

Clause 5 - Leadership



'Leadership'
is made up of
3 clauses

Clause 5.1 – Leadership
and Commitment

Clause 5.2 – Policy

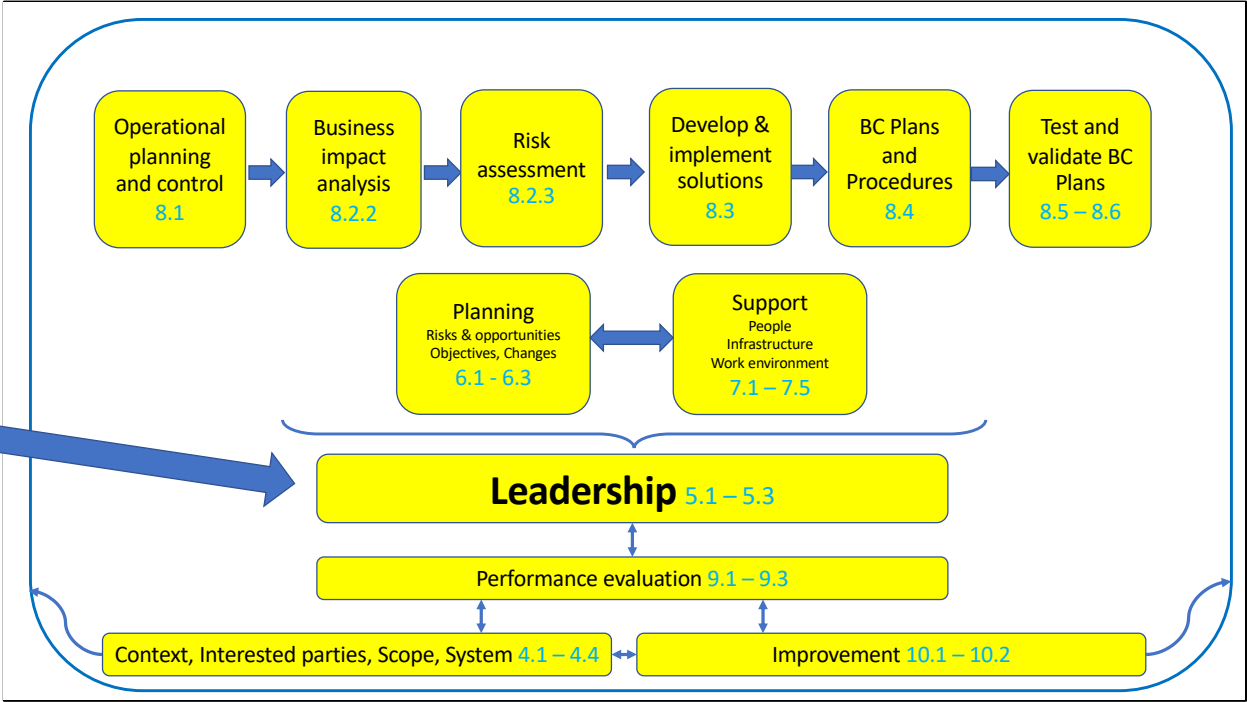
Clause 5.3 –
Organizational Structure

5.1.1 General

Top management should demonstrate leadership and commitment with respect to the innovation management system by:

- a) being accountable for the effectiveness and efficiency of the innovation management system;
- b) ensuring that the innovation vision, strategy, policy, and objectives are established, are consistent and are compatible with the context and the strategic direction of the organization;
- c) fostering a culture supporting innovation activities;
- d) ensuring the adoption and integration of the organization's innovation management system requirements into the organization's existing structures and business processes, as appropriate;
- e) supporting leaders at all levels and other relevant management roles to demonstrate their leadership and commitment to develop their leadership regarding innovation, as it applies to their areas of responsibility.
- f) ensuring that structures, support, including resources and processes, needed for the innovation management system are available;
- g) creating awareness and communicating the importance of effective innovation

- management and of adopting the innovation management system guidance;
- h) ensuring that the innovation management system achieves its intended outcomes;
 - i) engaging, directing, and supporting persons to contribute to the effectiveness of the innovation management system;
 - j) encouraging and recognizing innovators to demonstrate good practices, ensure engagement, and facilitate learning from both successes and failures;
 - k) promoting performance evaluation at planned intervals and continual improvement of the innovation management system;



5.1 Leadership's Commitment sets the stage



5.1 Leadership and commitment

Top management shall demonstrate leadership and commitment with respect to the BCMS by:

- a) ensuring that the business continuity policy and business continuity objectives are established and are compatible with the strategic direction of the organization;
- b) ensuring the integration of the BCMS requirements into the organization's business processes;
- c) ensuring that the resources needed for the BCMS are available;
- d) communicating the importance of effective business continuity and of conforming to the BCMS requirements;
- e) ensuring that the BCMS achieves its intended outcome(s);
- f) directing and supporting persons to contribute to the effectiveness of the BCMS;
- g) promoting continual improvement;
- h) supporting other relevant managerial roles to demonstrate their leadership and commitment as it applies to their areas of responsibility.

NOTE Reference to "business" in this document can be interpreted broadly to mean those activities that are core to the purposes of the organization's existence.



Leaders will be more effective if they use the 8 requirements in this clause

5.1 Leadership and commitment

Top management shall demonstrate leadership and commitment with respect to the BCMS by:

- a) ensuring that the business continuity policy and business continuity objectives are established and are compatible with the strategic direction of the organization;
- b) ensuring the integration of the BCMS requirements into the organization's business processes;
- c) ensuring that the resources needed for the BCMS are available;
- d) communicating the importance of effective business continuity and of conforming to the BCMS requirements;
- e) ensuring that the BCMS achieves its intended outcome(s);
- f) directing and supporting persons to contribute to the effectiveness of the BCMS;
- g) promoting continual improvement;
- h) supporting other relevant managerial roles to demonstrate their leadership and commitment as it applies to their areas of responsibility.

NOTE Reference to "business" in this document can be interpreted broadly to mean those activities that are core to the purposes of the organization's existence.

Leadership has to...

- Ensure that the business continuity policy (5.2) and objectives (6.2) are established
- Ensure the integration of the BCMS requirements into the organization's business processes
- Ensure that the resources needed for the BCMS are available
- Communicate the importance of effective business continuity and of conforming to the BCMS requirements
- Ensure that the BCMS achieves its intended outcomes
- Direct and support persons to contribute to the effectiveness of the BCMS
- Promote continual improvement
- Support other managers to demonstrate their leadership and commitment as it applies to their areas of responsibility



Leaders lead by example whether they want to or not

Leaders need
to focus on
building a
system
focused on
continuity





5.2.1 Establishing the business continuity policy

Top management shall establish a business continuity policy that:

- a) is appropriate to the purpose of the organization;
- b) provides a framework for setting business continuity objectives;
- c) includes a commitment to satisfy applicable requirements;
- d) includes a commitment to continual improvement of the BCMS.

5.2.2 Communicating the business continuity policy

The business continuity policy shall:

- a) be available as documented information;
- b) be communicated within the organization;
- c) be available to interested parties, as appropriate.



Leaders need to create a 'Continuity Vision'

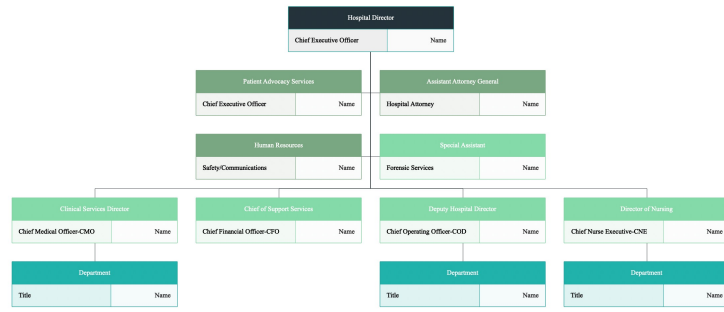
Top management should establish, implement, and maintain an innovation vision that:

- a) is a description of a future state that the organization is aspiring for, in terms of innovation activities, including the future role of the organization and the desired impact of its innovations;
- b) is consciously ambitious, challenges the status quo, and is not constrained by the organization's current capabilities;
- c) serves as a guide for strategic choices and provides a framework for setting the innovation strategy, policy, and objectives;
- d) can be communicated and understood internally to inspire people to commit and work towards;
- e) can be communicated externally to enhance the reputation of the organization and to attract relevant interested parties;
- f) is available as documented information.



The continuity Policy will
act as a roadmap

The organizational chart will help clarify decisions that are made



5.3 Roles, responsibilities and authorities

Top management shall ensure that the responsibilities and authorities for relevant roles are assigned and communicated within the organization.

Top management shall assign the responsibility and authority for:

- a) ensuring that the BCMS conforms to the requirements of this document;
- b) reporting on the performance of the BCMS to top management.

[6] ISO 22313, *Societal security — Business continuity management systems — Guidance*

[7] ISO 22316, *Security and resilience — Organizational resilience — Principles and attributes*

[8] ISO/TS 22317, *Societal security — Business continuity management systems — Guidelines for business impact analysis (BIA)*

[9] ISO/TS 22318, *Societal security — Business continuity management systems — Guidelines for supply chain continuity*

[10] ISO/TS 22330, *Security and resilience — Business continuity management systems — Guidelines for people aspects of business continuity*

[11] ISO/TS 22331, *Security and resilience — Business continuity management systems — Guidelines for business continuity strategy*

Three takeaways from 'Leadership'

1. Leaders lead by example (whether they **want** to or not!)
2. The 'Policy' is a guiding light
3. The organizational chart shows responsibilities and the communication flow

Time for a quiz!

You'll need your copy
of ISO 22301 to answer
the quiz questions
after each Lesson

