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Foreword

ISO (the International Organization for Standardization) is a worldwide federation of national standards bodies (ISO member bodies). The work of preparing International Standards is normally carried out through ISO technical committees. Each member body interested in a subject for which a technical committee has been established has the right to be represented on that committee. International organizations, governmental and non-governmental, in liaison with ISO, also take part in the work. ISO collaborates closely with the International Electrotechnical Commission (IEC) on all matters of electrotechnical standardization.

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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.