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# Security and resilience — Organizational resilience — Principles and attributes

*Sécurité et résilience — Résilience organisationnelle — Principes et attributs*



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# Foreword

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The procedures used to develop this document and those intended for its further maintenance are described in the ISO/IEC Directives, Part 1. In particular the different approval criteria needed for the different types of ISO documents should be noted. This document was drafted in accordance with the editorial rules of the ISO/IEC Directives, Part 2 (see www.iso.org/directives).

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Any trade name used in this document is information given for the convenience of users and does not constitute an endorsement.

For an explanation on the voluntary nature of standards, the meaning of ISO specific terms and expressions related to conformity assessment, as well as information about ISO's adherence to the World Trade Organization (WTO) principles in the Technical Barriers to Trade (TBT) see the following URL: www.iso.org/iso/foreword.html.

This document was prepared by Technical Committee ISO/TC 292, *Security and resilience*.



 

# Introduction

Organizational resilience is the ability of an organization to absorb and adapt in a changing environment to enable it to deliver its objectives and to survive and prosper. More resilient organizations can anticipate and respond to threats and opportunities, arising from sudden or gradual changes in their internal and external context. Enhancing resilience can be a strategic organizational goal, and is the outcome of good business practice and effectively managing risk.

An organization's resilience is influenced by a unique interaction and combination of strategic and operational factors. Organizations can only be more or less resilient; there is no absolute measure or definitive goal.

A commitment to enhanced organizational resilience contributes to:

— an improved ability to anticipate and address risks and vulnerabilities;

— increased coordination and integration of management disciplines to improve coherence and performance;

— a greater understanding of interested parties and dependencies that support strategic goals, and objectives.

There is no single approach to enhance an organization's resilience. There are established management disciplines that contribute towards resilience but, on their own, these disciplines are insufficient to safeguard an organization's resilience. Instead, organizational resilience is the result of the interaction of attributes and activities, and contributions made from other technical and scientific areas of expertise. These are influenced by the way in which uncertainty is addressed, decisions are made and enacted, and how people work together.

This document establishes the principles for organizational resilience. It identifies the attributes and activities that support an organization in enhancing its resilience.

This document includes:

— principles providing the foundation for enhancing an organization's resilience;

— attributes describing the characteristics of an organization that allow the principles to be adopted;

— activities guiding the utilization, evaluation and enhancement of attributes.

# Security and resilience — Organizational resilience — Principles and attributes

## 1 Scope

This document provides guidance to enhance organizational resilience for any size or type of organization. It is not specific to any industry or sector. This document can be applied throughout the life of an organization.

This document does not promote uniformity in approach across all organizations, as specific objectives and initiatives are tailored to suit an individual organization's needs.

## 2 Normative references

The following documents are referred to in the text in such a way that some or all of their content constitutes requirements of this document. For dated references, only the edition cited applies. For undated references, the latest edition of the referenced document (including any amendments) applies.

ISO 22300, *Societal security — Terminology*

## 3 Terms and definitions

For the purposes of this document, the terms and definitions given in ISO 22300 and the following apply.

ISO and IEC maintain terminological databases for use in standardization at the following addresses:

— ISO Online browsing platform: available at http://www.iso.org/obp

— IEC Electropedia: available at http://www.electropedia.org/

**3.1**
**management**
coordinated activities to direct and control an organization

**3.2**
**interested party**
person or organization that can affect, be affected by, or perceive itself to be affected by a decision or activity

Note 1 to entry: This can be an individual or group that has an interest in any decision or activity of an organization.

**3.3**
**organizational culture**
collective beliefs, values, attitudes and behaviour of an organization that contribute to the unique social and psychological environment in which it operates

**3.4**
**organizational resilience**
ability of an organization to absorb and adapt in a changing environment

**3.5**
**values**
beliefs an organization adheres to and the standards that it seeks to observe