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Contents

Page

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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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.

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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

4 Principles

4.1 General

The principles provide the foundation upon which a framework and strategy to achieve an enhanced state of organizational resilience can be developed, implemented and evaluated.

An organization's resilience:

a) is enhanced when behaviour is aligned with a shared vision and purpose;

b) relies upon an up-to-date understanding of an organization's context;

c) relies upon an ability to absorb, adapt and effectively respond to change;

d) relies upon good governance and management;

e) is supported by a diversity of skills, leadership, knowledge and experience;

f) is enhanced by coordination across management disciplines and contributions from technical and scientific areas of expertise;

g) relies upon effectively managing risk.

4.2 Coordinated approach

The organization should develop a coordinated approach that provides:

— a mandate to ensure its leaders and top management are committed to enhance organizational resilience;

— adequate resources needed to enhance the organization's resilience;

— appropriate governance structures to achieve the effective coordination of organizational resilience activities;

— mechanisms to ensure investments in resilience activities are appropriate to the organization's internal and external context;

— systems that support the effective implementation of organizational resilience activities;

— arrangements to evaluate and enhance resilience in support of organizational requirements;

— effective communications to improve understanding and decision making.

5 Attributes for organizational resilience

5.1 General

An organization that has adopted the resilience principles will demonstrate common attributes supported by activities, which guide their utilization, evaluation and enhancement. Such attributes include those described in 5.2 to 5.10.

5.2 Shared vision and clarity of purpose

Organizational resilience is enhanced by a clearly articulated and understood purpose, vision and values to provide clarity to decision making at all levels of the organization.

The organization should prioritize and resource the following activities:

a) articulate its vision, purpose and core values to all interested parties to provide strategic direction, coherence and clarity in all decision-making;

b) ensure individual goals and objectives are aligned with and committed to the organization's purpose, vision and values;

c) monitor and review regularly the suitability of the organization's strategies and their alignment with purpose, vision, core values and objectives;

d) recognize the need to reflect on and, if necessary, revise the organization's purpose, vision and core values in response to external and internal changes;

e) seek out and promote new and innovative ideas to achieve and develop its strategic objectives.

5.3   Understanding and influencing context

A comprehensive understanding of the organization's internal and external environments will help the organization make more effective strategic decisions about the priorities for resilience.

The organization should demonstrate and enhance the following:

— the ability to think beyond current activities, strategy, and organizational boundaries;

— understanding, collaborating and strengthening of relationships with relevant interested parties to support the delivery of the organization's purpose and vision.

The organization should prioritize and resource the following activities:

a) monitor and evaluate the organization's context, including interdependencies, political, regulatory environment and competitor activities under changing circumstances;

b) maintain strong relationships with interested parties and foster co-operation at all levels;

c) collaborate with interested parties that share the organization's purpose and vision.

5.4   Effective and empowered leadership

Organizational resilience is enhanced by leadership that develops and encourages others to lead under a range of conditions and circumstances, including during periods of uncertainty and disruptions.

The organization should demonstrate and enhance the following:

— effective leadership throughout the organization that encourages a culture supportive of resilience;

— leadership that can adapt to changing circumstances;

— leadership that utilizes a diverse set of skills, knowledge and behaviour within the organization to achieve organizational objectives.

The organization should prioritize and resource the following activities:

a) develop trusted and respected leaders who act with integrity and are committed to a sustained focus on organizational resilience;

b) assign roles and responsibilities for enhancing organizational resilience;

c) encourage the creation and sharing of lessons learned about success and failure and promote the adoption of better practice;

d) empower all levels of the organization to make decisions that protect and enhance the resilience of the organization.