

# Welcome

to our webinar series



# Insights.

# Actionable Insights for resilience professionals



Exchange forum



Idea generator



Concrete solutions





# The Five Layers of Resilience

Strengthening Organizations, Leaders, Teams,  
Careers, and Individuals



# Premier Continuum, proudly supporting organizations for **nearly 30 years**

Business Continuity

Operational Resilience

Emergency Response

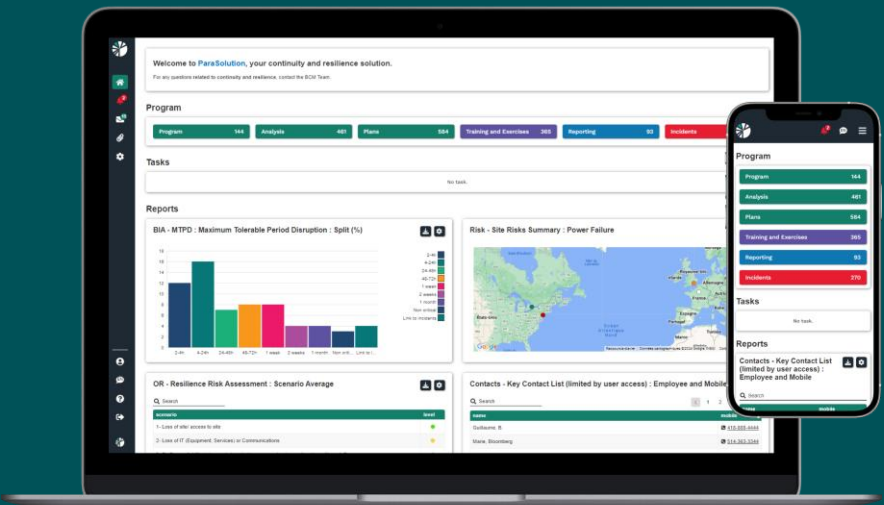
Crisis Management

IT Disaster Recovery

Risk Management



# PARASOLUTION

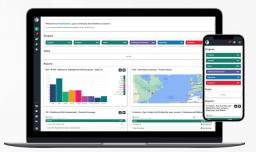
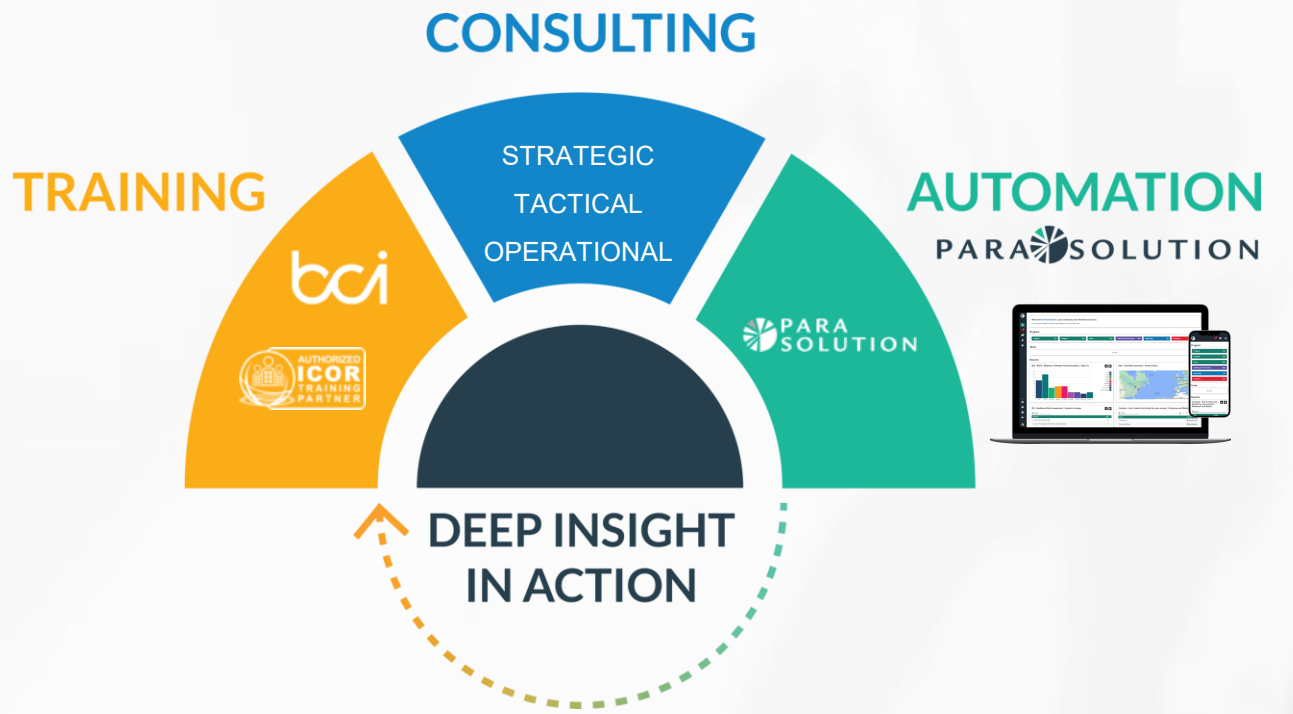


**Award-winning BCM and resilience software**



# PREMIER CONTINUUM

PROUD DEVELOPER OF PARASOLUTION





**Alice Kaltenmark,**  
Hon FBCI, MBCP,  
Global Resilience Thought Leader

# About the speaker

- Global thought leader in business resilience with +20 years (and +40 in IT)
- Fellow of the Business Continuity Institute (FBCI) certification
- Awarded with BCI's prestigious Honorary FBCI global award in 2020
- Director on the BCI Global Board
- BCM instructor for Premier Continuum since 2024

# Two BCI Bootcamps at DRJ Spring 2026

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# Definitions of resilience

| SCHOOLS OF THOUGHT                       | DEFINITIONS OF RESILIENCE                              |
|--|--|
| <b>Psychology</b>                        | Ordinary processes of adaptation / adaptive capacities |
| <b>Socio-ecology / Anthropology</b>      | Relational, contextual, and culturally situated        |
| <b>Organizations and Risk Management</b> | Maintenance of functioning                             |
| <b>Territorial and Urban Governance</b>  | Social and political construction                      |



# Shifting mindset

« **There's a growing recognition of resilience as a distinct discipline within organizations.**

**More organizations are now formalizing resilience as a standalone function, reflecting both its strategic importance and its broader scope beyond traditional business continuity. »**

*Continuity and Resilience Report 2025*

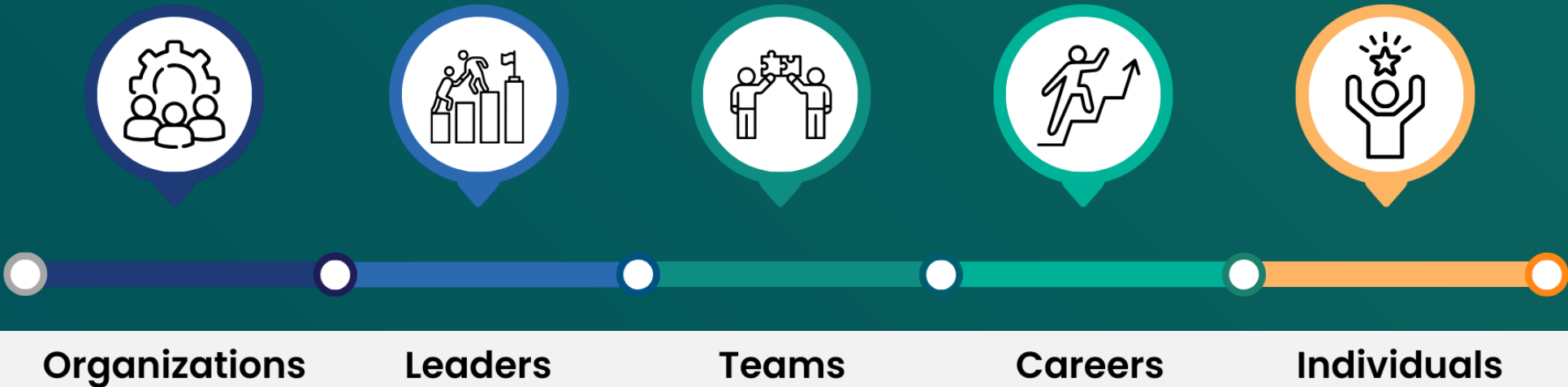
While traditionally seen as a cost centre, resilience is increasingly being recognised as a strategic asset that contributes to long-term business continuity, efficiency, and competitive advantage: **60% of respondents agreed that resilience should be viewed as a profit centre**, reflecting a growing appreciation of its value beyond compliance and risk mitigation and a growing awareness of its broader value.

*Report Resilience Vision 2030*



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# The Five Layers of Resilience



# What enables resilience across these levels

Training



Certification

Experience



Community



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# Organizational Resilience



Organizations

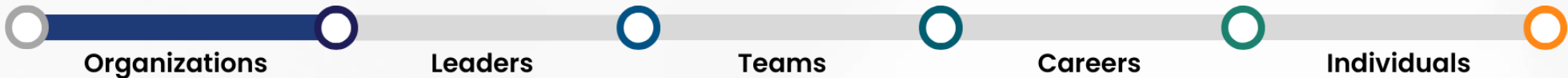
Leaders

Teams

Careers

Individuals

# The Three-Legged Stool



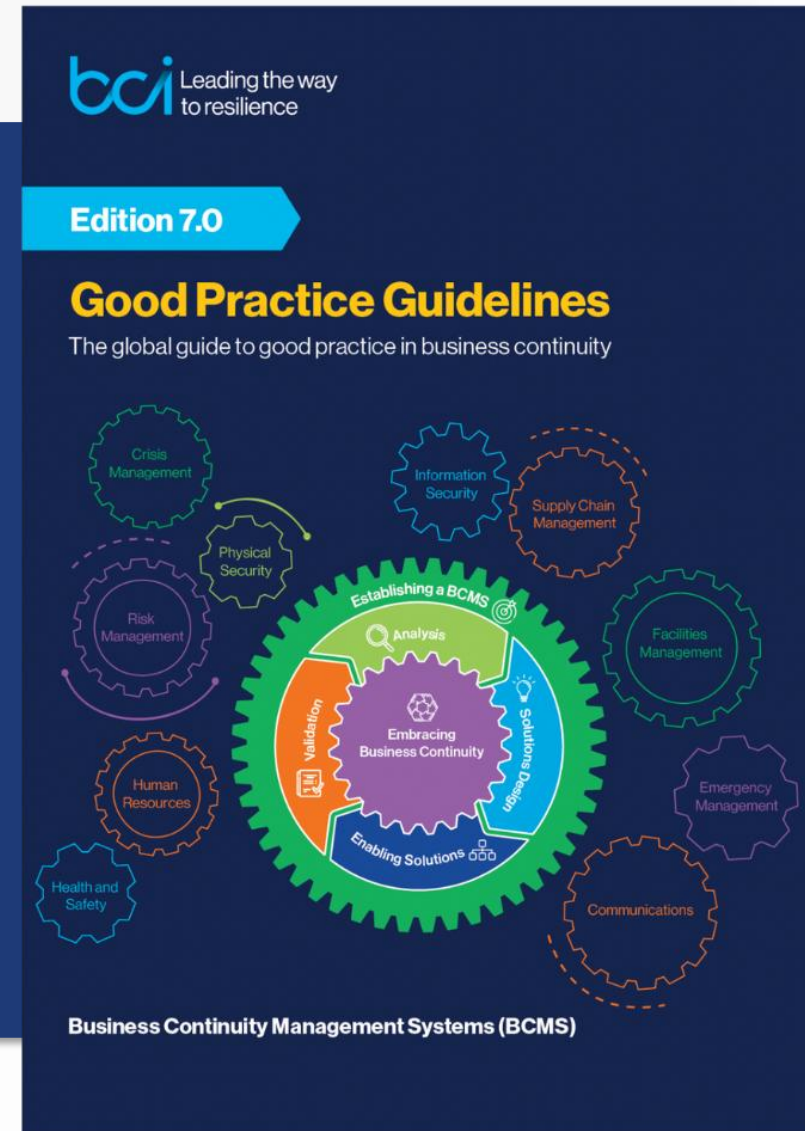
# Standards as Living Frameworks for Organizational Resilience

Not checklists.  
Not static documents.

But shared, evolving references:

- ISO Standards (e.g. ISO 22301)
- Industry Guidelines & Good Practice
- BCI Good Practice Guidelines (GPG)

**Standards don't create resilience —  
how organizations apply them does.**



Organizations



Leaders



Teams



Careers



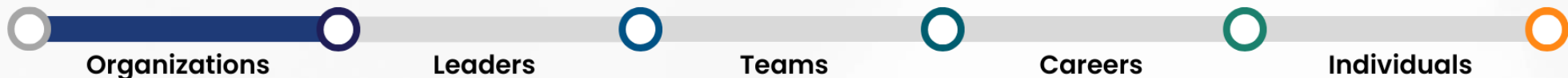
Individuals



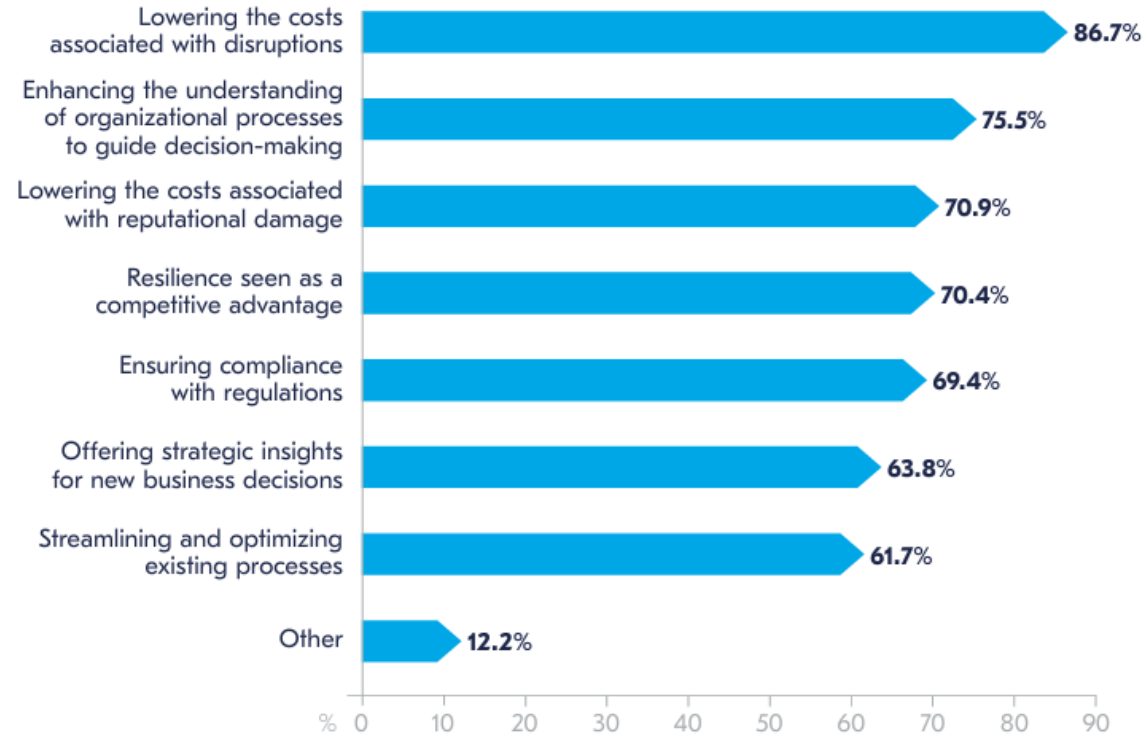
# Organizational Resilience as a Set of Capabilities

| Capability                 | Phase         | Concise definition  | Concrete examples                       | "Layered" perspective       |
|----------------------------|---------------|---|---|-----------------------------|
| <b>Anticipation</b>        | Before        | Ability to identify, interpret, and foresee potential threats | Monitoring, scenarios, weak signals     | Cognitive / strategic layer |
| <b>Preparation</b>         | Before        | Deployment of resources, structures, and plans                | BCP, training, redundancies             | Structural layer            |
| <b>Coping (Absorption)</b> | During        | Ability to respond and maintain critical functions            | Crisis management, continuity execution | Operational layer           |
| <b>Adaptation</b>          | After         | Adjustment of practices following disruption                  | Reorganization, new procedures          | Organizational layer        |
| <b>Learning</b>            | Cross-cutting | Integration of experience into organizational memory          | After-action reviews, cultural change   | Cultural / memory layer     |

Source: Ducheck, S. (2020), *Organizational resilience: a capability-based conceptualization*

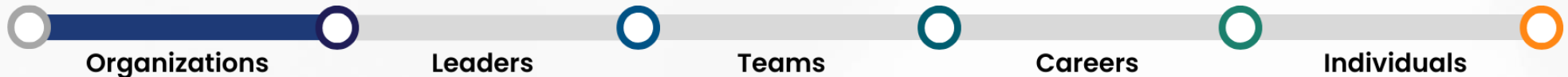


### How do you believe business continuity and resilience functions can drive profit generation or cost savings?



**Resilience is shifting from cost avoidance to value creation**

*Report Resilience Vision 2030*





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# Leadership Resilience



Organizations

Leaders

Teams

Careers

Individuals

**Building flexible response capabilities is anticipated to be the main change over the next five years.**

Organizations must focus on building real operational capability to respond to disruptions, rather than simply fulfilling compliance requirements and documentation.

How will the importance change of various aspects of BC and resilience over the next five years?



**95.0%**

Incident-agnostic plans



**83.2%**

Senior management attention to business continuity and resilience



**81.2%**

Cross-team collaboration



**79.2%**

Board level support of BC/resilience processes



**75.1%**

Post-incident reviews

*Continuity and Resilience Report 2025*



Organizations



Leaders



Teams



Careers



Individuals

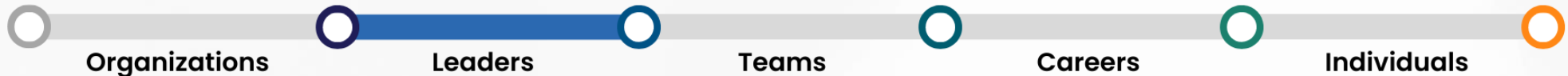


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# Leadership Resilience in Practice

Leadership is not just a box on the org chart – it's a shared responsibility





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# Team Resilience



Organizations

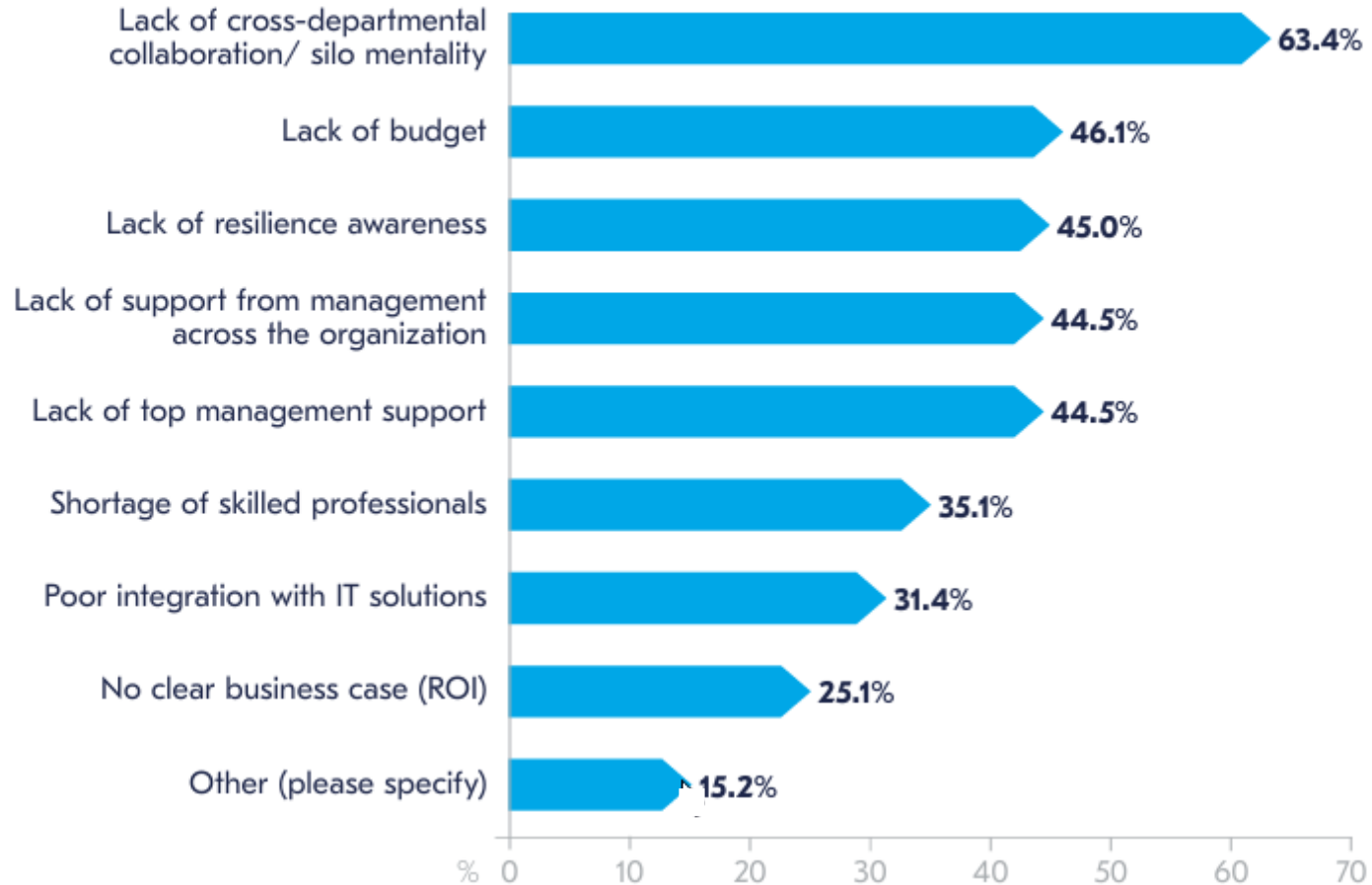
Leaders

Teams

Careers

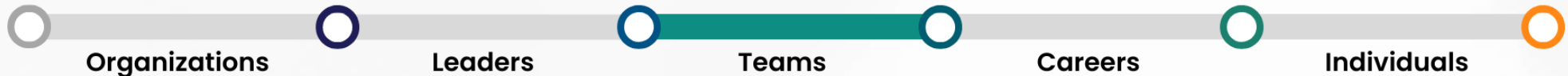
Individuals

## What are the main reasons resilience strategies fail in your company?



Report Resilience Vision 2030

**Resilience does not fail because of poor strategies — it fails because of weak connections.**



# Team Resilience in Practice



Resilient teams don't wait for instructions — they know how to act.

Shared awareness and role clarity

Active engagement in contingency planning

Practicing business continuity – building muscle memory

Redundancy in communication and decision-making channels



Organizations



Leaders



Teams



Careers



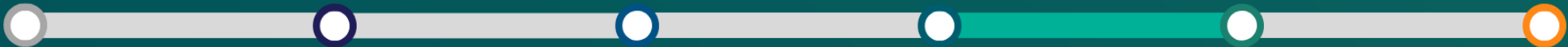
Individuals





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# Career Resilience



Organizations

Leaders

Teams

Careers

Individuals

# The Modern BC Manager

# Future skills

The right formula for modern business continuity managers is a combination of technical and soft interpersonal skills.

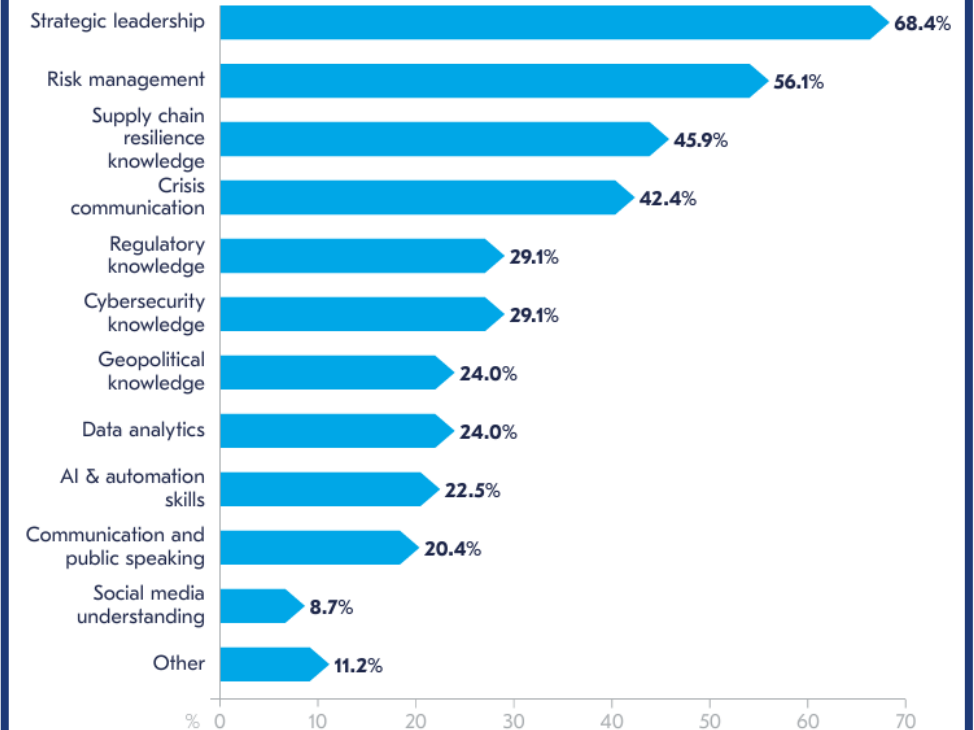
The data shows a clear shift toward a more dynamic and multifaceted business continuity manager role, blending technical expertise with strong interpersonal capabilities. Problem-solving tops the list of essential attributes, nearly doubling its 2024 performance, reflecting the demand for proactive and adaptable practitioners. Soft skills are equally critical, showcasing the business continuity manager's role as a bridge between technical teams and senior leadership.

Top six attributes respondents feel are important for BC managers

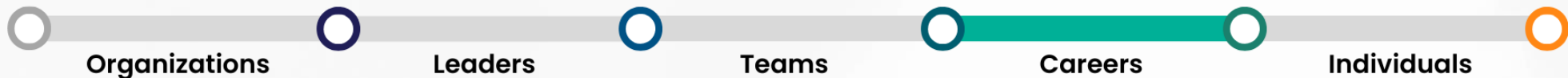


Continuity and Resilience Report 2025

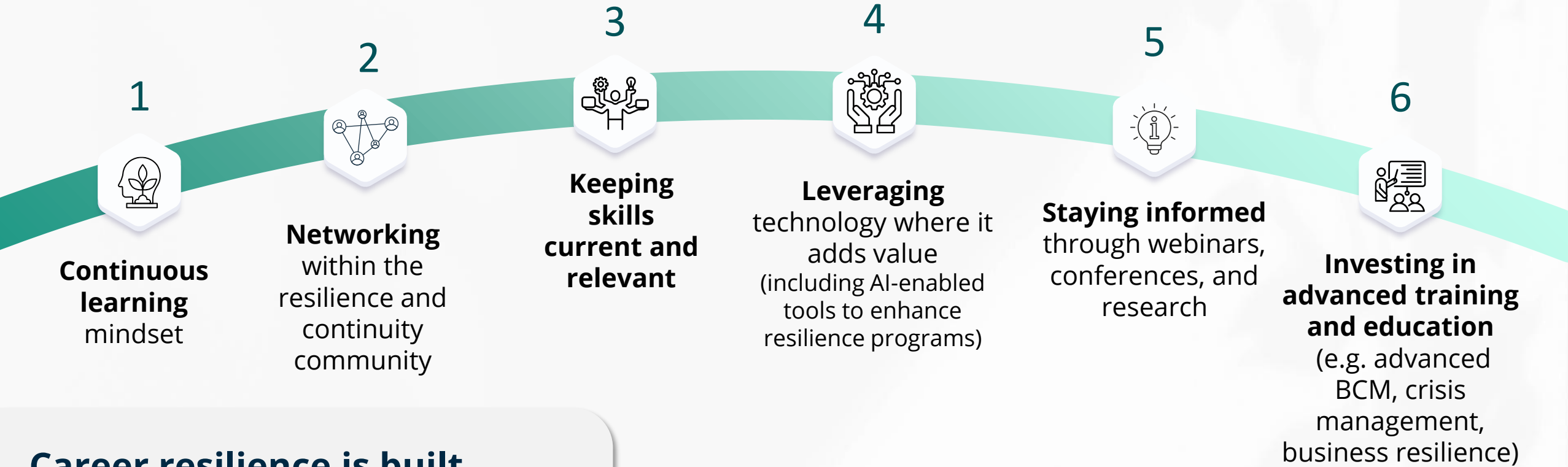
In your opinion, which TOP THREE skills or competencies will be most critical for future resilience managers?



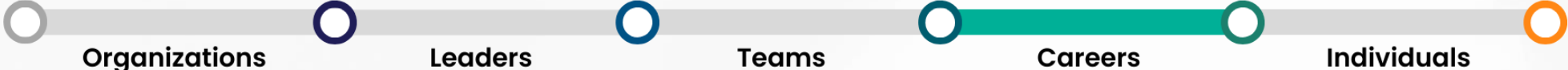
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# Career Resilience in Practice

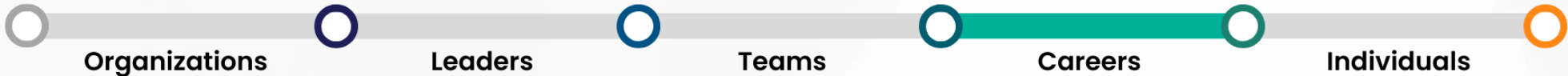
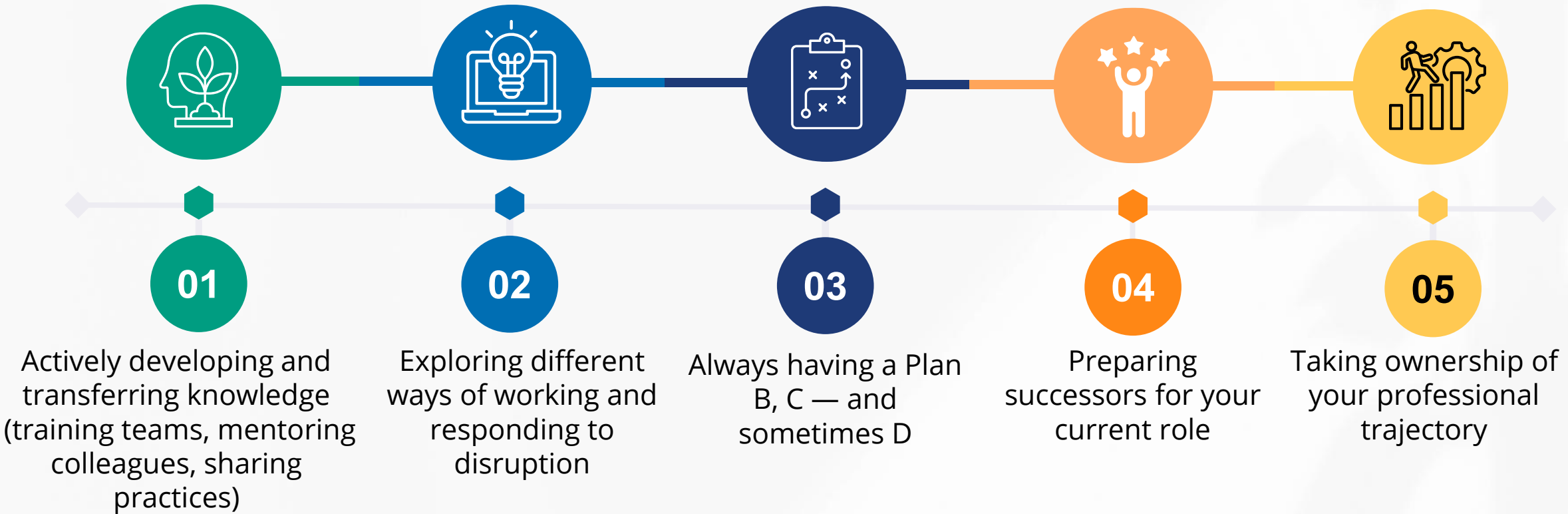


**Career resilience is built intentionally — not passively**



# Career Ownership and Capacity Building

## Owning Your Career Resilience



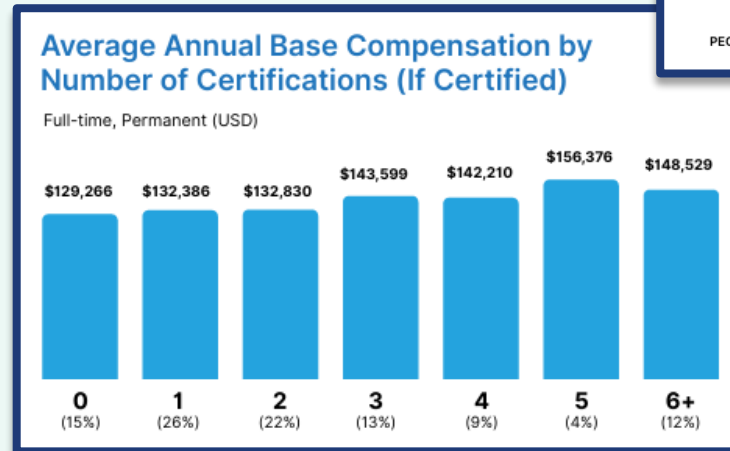
# Certification, Recognition and Market Value

## Why certification matters

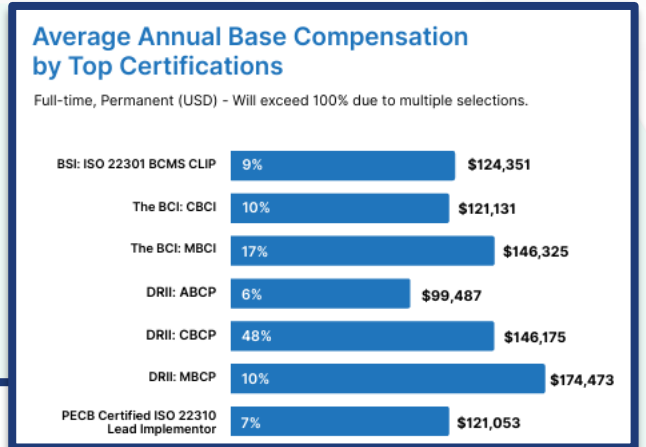
- Demonstrates recognized expertise and credibility
- Aligns skills with global standards
- Strengthens professional mobility and career longevity

## What the data shows

- Higher compensation is correlated with certification status
- Compensation increases with the number of certifications
- Certain certifications are consistently associated with higher market value



BCI 2025 Compensation Report



BCI 2025 Compensation Report



Organizations



Leaders



Teams



Careers



Individuals



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# Individual Resilience



Organizations

Leaders

Teams

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Individuals

# Individual Resilience in Practice

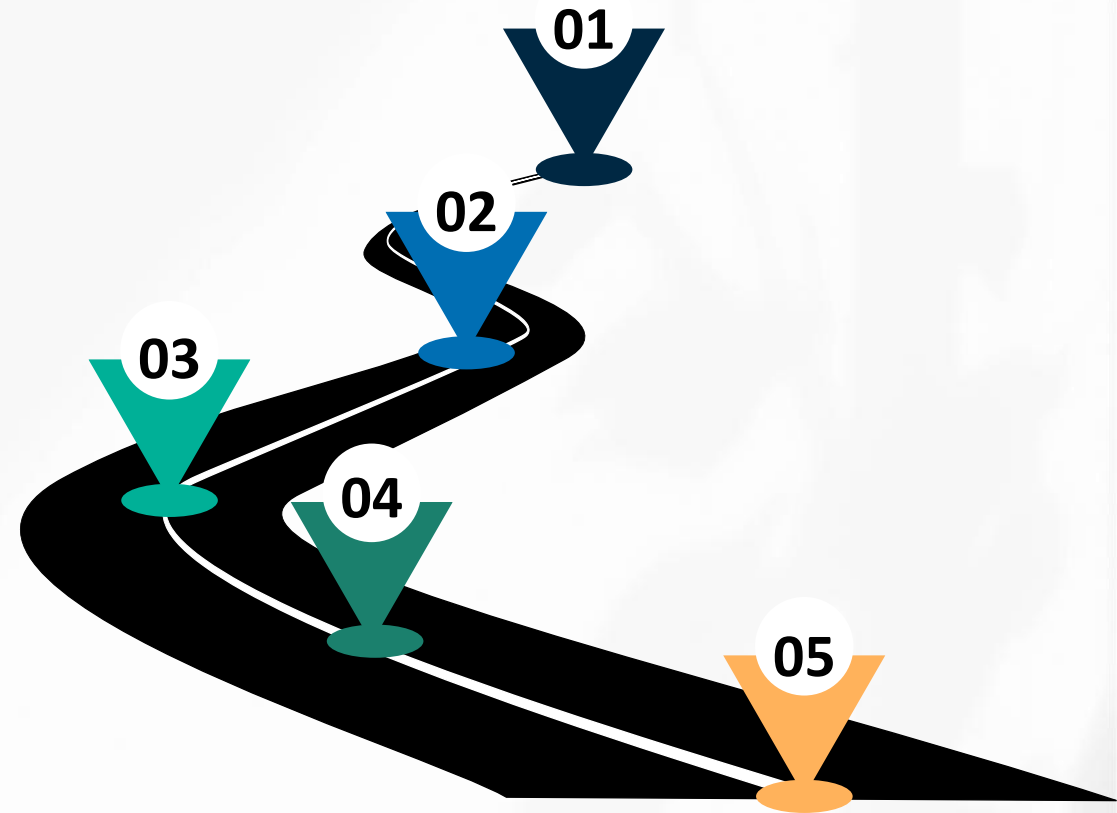
Maintaining a healthy balance between work, home, and community

Staying current with technology — without becoming dependent on it

Protecting personal and family finances

Building personal preparedness habits

Taking care of physical and mental energy



Organizations



Leaders



Teams



Careers



Individuals



# Practicing what we preach



Backup power and communication options



Personal emergency kits (72 hours mindset)



Simple, realistic personal continuity plans



Knowing how to operate when technology fails



Organizations



Leaders



Teams



Careers

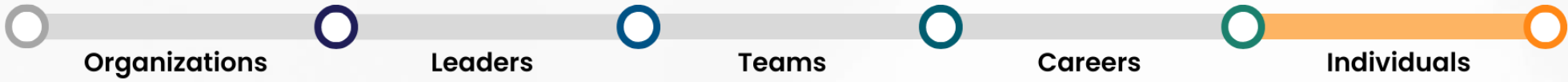


Individuals



# Looking ahead

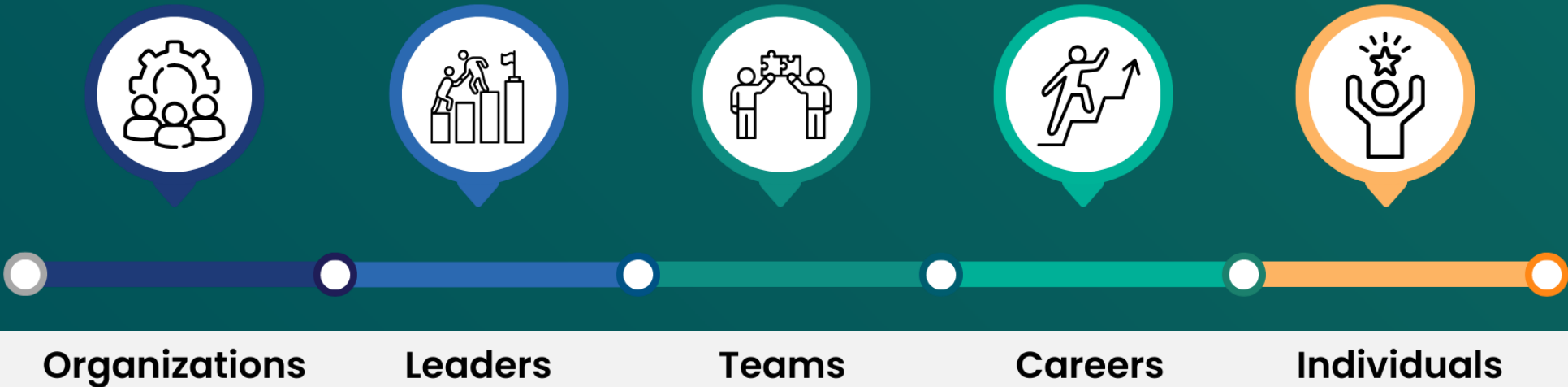
Staying active,  
not reactive.





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# The Five Layers of Resilience



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- BCI Compensation Report 2025. Business Continuity Institute.  
<https://www.thebci.org/resource/2025-global-compensation-report.html>
- Resilience Vision 2030 Report. Business Continuity Institute.  
<https://www.thebci.org/resource/bci-resilience-vision-2030-report-.html>

**Questions?**

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# Thank you!

Let's enhance your organizational resilience.

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