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Guidance on organizational resilience

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Foreword

Publishing information

This British Standard is published by BSI Standards Limited, under licence from The British Standards Institution, and came into effect on 30 November 2014. It was prepared by Technical Committee SSM/1, *Societal security management*. A list of organizations represented on this committee can be obtained on request to its secretary.

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It has been assumed in the preparation of this British Standard that the execution of its provisions will be entrusted to appropriately qualified and experienced people, for whose use it has been produced.

Presentational conventions

The guidance in this standard is presented in roman (i.e. upright) type. Any recommendations are expressed in sentences in which the principal auxiliary verb is "should".

Commentary, explanation and general informative material is presented in smaller italic type, and does not constitute a normative element.

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Introduction

Resilience is a strategic objective intended to help an organization to survive and prosper. A highly resilient organization is also more adaptive, competitive, agile and robust than less resilient organizations.

Organizational resilience is the ability of an organization to anticipate, prepare for, and respond and adapt to everything from minor everyday events to acute shocks and chronic or incremental changes.

Resilience is a relative, dynamic concept and, as such, an organization can only be more or less resilient. As a result, resilience is a goal, not a fixed activity or state, and is enhanced by integrating and coordinating the various operational disciplines that the organization might already be applying (see 5.4). In addition, an organization operates within a potentially complex web of interactions with other organizations, so it is essential to build resilience not only within the organization, but across its networks, and in its interactions with others. The organization therefore needs to provide direction to its efforts and ensure effective governance and risk management, as well as build resilience in partnership with others.

This British Standard gives guidance on achieving enhanced organizational resilience. In particular, it describes organizational resilience, articulates its benefits, and explains how to build resilience. To aid the integration and coordination of the various disciplines that are essential for resilience, the standard references other standards, published and in preparation, relating to these disciplines. Finally, it offers some basic models for assessing the resilience measures of an organization.

1 Scope

This British Standard gives guidance on building organizational resilience by:

- a) clarifying the nature and scope of organizational resilience for top management (see note);
- b) identifying the principal components of resilience to enable an organization to review its resilience and to implement and measure improvements; and
- c) identifying and recommending good practice already defined in existing standards and disciplines.

NOTE References to “top management” throughout this standard are to be interpreted as including both of the bodies defined in 2.2 and 2.6.

This standard also gives guidance on how other standards contribute to the development and management of organizational resilience with a consistent good practice structure, using agreed terminology and practices (see Bibliography) relevant to the development and management of organizational resilience.