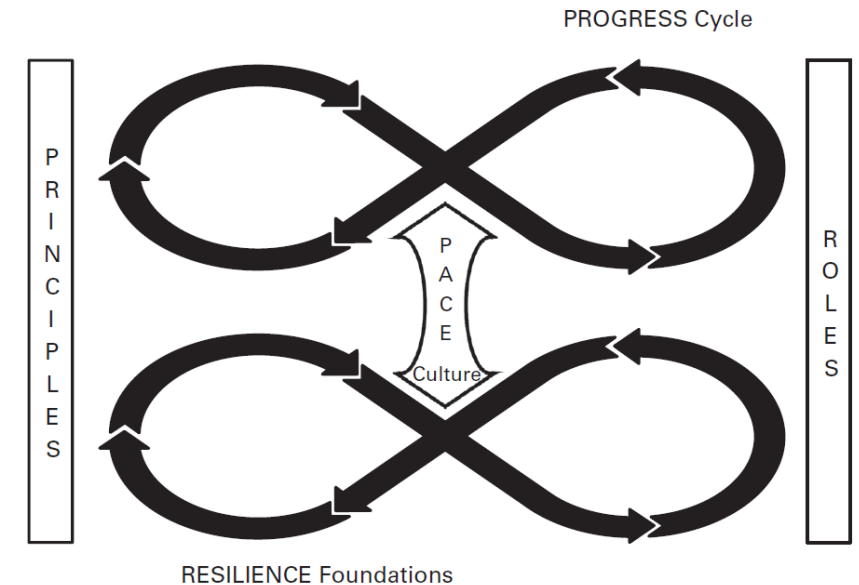
# BUSINESS RESILIENCE FRAMEWORK

The combination of the five business resilience domains, as shown below, provides the way forward for organizations wishing to move beyond traditional company designs, embracing modularity and innovation.



# BUSINESS RESILIENCE FRAMEWORK

- ❑ Purpose is to build and support business resilience within an organization.
- ❑ Presents a holistic approach for efficiently selecting and delivering business adaptation and transformation projects and programmes, sustainably and at pace.
- ❑ Comprises five domains: Principles, Roles, RESILIENCE Foundations, PACE Culture and PROGRESS Cycle.
- ❑ These domains form the basis of implementing business resilience at pace, for organizations seeking sustained progress.
- ❑ Reflects a philosophy of making progress, whatever the conditions, relative to other business coping strategies.
- ❑ At the heart of this philosophy is anticipating volatility as part of the business-as-usual environment and creating a culture of readiness for adaptability with the organization and partner network.
- ❑ Focused on enabling organizations to **bounce FORWARD**, not just bounce back.

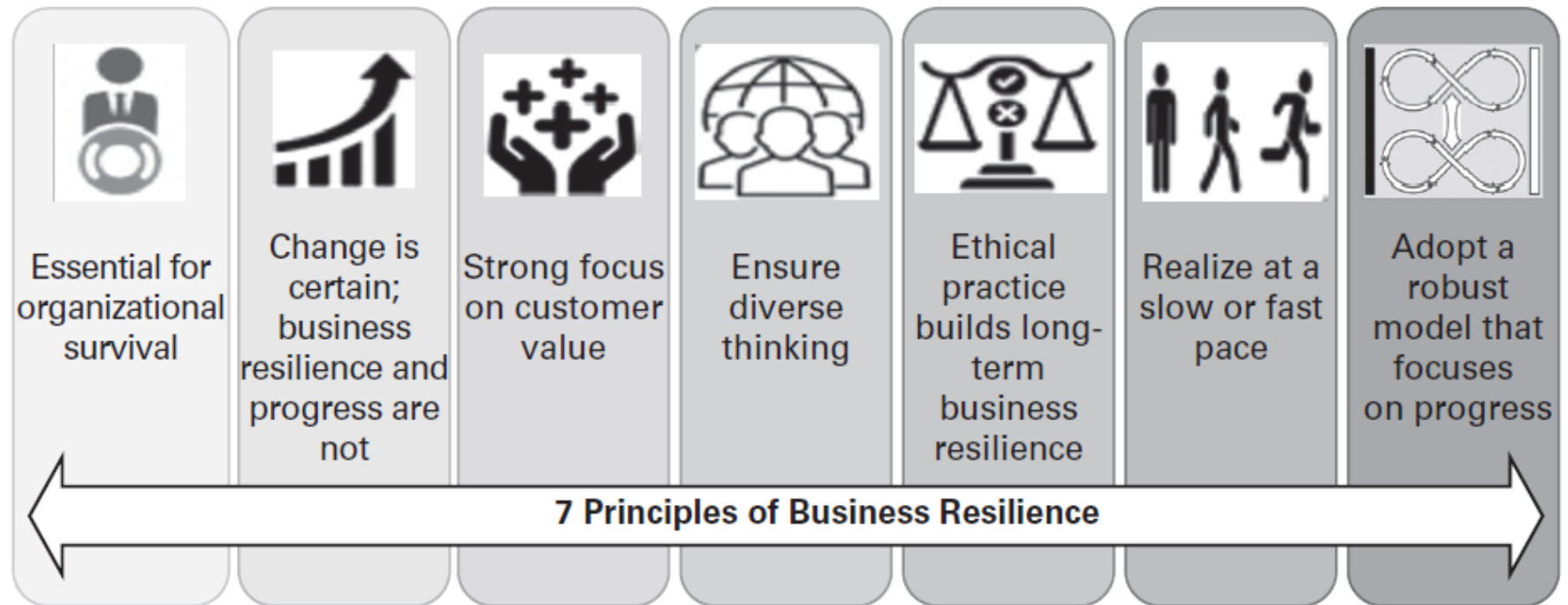


# FIVE DOMAINS OF THE BUSINESS RESILIENCE FRAMEWORK

- 1. Principles:** the seven principles that must be followed in order to achieve Progress @ Pace.  
*Reason: ensures implementation of business resilience is valid.*
- 2. Roles:** the core responsibilities for ownership, implementation and action.  
*Reason: ensures resilience framework and progress models are justified and effective.*
- 3. RESILIENCE Foundations:** elements that must be in place to support PACE Culture and PROGRESS Cycle.  
*Reason: ensures the organization is robust, relevant to resilience and functionally complete.*
- 4. PACE Culture:** elements that drive behaviours and forms a distinctive resilient organization.  
*Reason: ensure people are empowered to contribute positively within psychological safety.*
- 5. PROGRESS Cycle:** a road map for development and improvement leading to resilience and progress.  
*Reason: ensures selected initiatives are aligned and can adapt to progress definition goals.*

# THE PRINCIPLES

The business resilience principles enable the framework to be tailored, or adapted, to the unique business in which it is implemented.



# PUBLICATION ENDORSEMENTS



*“It’s truly refreshing to see PACE culture at the center of the Business Resilience Framework; it proves beyond doubt culture is not only critical to survival but what makes an organization a great place to work whilst creating progress in a VUCA world.”*

**Gretchen Hallberg - Global Learning and Development Technology Leader – PwC**

*“The Business Resilience Framework provides an entirely practical approach to improving the organization’s resilience, enabling it to make Progress @ Pace. Most usefully, this framework can be adopted and adapted to make sustained improvements in any organization.”*

**Vikram Ramnath - IS Program Director - Providence St. Joseph Health**

*“Business Resilience is a very popular topic in the current climate, however no one has taken the theories and produced such a clear and practical framework easily adaptable by any organization.”*

**Timothy Fulton Position – Director – Former CFO/COO Jumeirah Group and Finance Director Formula One Abu Dhabi**

*“Executives can now face the threat of disruption with confidence; Business Resilience offers a fresh and eminently practical model for how companies can adapt and succeed in a continuously changing landscape.”*

**Amanda Welsh, Faculty Director, Leadership and Project Management Programs, Northeastern College of Professional Studies**

*“As someone new to resilience I found this book to be an invaluable asset. Complex concepts are explained clearly and in an engaging manner to help you gain a deep understanding by the end of each chapter. It is such practical guide to implementing resilience throughout the organization.”*

**Ben Snell, Project Support Officer, Department of Work and Pensions, UK**

# PUBLICATION ENDORSEMENTS



*“Organizations have witnessed significant impact on their business models as a consequence of the pandemic. They have realized the critical need to build back better and the power of developing business resilience within their organizational processes, procedures and culture to achieve success. This book offers great insights and strategies to build resilience within your daily business operations. It includes case study illustrations which add great value.”*

**Dilshad Sheikh (CMgr CCMI), Dean, Faculty of Business, Institute: Arden University CMI Chair West Midlands and North-West regions, UK**

*“In the rapidly changing business landscape we live in, “Resilience” is an essential quality required by all business leaders. This book defines the core principles of business resilience and is an indispensable tool for organizations of any size.”*

**Yaqub Yousef, Chief Brand Ideator, Quadragina**

*“As soon as I learned about the Business Resilience Framework, I started knowledge sharing with current and next gen PM professionals. Project leaders, delivery experts and change specialists will appreciate the practical know-how that the framework provides - integrating business resilience with existing methodologies. Organizations adopting this framework should see significant improvement in project performance and business results.”*

**Merv Wyeth, Director of Technology & Digital Events, Project Management Institute (PMI UK)**

*“As delivery consultant, working on multi-billion digital transformation programmes in major government departments I found this book to be innovative, clear and able to open pathways to new ideas. It’s a must read when applying the tools and techniques needed to successfully build resilience, navigating through challenging times and beyond.”*

**Wahid Ali, Delivery Consultant, Capgemini**



# COURSE & CERTIFICATION





# COURSE OVERVIEW

- 3-Day course delivered online or classroom-based by APMG accredited training providers.
- Based on the ***BUSINESS RESILIENCE: A practical guide to sustained progress delivered at pace*** book, published by Kogan Page.
- Addresses the four necessities highlighted by Boston Consulting Group for achieving competitive advantage:
  - **Anticipation:** the ability to recognize threats and prepare in advance
  - **Cushioning:** the ability to withstand the initial shock
  - **Adaptation:** the ability to quickly identify actions needed to restore operations and implement them swiftly
  - **Shaping:** the ability to shape the dynamics of the industry in the post-sock environment
- Course and exam syllabus topics:
  - Introduction, Principles and Framework
  - Resilience Fundamentals
  - PACE Culture and Roles
  - Progress Cycle
  - Implementing and Adapting
  - Tools and Profile

# WHO IS IT FOR?

Training and certification is aimed at:

- ❑ Leaders in organizations
- ❑ Practicing managers in PPM, including PMOs, change, transformation, business continuity, risk, product and service development, organizational development, and operations.
- ❑ Team members who wish to become Business Resilience Initiative Leaders, Progress Masters or Business Resilience Owners.
- ❑ Others who have an interest in improving Business Resilience in an organization.

## EXAMPLE ROLES:

- Business Resilience Manager
- Business Continuity Manager
- Business Continuity & Crisis Manager
- Director, Business Continuity & Resilience
- Business Continuity Lead
- Business Resilience Lead
- Operational Risk Manager
- Risk Manager
- Head of Risk Management
- Head of Operational Risk
- Head of Operational Resilience
- Continuity & Crisis Manager

# BENEFITS & LEARNING OUTCOMES

- Enable organizations to navigate the increasingly complex and unpredictable market environment.
- Ensure your organization is better prepared for the next crisis
- Anticipate fluctuations in the business environment to take advantage
- Discover how to implement and adapt a range of tools to build and enhance organizational resilience

Training course participants will learn the key principles and terminology within the Business Resilience Framework. Specifically, they should understand:

- ✓ The underpinning principles of Business Resilience
- ✓ The Business Resilience Framework Domains and Elements
- ✓ The PURE strategies to implement Business Resilience
- ✓ The Business Resilience tools, their benefits and limitations
- ✓ The roles and responsibilities within the Business Resilience Framework.
- ✓ How the Business Resilience Framework can be adapted to optimize organizational benefits.



# EXAM

## BUSINESS RESILIENCE FUNDAMENTALS

Style: Simple multiple-choice

No. of Questions: 50

Duration: 60 minutes

Pass Mark: 25/50 (50%)

Pre-requisites: None



# PILOT COURSES FEEDBACK


*“Brilliant course to bring awareness of what is required for business resilience, to lay the foundation and to get you thinking of where you are now and where you want to be, both individually and in the team you are currently operating.”*

*“I was fortunate to be a part of this really educational course, which gave me a thorough understanding of the principles, cycle, and elements of business resilience. Brilliant authors and instructors, deserve praise. Such a massive, massive amount of knowledge!”*

*“The business resilience course provides a good insight as to how organizations can continue to make progress and excel during hard times like Covid-19. The various implementation strategies make it easy to understand how the framework can be implemented within an organization with existing processes and how the frameworks and domains can be adapted to suit individual organizational needs.”*

*“We all know that something must be done to prepare for internal and external factors, but often we don’t know what. The Business Resilience Framework Fundamentals course provides a framework that is easy to understand.”*

# PILOT COURSES FEEDBACK



*“Business Resilience is an important factor for business continuity and success. The emphasis on progress is often neglected. Business Resilience Framework provides an opportunity for organizations to formally implement structured, yet agile process to be more adaptable and gain a competitive edge.”*

*“The course is very helpful to give a fundamental understanding as to how the Business Resilience Framework can be implemented in today's VUCA world.”*

*“Business Resilience is discussed in organizations but having a framework to align the teams to a structured discussion and implementation was always missing. This framework helps to establish a structured approach of thinking about resilience from the very beginning. The fact it is adaptable to existing frameworks and can work alongside Agile approaches is a big value-add. Would certainly implement the 8-4-8 model in our existing and new value initiatives.”*

*“It was interesting to see many of the principles and sub-sections of the domains that we currently have within the organization. We will definitely be interested in implementing some domains to formalize, give context to and expand practices we already have in place.”*

SUCCESSFUL CANDIDATES

---

# #ShareYourSuccess

---

WITH A DIGITAL BADGE



**FIND OUT MORE.....**



[apmg-international.com/business-resilience](https://apmg-international.com/business-resilience)

[ResilienceProfessionals.com](https://ResilienceProfessionals.com)