

# BUILDING RESILIENT ORGANIZATIONS

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**Language:** English

**Format:** Blended (Experience based Learning, Real Project)

**Investment:** USD \$5,500

**Dates:**

**Module I:** November 1 - 29, 2024

12 sessions

Each Wednesday and Friday 2 sessions

**Module II:** December 1 - 5, 2024

Field trip

**Module III:** January 13 to February 8, 2025

7 sessions

Each Wednesday and Friday 2 sessions



## CRISIS LEADERSHIP IS A CRITICAL SKILL SET FOR CONTEMPORARY LEADERS

Crisis leadership, the ability to guide organizations and communities through turbulent times, is a critical skill set for contemporary leaders. In today's dynamic world, crises are inevitable, diverse and global, ranging from natural disasters to pandemics, political crisis and economic uncertainties. As crises are global the global south needs to collaborate with the global north. This executive course on Building Resilient Organizations offers invaluable insights into understanding the global nature of crises and equips leaders working in the global south with essential skills to navigate through them effectively and linking best practices of crisis leadership from the global north with the global south.

### COMPETENT PARTNERS GUARANTEE STATE OF THE ART AND PRACTICAL KNOWLEDGE

The course is organized by INCAE Business School in cooperation with the IMD Center for Social Innovation, the Swiss Armed Forces, Social Progress Index and VIVA Idea. It is designed for 30 participants and will take place between November 2024 and January 2025.

The course focuses on problem-solving tools in crisis of the Swiss Armed Forces and delves deep into crisis dynamics, exploring strategies for decision-making under pressure, crisis communication, risk assessment, and adaptive problem-solving. Participants will gain practical knowledge through real-life case studies and interactive simulations, enabling them to lead with confidence and resilience in times of global crisis, fostering organizational stability and stakeholder trust.

In collaboration with: **VIVA**  **IDEA**

# OBJECTIVES

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- Understand the importance of crisis management to maintain business success in a time of global crisis.
- Learn about strategies and tools of risk-, crisis- and business continuity management.
- Learn about best practices in crisis management of multinational organizations.
- Simulate leadership in crisis based on the procedures of the Swiss Armed Forces.
- Self-reflect on one's own behavior in crisis situations.
- Develop personal crisis leadership and communication skills.
- Transfer the learnings into own business environment.

# LEARNING METHODOLOGY

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38 Sessions – 80 minutes each, Swiss Army Experience Learning counted for 12 Sessions.



# PROGRAM CONTENT

## MODULE I - VIRTUAL: TECHNIQUES AND INSTRUMENTS OF RISK MANAGEMENT

**2 Sessions:** Political, environmental Risks.

**Content:** Holistic view on risks. Analyzing environmental and social risks from a business perspective. Instruments for risk decision making

**Professors:** Roberto Artavia & Jaime Garcia

**4 Sessions:** Risk Assessment and Identification.

**Content:** Understanding different types of risks and vulnerabilities.

Assessing the likelihood and impact of potential crises. Identifying early warning signs and signals

**Professors:** Roberto Artavia

**2 Sessions:** Cyber Security and Criminality.

**Content:** Exploring cyber risks. Cyber risk management and compliance. Incidence response and crisis management

**Professor:** Paul Rosenzweig - guest

**2 Sessions:** Scenario Planning, Preparedness and Economic Risks.

**Content:** Creating scenario-based crisis response plans. Conducting drills and simulations to test preparedness. Developing contingency plans for various crisis scenarios

**Professor:** Roberto Artavia

**2 Sessions:** Reputational crisis simulation in Boards. The participants develop initial plans for a project in their company.

**Content:** The aim of the projects is to prepare their companies for crises through policy guidelines, concepts, strategies and skills

**Professor:** Camelia Ilie

## MODULE II – TRAVEL TO SWITZERLAND: LEADING TEAMS, DECISION-MAKING AND COMMUNICATION

**4 Sessions:** The art of balancing risk, return and impact: impact investing.

**Place:** IMD, Lausanne, Switzerland

**Content:** Learn about impact investing in times of crisis, how to balance risks between financial return and impact

**Professor:** Vanina Farber – director Eeela Center for Social Innovation

**3 Sessions:** Global Crisis Management.

**Place:** Nestlé, Vevey, Switzerland

**Speaker:** Lisa McCooley, Global Head of Issues & Crisis Management, Corporate Communications

**3 days:** Action Learning at Swiss Armed Forces.

**Place:** Swiss Armed Forces, Luzern, Switzerland

**Content:** Decision-Making Under Pressure: Developing decision-making frameworks for high-pressure situations. Analyzing available data and making timely, informed decisions. Balancing short-term and long-term considerations.

Leadership and Team Management: Developing leadership skills in crisis situations. Building and leading cross-functional crisis management teams.



# PROGRAM CONTENT

Motivating and empowering teams during challenging times.  
Crisis Communication: Developing effective communication strategies during crises. Managing internal and external communications. Addressing the needs of various stakeholders, including employees, customers, media, and the public.

## MODULE III: BUSINESS CONTINUITY

Three group coaching sessions focused on projects defined during the course by the participants.

**1 Session:** Global and Cultural Awareness.

**Content:** Understanding cultural differences in crisis response. Navigating international crises and collaborating with diverse teams. Developing a global perspective on crisis management

**Professor:** Roberto Artavia

**1 Session:** Crisis Resilience and Adaptive Leadership.

**Content:** Building organizational resilience to withstand and recover from crises. Fostering a culture of adaptability and innovation. Developing leaders who can thrive in uncertainty and change

**Professor:** Camelia Ilie



**1 Session:** Coordination and Collaboration. Adaptive Leadership Simulation.

**Content:** Coordinating response efforts across different departments and functions. Collaborating with external partners, such as government agencies and NGOs. Building a network of trusted relationships for support during crises

**Professor:** Camelia Ilie

**1 Session:** Psychological Support and Employee Well-being.

**Content:** Providing psychological first aid to employees and stakeholders. Recognizing and addressing the mental health needs of team members. Implementing support programs and resources for employee well-being

**Professor:** Silke Bucher

**1 Session:** Learning from Crises.

**Content:** Conducting post-crisis evaluations and debriefs. Identifying lessons learned and areas for improvement. Implementing changes and improvements based on feedback and analysis

**Professor:** Roberto Artavia

# PARTICIPANT PROFILE

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This open program is meticulously designed for distinguished leaders who are at the forefront of their fields. The course is specifically tailored for top-tier executives who possess a robust background in general management. Ideal participants are those who hold high-level management positions and are tasked with making critical decisions that shape the future of their organizations.

## FACULTY

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**Urs Jäger**  
Academic Director

Urs Jäger is a strategist, researcher and teacher, specialist in strategic change management, leadership, business ethics, entrepreneurship and impact management with extensive experience in Europe and Latin America.

He is an associate professor at INCAE Business School and executive director of VIVA Idea. He guides his work from approaches of action-research methodology, sustainability, entrepreneurship and social innovation, with a focus on the inclusion of formal and informal markets, working in emerging countries.

He holds the VIVA Idea Schmidheiny Chair in Sustainability at INCAE Business School, in joint leadership with other colleagues. The Chair focuses on developing solutions that enable leaders to manage their impact and develops solutions based on an action research approach.

As executive director of VIVA Idea, an organization that is part of the VIVA Trust ecosystem of organizations that supports sustainable development throughout Latin America, he executes processes of action, accompaniment and training for leaders of companies, foundations, governments, non-governmental organizations and communities in managing impact. Impact management means the way in which leaders can make decisions and act to promote social progress. In that process, VIVA Idea collaborates with the Chair at INCAE Business School.

Urs Jäger's research focuses on collaborations between actors in situations of inequality (such as indigenous peoples and multinational companies), drivers of informal market development, and governance practices that strengthen the development of informal markets with a focus on social and economic progress. Together with his teams, he has developed action-research studies in Europe, Indonesia and more than ten countries in Latin America.

# FACULTY



**Camelia Ilie**  
Ph.D. Universidad Pontificia Comillas  
• INCAE Faculty



**Roberto Artavia**  
Ph.D. Escuela de Negocios de la Universidad de Harvard  
• INCAE Faculty



**Jaime Garcia**  
Investigador senior y director de proyectos ips  
• INCAE Researcher



**Silke Verena Bucher**  
Ph. D. St. Gallen University  
• INCAE Faculty

## PROFESSORS OF SWISS ARMED FORCE:



**Vanina Farber**  
elea Professor for Social Innovation and Dean of the EMBA Program at IMD



**Paul Rosenzweig**  
Special Advocate for the Data Protection Review Court of the USA Government





## The best faculty in Latin America

- Ph.D. graduates from the most prestigious universities in the United States and Europe.
- Extensive experience in international business consulting.

## NETWORKING

In addition to updating their knowledge and learning new management tools, INCAE Business School's executive programs will allow participants to interact with experts and expand their network of contacts with businessmen and leaders of more than 15 nationalities.

**"For me the most important thing has been the networking, the opportunity to meet many people from different backgrounds, cultures, customs, countries and above all the diversification of companies."**

Paloma Ospino Fernández  
Director of Foreign Trade, BANESCO





# NUESTROS RANKINGS

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## #1

Business School  
in Latin America  
The European 2019

## #1

MBA from Central  
and South America  
QS Global MBA Ranking 2021

## 8<sup>o</sup> CONSECUTIVE YEAR

EMBA in the Top 100  
Best in the World  
Financial Times 2023

## #4

Diversity  
of the Faculty  
Financial Times 2023

## #2

International  
Programs  
Financial Times 2023

## #22

In the world of  
Executive Education  
Financial Times 2023

## LATIN AMERICAN LEADERSHIP GLOBAL COMPETITIVENESS

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Founded in 1964 with the support of Harvard Business School professors, INCAE's mission is to train leaders in business administration committed to the integral development of Latin America. A pioneer in launching master's degrees and open programs for the development of competitiveness, sustainability and economic progress, this business school has trained more than 18,000 graduates.

INCAE has collaboration agreements with Yale University, Cornell University, Michigan University, University of Virginia and Babson College in the United States, as well as with ESMT Berlin, ESCP Europe, ESADE in Europe and the National University of Singapore in Singapore.

In addition, it is part of 2% of the global business schools with the four most recognized accreditations of academic excellence in the world: AACSB, AMBA, EQUIS and SACS.



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Executive  
Education

## Contact

**Yenory Salazar P.**

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Executive Education*

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