

# Online Course: **Strategic Organisational Resilience**

Become a future-fit leader by increasing your own, and your organisation's strategic resilience and preparedness for change and disruption in a rapidly evolving world.

Blended Online Programme 

**Gordon Institute  
of Business Science**  
University of Pretoria



**Given the unparalleled complexity and speed of change in today's business environment, just defining an "organisational strategy" is no longer enough to thrive or even survive. It is not about the "what" of strategy anymore. It is about the "how" of leveraging an organisation's intellectual and leadership resources to create strategic resilience and flexibility. Almost without exception, an organisation's real strategic differentiation is in its leadership, leadership style and the culture it engenders. Resilient organisations are less about formalised annual plans and more about flexibility and the ability to roll with the punches. Your biggest strength may be the capability to rapidly pivot to the next attractive market opportunity.**

Strategic Organisational Resilience is about thinking holistically about the whole company while also experimenting with new opportunities, all the while strengthening speed, responsiveness and agility. According to the Federation of European Risk Management Associations and McKinsey research, the ability to learn from disruption and bounce forward is critical for business performance. It is achieved through planning and preparing for a changing future, using elastic thinking to combine creativity and strategy in new ways, and implementing antifragile practices in how organisations are designed, resourced, and led.

Improving resilience allows organisations to identify, anticipate, prepare for, and mitigate against shock. It also enables them to respond to crises opportunistically, thrive in new circumstances, and shape the competitive environment.

The goal of this course is to create long-term sustainable performance for your organisation despite the disruption it faces.

**Organisational Resilience is achieved by focusing on three core drivers:**

1. Planning and preparing for a changing future.
2. Elastic thinking — combining creativity and strategy in new ways.
3. "Antifragile practices" in how we design, resource and lead our organisations.

## WHO SHOULD ATTEND?

- Leaders and managers who understand the importance and value of resilience, whether they are C-suite; General managers; or manage a functional area, division or territory of a business

## KEY FOCUS AREAS

- The meaning and benefits of Strategic Organisational Resilience;
- Planning and preparing for uncertainty and disruption by using scenario thinking;
- The practice and improvement of strategic thinking;
- The role and practice of psychological safety in organisations;
- The application of antifragile practices to build resilience in the organisation; and
- The role and practice of the agile philosophy in organisations.

## HOW YOU WILL BENEFIT

At the end of the programme, you will be able to:

1

Plan ahead with confidence in a complex and uncertain environment.

2

Secure the future of your organisation despite the threat of disruptions.

3

Rely on your team's collective insights to set a winning strategy.

4

Promote creativity and adaptation through the creation of a psychologically safe organisation.

5

Improve the implementation of strategy in a fast-moving and changing environment.

The programme includes the following modules:



### **Module one | Orientation & Introduction to Resilience**

- Orientation introduces you to the GIBS Online campus, onboards you to the programme and initiates your engagement with the GIBS expert faculty and fellow participants. You have the opportunity to familiarise yourself with the programme details, how to approach online learning and the kinds of activities you will encounter during the programme.
- You will learn to recognise resilience as the ability to bounce forward.
- A deep understanding of Strategic Resilience in your organisation.



### **Module two | The Impact of Uncertainty**

- Explaining the differences between known uncertainties and unknown uncertainties — the so-called “black swans” and “grey rhinos”.
- Appreciating the differences between simple, complicated and complex environments.
- Recognising that uncertainty is a natural consequence of a complex situation.
- Exploring the implications of complexity and uncertainty when considering our planning for the future.
- Giving you the opportunity to identify the key uncertainties in your environment.
- Why? Because this will allow us to understand the different ways in which our future might unfold.



### **Module three | Scenario Thinking**

- To build a model of the different scenarios of the future.
- To test your resilience in each of these different scenarios of the future.
- To develop a strategy for the future — one that addresses the future.



### **Module three | Improve Strategic Thinking by Using Your Brain**

- Recognise and understand the role of the brain in strategic thinking.
- Understand how “strategic intuition” work.
- Learn to use the techniques that improve your own strategic thinking



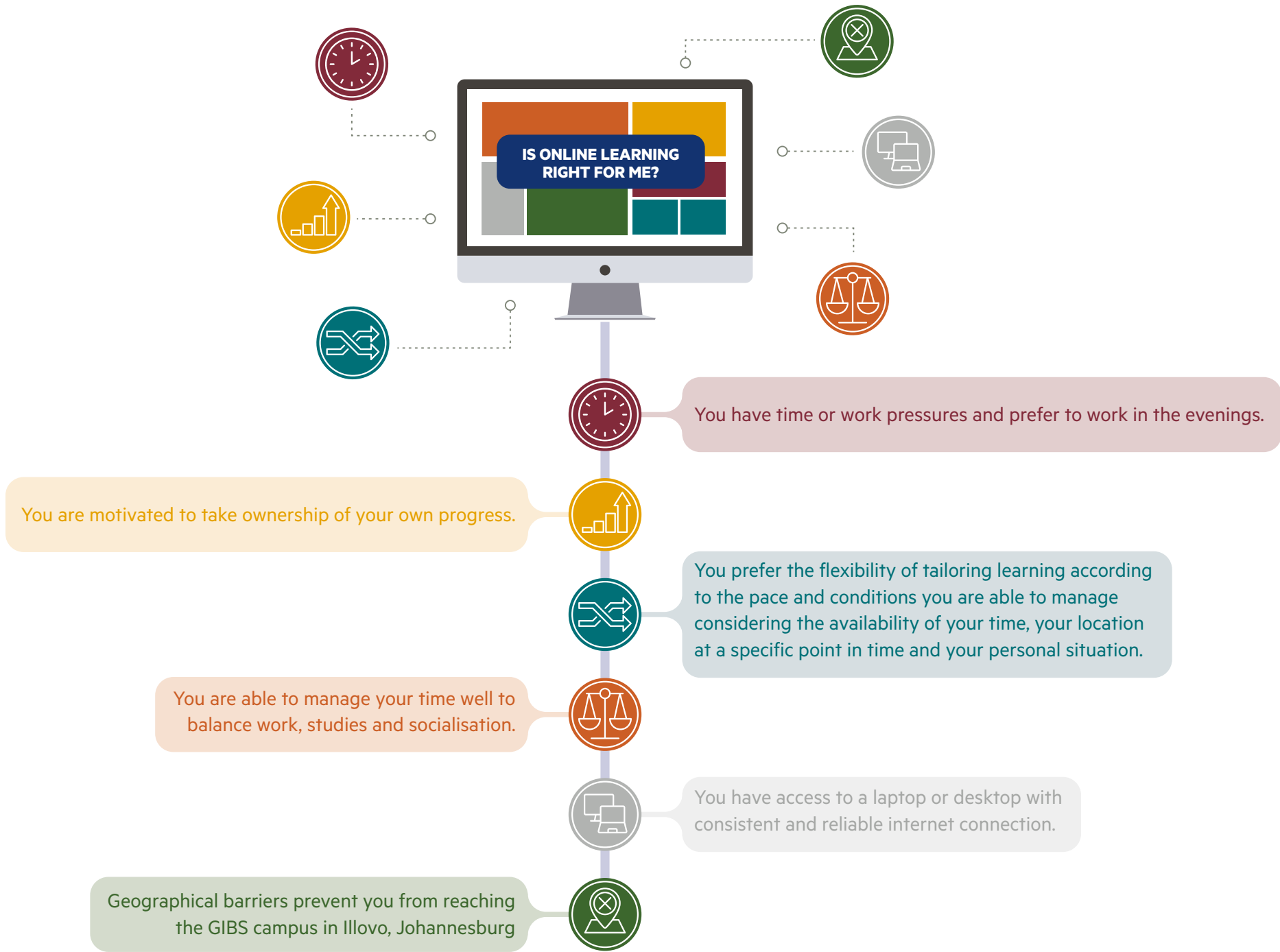
### **Module five | Psychological Safety at your workplace**

- Understanding the role played by the brain when you feel unsafe
- Understand the impact of a lack of psychological safety in people.
- Recognising how stress is increased (feeling unsafe) when basic psychological drivers are threatened.
- Understanding the different strategies for building psychological safety.
- Define the specific needs of team members in respect of psychological safety and determine what can be done to improve them



### **Module three | Anti-Fragility**

- Understand the anti-fragile concept and how it can be applied to people and organisations.
- The level of fragility in your own organisation.
- Understanding how the concept of agility might be described as a way of implementing or enhancing resilience and anti-fragility.



## PROGRAMME INFORMATION

### FACULTY

**Dr Norman Chorn** assists organisation to improve their performance through strategic thinking and organisational design, particularly in conditions of complexity and uncertainty.

Dr Chorn does this through: Regular **presentations to conferences, mentoring key personnel** and stakeholders in one-to-one or small group sessions, and **consulting with organisations** to develop future strategy, improve strategic thinking, and align the organisation with its current and future environment.

### Qualifications

- PhD (Wits)

Please follow Dr Chorn's weblink for his full profile  
[www.DrNormanChorn.com](http://www.DrNormanChorn.com) 

### FEE

R 22 500 (VAT exempt\*; includes tuition and instruction material).

### DATES

Please visit to the GIBS website.

### DURATION

6 week online course, 4 – 6 hours of study per week

### CONTACT

For enquiries call **+27 (0)11 771 4259**  
or email **Pheladi Mphela - didi@gibs.co.za**

For more information and an online application form, please visit  
<https://www.gibs.co.za/course-listing/online>

*GIBS is a Level 1 BEE Contributor.*

*\* Certain types of products and services, including the educational offerings made available by GIBS, are classed as VAT-exempt and do not attract VAT.*

## ABOUT GIBS

Internationally accredited Gordon Institute of Business Science (GIBS) is the University of Pretoria's business school based in Johannesburg. We focus on general management and aim to significantly improve responsible individual and organisational performance in South Africa and our broader African environment through high-quality business and management education. Our purpose is to inspire exceptional performance to make business healthier.

The UK Financial Times ranked GIBS 26th globally for open enrolment programmes in the Executive Education Rankings 2024. In 2023, the GIBS MBA was recognised as having the best reputation amongst employers and being the first choice for students looking to pursue an MBA, by the Financial Mail Top MBAs Ranking. The Quacquarelli Symonds (QS) Global Executive MBA Rankings 2023 placed the GIBS MBA in the top 30% of its global ranking. In addition, in 2024, US-based CEO Magazine ranked GIBS 18th in its Global MBA Rankings, highlighting the School as a Tier 1 business school.

GIBS is Triple Crown accredited, holding EQUIS accreditation from the European Foundation for Management Development (EFMD), the Association of MBAs (AMBA), and the Association to Advance Collegiate Schools of Business (AACSB). GIBS is the 113th business school worldwide to achieve Triple Crown status. In addition, the School holds regional accreditation from the Association of African Business Schools (AABS) and local accreditation from the South African Council on Higher Education (CHE)

GIBS is a member of the South African Business Schools Association (SABSA) and Global Business School Network (GBSN). GIBS is a United Nations Principles for Responsible Management (PRME) Champion and is an affiliate of the Central and East European Management Development Association (CEEMAN).

### GIBS is a Level 1 B-BBEE Contributor

For more information, visit [www.gibs.co.za](http://www.gibs.co.za)

GIBS Business School  
26 Melville Rd, Illovo, Johannesburg, 2196

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