

Voluntary Occupational Standard: Resilience Professional

FINAL

Occupation Summary

Resilience Professionals enable organisations to anticipate, absorb, and adapt to change while maintaining purpose, performance, and trust.

They embed resilience principles across strategy, operations, culture, and leadership, ensuring that the organisation remains effective under stress and continues to create long-term value.

They work across functions to integrate resilience into governance, risk, and investment decisions, interpreting complex internal and external information to enable confident, risk-informed choices. Resilience Professionals lead foresight, preparedness, and learning activities that strengthen the organisation's capacity for continuity, transformation, and renewal.

Typical job titles: Chief Resilience Officer, Head of Organisational Resilience, Business Resilience Leader, Strategic Foresight Lead, Enterprise Risk and Resilience Partner.

Occupational level: Level 7 (Strategic / Professional Leadership)

Occupational status: Voluntary professional benchmark (not a regulated qualification)

Occupational Purpose

To develop, embed, and sustain organisational resilience that enables long-term performance, adaptability, and trust — integrating foresight, preparedness, and learning into strategy and operations.

Occupational Duties

No.	Duty (What the Resilience Professional does)	Related KSBs
D1	Develop and implement organisational resilience aligned with purpose, strategy, values, and long-term objectives.	K3, K5, S2, S8, B9, B10
D2	Analyse organisational systems, interdependencies, and vulnerabilities to identify resilience priorities and inform investment decisions.	K1, K4, K9, S5, S6, B3, B6
D3	Build and maintain governance, stakeholder relationships, and cross-functional collaboration to enable collective resilience.	K2, S3, S4, B2, B3, B10
D4	Use foresight and horizon scanning to anticipate emerging risks, trends, and opportunities.	K5, K7, S5, S6, B1, B9
D5	Develop and test preparedness, relevance of business model, continuity, and apply a range of stress-testing approaches that enable the organisation to absorb disruption.	K6, K7, S7, S8, B4, B6
D6	Facilitate reflective learning, after-action reviews, and adaptive change following disruption, ensuring lessons inform future strategy.	K10, S9, S10, B8, B10
D7	Measure and report organisational resilience capability, capacity and maturity using data, metrics, and qualitative insights to inform decision-makers.	K8, K10, S10, B8
D8	Promote a culture of integrity, courage, and openness to challenge, fostering trust and psychological safety across the organisation.	K2, K10, S1, S3, B2, B5

Knowledge (K)

A Resilience Professional possesses integrated knowledge of organisational systems, strategy, foresight, and learning.

They understand how to align resilience with purpose and value, interpret interdependencies, and use insight and evidence to strengthen the organisation's ability to anticipate, absorb, and adapt to disruption.

- **K1. Organisational Context & Operating Model** – Understands how the organisation delivers essential outcomes and interdependencies across systems in routine and disrupted conditions.
- **K2. Stakeholders & Governance** – Understands the role of internal and external stakeholders, governance structures, and accountability for resilience outcomes.
- **K3. Strategy, Purpose & Value** – Understands how strategy, purpose, and values shape resilience priorities, crisis response and investment decisions.
- **K4. Financial & Commercial Literacy** – Understands financial decision-making and trade-offs under uncertainty, recognising resilience as value creation as well as protection.
- **K5. Core Resilience Concepts, Models & Frameworks** – Understands the model of organisational resilience and foundational principles including anticipation, absorption, and adaptation as evolving capabilities.
- **K6. Regulation, Compliance & Assurance** – Understands sector-specific resilience regulations, standards, and assurance frameworks.
- **K7. Planning, Preparedness & Stress Testing Methods** – Understands crisis management, continuity, and scenario and stress testing approaches for readiness.
- **K8. Data, Technology & Security Foundations** – Understands how data, modelling, and technology support resilience analysis and decision-making.
- **K9. Systems Thinking & Complexity** – Understands complex systems and cascading effects, identifying opportunities for redesign and learning.
- **K10. Organisational Learning, Culture & Leadership** – Understands how leadership, culture, and learning systems build and sustain resilience maturity.

Skills (S)

A Resilience Professional applies influence, analysis, and adaptability to enable organisational resilience, making informed decisions and coordinating collaborative action that connects foresight with execution.

- **S1. Executive Presence & Credibility** – Demonstrates authority, composure, and trustworthiness in uncertain or high-pressure contexts.
- **S2. Strategic Influence & Vision setting** – Inspires others through clear vision and purpose, embedding resilience as value creation.
- **S3. Strategic Communication & Engagement** – Communicates complex resilience concepts clearly and persuasively.
- **S4. Facilitation, Collaboration & Sensemaking** – Enables collective interpretation and problem-solving across teams.
- **S5. Analytical Foresight & Intelligence Synthesis** – Applies critical thinking and stress testing to anticipate and interpret disruption.
- **S6. Decision-Making & Adaptive Judgement** – Makes timely, balanced decisions under uncertainty using structured frameworks.
- **S7. Experimentation, Stress Testing & Iteration** – Designs and leads exercises and simulations to test and refine resilience capability.
- **S8. Systems Design & Integration** – Embeds resilience principles into organisational systems and performance frameworks.
- **S9. Coaching, Mentoring & Capability Building** – Develops others to integrate resilience thinking into daily decision-making.
- **S10. Evaluation, Measurement & Reporting** – Applies metrics and maturity models to assess and report on resilience performance.

Behaviours (B)

A Resilience Professional embodies curiosity, courage, integrity, and composure.

They act inclusively, lead reflectively, and inspire others to share ownership of resilience across the organisation.

- **B1. Openness, Curiosity & Learning** – Demonstrates curiosity and openness, fostering a culture of learning and reflection.
- **B2. Trust, Integrity & Fairness** – Acts transparently, ethically, and fairly, challenging entrenched views constructively.
- **B3. Collaboration & Empowerment** – Works collaboratively, empowering others to own and act on resilience responsibilities.
- **B4. Composure & Determination under Pressure** – Maintains calm, empathy, and determination during adversity and uncertainty.
- **B5. Courage & Accountability** – Shows moral courage and accountability, raising concerns and taking ownership for outcomes.
- **B6. Change Orientation & Agility** – Views change as normal, adapts quickly, and encourages experimentation.
- **B7. Innovation & Creative Problem-Solving** – Encourages creative and critical thinking to solve resilience challenges.
- **B8. Reflective & Learning-Oriented** – Reflects on outcomes and embeds lessons into preparedness and improvement.
- **B9. Future-Focused & Opportunity-Seeking** – Frames resilience as forward-looking, seeking renewal through disruption.
- **B10. Collective Confidence & Cultural Stewardship** – Builds confidence in others to lead resilience, modelling behaviours that reinforce trust and accountability.

Professional Development and Progression

This standard establishes a professional benchmark for roles enabling strategic and operational resilience.

It supports progression into senior leadership positions such as **Chief Resilience Officer, Director of Risk and Strategy, or Head of Corporate Foresight.**

It aligns with the *Resilience First / Cranfield University “New Model of Organisational Resilience”* and the latest thinking, teaching and research at Cranfield University, providing a consistent foundation for professional recognition and capability development.

Curriculum Structure (8 Modules)

The curriculum is structured around eight modules. Each is mapped to the **Duties** and **Knowledge, Skills and Behaviours (KSBs)** in the Standard, and follows a consistent design:

- **Intent** – the purpose of the module
 - **Content Overview** – key themes & capabilities
 - **Learning Activities** – indicative approaches (flexible)
 - **Evidence Expectations** – examples of reflective or applied outputs
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Module 1 – Foundations of Organisational Resilience

Establishes shared definitions, principles and the anticipation–absorption–adaptation framework.
Includes: resilience as a leadership discipline; linking purpose and strategy to resilience priorities.

Module 2 – Systems Thinking & Organisational Context

Builds understanding of organisational systems, interdependencies and vulnerabilities.
Includes: systems mapping; critical outcomes; leverage points for resilience improvement.

Module 3 – Governance, Culture & Stakeholders

Focuses on stakeholder relationships, governance structures and cultural enablers.
Includes: psychological safety, trust, collaboration, accountability and influence.

Module 4 – Anticipation: Foresight & Horizon Scanning

Develops capability to detect early signals, scan the horizon and prepare for multiple plausible futures.
Includes: weak signal detection; scenario methods; embedding foresight into planning cycles.

Module 5 – Absorption: Preparedness, Stress Testing & Crisis Response

Enhances the ability to maintain operational and strategic coherence under stress.

Includes:

- crisis response and continuity
- stress-testing frameworks
- digital models and simulation tools for stress testing
- decision-making under uncertainty

Digital modelling covers system simulations, digital twins, dependency modelling and data-driven scenario analysis.

Module 6 – Adaptation: Learning, Renewal & Post-Event Improvement

Develops skills to convert disruption into learning and renewal.

Includes: after-action reviews, organisational learning systems, innovation, and adaptive leadership.

Module 7 – Measurement, Metrics & Maturity Assessment

Supports meaningful measurement of resilience as performance.

Includes:

- essential outcomes
 - indicators & dashboards
 - maturity frameworks
 - application of the New Model of Organisational Resilience, including assessment of:
 - inherent resilience (baseline system strength)
 - capability (anticipation, absorption, adaptation)
 - capacity (resources, governance, culture, adaptability)
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Module 8 – Strategic Integration & Influence

Integrates resilience across strategy, operations and culture.

Includes: framing resilience as value creation; executive communication; cross-functional integration.