



**International
Standard**

ISO 22336

**Security and resilience —
Organizational resilience —
Guidelines for resilience policy and
strategy**

*Sécurité et résilience — Résilience organisationnelle — Lignes
directrices pour une politique et une stratégie de résilience*

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ISO copyright office
CP 401 • Ch. de Blandonnet 8
CH-1214 Vernier, Geneva
Phone: +41 22 749 01 11
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Website: www.iso.org

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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.

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 document 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).

ISO draws attention to the possibility that the implementation of this document may involve the use of (a) patent(s). ISO takes no position concerning the evidence, validity or applicability of any claimed patent rights in respect thereof. As of the date of publication of this document, ISO had not received notice of (a) patent(s) which may be required to implement this document. However, implementers are cautioned that this may not represent the latest information, which may be obtained from the patent database available at www.iso.org/patents. ISO shall not be held responsible for identifying any or all such patent rights.

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

For an explanation of 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 www.iso.org/iso/foreword.html.

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

Any feedback or questions on this document should be directed to the user's national standards body. A complete listing of these bodies can be found at www.iso.org/members.html.

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Introduction

This document provides guidelines on formulating policy, designing strategy and determining priorities for implementing an organization's resilience strategy. It describes how organizations can better anticipate and respond to change that will enable them to deliver their objectives and to survive and prosper.

ISO 22316 established the foundational principles for organizational resilience and a set of common attributes demonstrated by the organizations that have adopted those principles.

Organizations increasingly recognize the challenges of disruption arising from natural hazards, climate change, global conflicts, pandemics, epidemics and other human-made crises impacting upon society and disrupting businesses. Consequently, organizations in the public and private sector are looking to initiatives that will contribute to an enhanced state of organizational resilience.

This document provides guidelines on how organizations should be alerted to risks. It supports the measure whereby an organization determines necessary tactics so that its vision and strategic direction provide a lasting advantage, thus avoiding being complacent of its past or current success.

[Figure 1](#) illustrates the framework for an organizational resilience policy and strategy.

The guidelines in this document are based on the principles of organizational resilience and the development of essential attributes as set out in ISO 22316.

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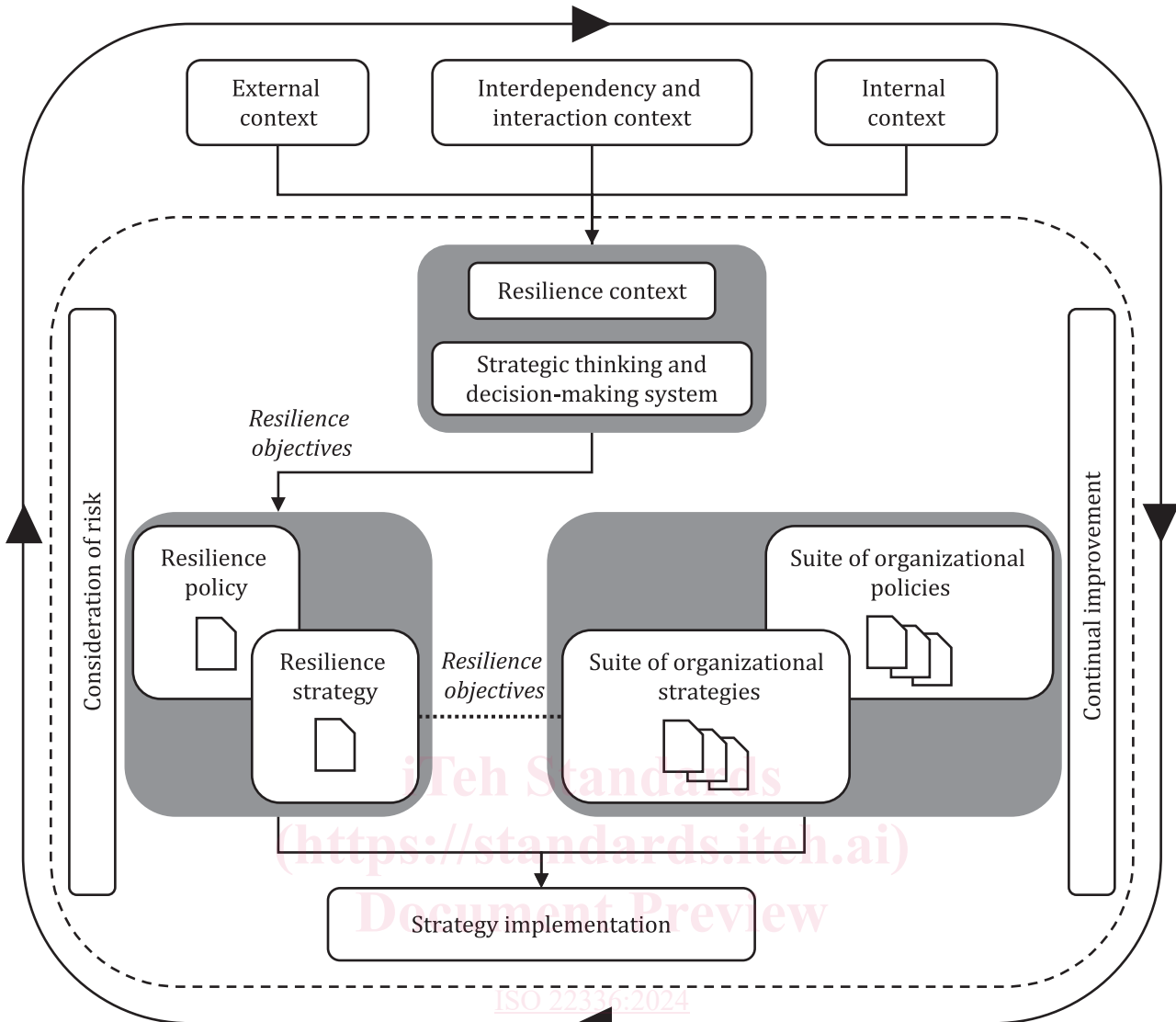


Figure 1 — Organizational resilience policy and strategy framework

Security and resilience — Organizational resilience — Guidelines for resilience policy and strategy

1 Scope

This document provides guidelines on the design and development of an organizational resilience policy and strategy. It includes:

- how to design and formulate a resilience policy;
- how to design strategy to achieve the objectives of a resilience policy;
- how to determine priorities for implementation of the organization's resilience initiatives;
- how to establish a cooperative and coordinated capability to enhance resilience.

This document is applicable to organizations seeking to enhance resilience. It is not specific to any industry or sector. It can be applied throughout the life of an organization to enhance resilience.

This document does not provide guidance on the development of an organizational resilience capability.

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, *Security and resilience — Vocabulary*

[ISO 22336:2024](https://standards.iteh.ai/catalog/standards/iso/848b1214-8e57-47f2-a235-ca2e951db3df/iso-22336-2024)

3 Terms and definitions

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

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

- ISO Online browsing platform: available at <https://www.iso.org/obp>
- IEC Electropedia: available at <https://www.electropedia.org/>

4 Principles

4.1 General

The resilience policy sets parameters for top management to embed resilience objectives into organizational strategies.

The resilience strategy, part of the overall organizational strategy, establishes objectives and corresponding activities in accordance with the policy. The resilience strategy and activities should allow the organization to develop implementation plans and deliver its broader set of organizational objectives. This should contribute to the strategic capability to anticipate and respond to change in order to survive and prosper.

There are three key principles that are the foundation for designing and implementing a resilience policy and strategy. These principles, which are explained in detail in 4.2 to 4.4 and Clause 6, underpin the framework for the process that will deliver the organization’s policy objectives.

Figure 2 illustrates the principles, attributes and enabling behaviours for designing and implementing the organizational resilience strategy.

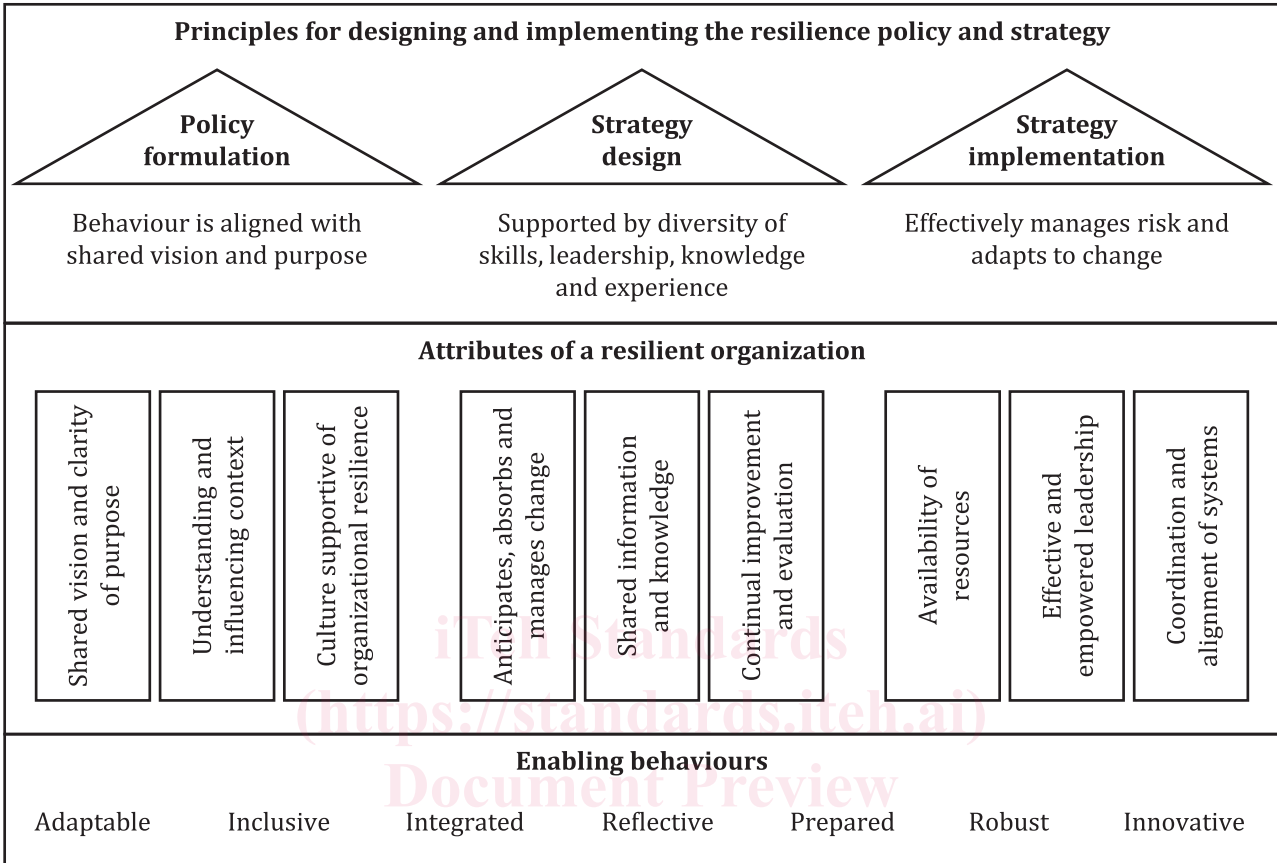


Figure 2 — Designing and implementing the organizational resilience policy and strategy

4.2 Policy formulation

The organization should document its intention to enhance its resilience in a resilience policy and assign accountability for delivery of the resilience strategy.

The organization should establish a resilience policy that aligns the organization’s values and behaviours with a shared vision and purpose. Such a policy aims to encourage a shared understanding of the organization’s vision and purpose among all interested parties and leverage positive elements of its culture during the design and implementation of the strategy.

4.3 Strategy design

The organization should design a resilience strategy that considers its governance structure and supports a diversity of skills, leadership, knowledge, and experience. Top management should be effective and empowered, understand the importance of sharing information and knowledge, and how the resilience strategy influences other organizational strategies.

4.4 Strategy implementation

When implementing the resilience strategy, the organization should consider how it can effectively manage risk and adapt to change. The organization should provide adequate resources to implement the strategy and consider how it can anticipate, identify, absorb, and manage change, and coordinate and align its systems.

5 Organizational context

In highly interconnected societies, which are becoming increasingly common at the time of publication of this document, organizations exist within a complex environment. The organization operates and achieves its objectives in multiple global, social, economic and technological systems.

Each of these systems that interface with the organization contains a set of elements or parts interconnected in such a way that their relationships can produce their own, potentially unexpected patterns of behaviour over time and become the source of abnormal or extraordinary events, and unstable conditions that can influence organizational resilience.

The interdependencies between these various systems and the interaction of the systems' respective components establishes the contexts that an organization should take into consideration when formulating policy and strategy for resilience.

Sources of opportunity, vulnerability and threats to organizations can arise out of changes in organizational context. These changes can affect critical interdependencies and their influences on people, organizations, communities and domains. Understanding the effects of changing context can contribute to more effective policy formulation, and strategy and plans for resilience.

Threats to organizational resilience can emerge directly from changes in context. The volatility, uncertainty, complexity, and ambiguity associated with unstable conditions affecting an organization can significantly influence the rate at which these changes in context can transition to threats to organizational resilience.

The organization should continually scan the relationships and interdependencies between the elements of its contexts to identify any changes in the conditions of the overall environment of the systems. Early indicators of change can signify potential opportunities or identify emerging threats to organizational objectives. By scanning multiple dimensions of the context, organizations can build knowledge that can be applied as intelligence to formulate effective policies and strategies for organizational resilience.

The significance of any changes in organizational context and their potential impact should be assessed from a strategic, tactical and operational perspective, as changes can have significant consequences at each of these levels.

6 Attributes of policies and strategies for resilience

6.1 General

The organization should align the three key principles of policy formulation, strategy design and strategy implementation with the common attributes and activities described in ISO 22316.

This alignment establishes the importance of applying the resilience attributes to anticipate and respond to changing circumstances or conditions in an organization's environment which define its context and enable it to survive and prosper.

NOTE ISO 22316 identifies the common attributes and activities that support an organization in enhancing its resilience.

6.2 Policy formulation

6.2.1 General

The organization should consider the attributes described in [6.2.2](#) to [6.2.4](#) in the resilience policy.