

# Strong Leadership as a Key Indicator of Successful BCMS Implementation



“A great captain is not made from calm seas, but from the fury of the storm.”

Organizational operations during times of disaster require leaders who can ensure that the organization remains resilient and continues its operations. Disruptions within an organization are not solely caused by physical threats (such as floods, COVID-19, anarchic demonstrations, fires, etc.), but can also result from changes in the organizational context, including significant business downturns, major losses due to cyberattacks, new regulations that hinder core business activities, shifts in public behaviour, and technological advancements.

Poor decision-making by top management can have consequences that go beyond the failure to meet business targets. It can also impact the livelihoods of thousands of employees or even lead to systemic effects across the industry. When an organization experiences a disaster, many top executives hesitate to make strategic decisions at critical moments to safeguard the organization, due to fears of making the wrong choice or not knowing what decisions to take and when to take them. This hesitation often arises because top management has not participated in the testing or stress testing of disruption scenarios in the BC Plan. Top management should be actively involved in decision-making so that any incorrect decisions can be promptly corrected immediately after the testing has concluded.

Strong leadership in the implementation of the Business Continuity Management System (BCMS) is one of the requirements of ISO 22301:2019 — *Security and resilience — Business continuity management systems — Requirements*, specifically addressed in Clause 5: Leadership.

Strong leadership in the implementation of a management system plays a significant role in shaping the organization's culture. The introduction of a new management system is often perceived as an additional burden by employees. However, once the management system becomes embedded in the organizational culture, employees will view it as a “necessity” in daily operational practices. Therefore, it is essential for top management to clearly declare its commitment (in the form of commitment charters, policies, and company regulations) and to demonstrate this commitment through active involvement in operational activities during emergency conditions.

Strong leadership accelerates recovery processes when an organization is affected by a disaster. It also influences how external parties perceive and trust the organization, which in turn impacts the long-term

“value” of the company. Strong leadership must be supported by effective communication from top management to all levels of the organization, as well as to relevant external parties.

It is hoped that this brief article will be of value to its readers.

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