# The Structure of a Resilient Organization

## Course Description:

The Structure of a Resilient Organization is the second course in the Essentials of Organizational Resilience Series.

"Decentralization has been lying dormant for thousands of years. But the advent of the Internet has unleashed this force, knocking down traditional businesses, altering entire industries, affecting how we relate to each other, and influencing world politics.

The absence of structure, leadership, and formal organization, once considered a weakness, has become a major asset. Seemingly chaotic groups have challenged and defeated established institutions. The rules of the game have changed." (The Starfish and the Spider, page 6)

The Structure of a Resilient Organization takes a close look at how the structure of an organization can be its greatest asset or its greatest weakness – evaluating your organization and how to make it more resilient.

The key reference for this course is The Starfish and the Spider written by Ori Brafman and Rod Beckstrom.

## Learning Objectives

As a result of completing this course, students should be able to:

- Describe the characteristics of centralized and decentralized organizations
- Identify which characteristics (centralized and decentralized) are visible in their organization and how they can increase the resiliency of their organization

# Delivery Structure/Course Requirements

There are 3 options for course delivery for each of the 10 courses in the series. For *each course* the requirements are as follows:

**Instructor led in-house training:** Includes 7 hours of live and interactive class presentations, discussions, and activities. Concludes with a 1000 word essay.

**Interactive online:** Includes an audio-visual presentation (approximately 1 hour in length for each course), 60-100 pages of assigned reading, participation in an online discussion group with the instructor and other students, and a 1000 word written response to a question.

**Self-study:** Includes course book, 60-100 pages of additional assigned reading, written submission of a discussion question (100-200 words), and a 1000 word written response to a question.

## Table of Contents
- **Centralized and decentralized structures defined**
- **Centralized versus decentralized**
- **Principals of decentralization**
- **Recognizing "starfish"**
- **The resilient structure**
- **The attack of the starfish**
- **How to battle starfish**
- **Building a hybrid organization**
- **Decentralization as a strategic plan**

## Certification and Credentialing
Successful completion of the Essentials of Organizational Resilience 10-Course Series is the first step in eligibility for credentialing as a Certified Organizational Resilience Professional (CORP) offered by ICOR.

To find out more, about the credentialing application process, visit our website at www.theicor.org/pages/candc.html

THE ICOR **CREDENTIALS**

Essentials of OR was developed by BCS, Inc., a consulting firm specializing in providing business continuity, disaster recovery, & crisis management training & consulting.
**www.businesscontinuitysvcs.com**

THE **ICOR**
The International Consortium For Organizational Resilience

For more information about ICOR's courses, go to
**www.theicor.org**
or call 866.SOLVE21 (765.8321)