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Organizational Resilience

Pocket Guide

"The ultimate manifestation of making excellence a habit is Organizational Resilience." **BSI Chief Executive, Howard Kerr**

BSI introduced the world's first guidance document on Organizational Resilience in 2014 – it was developed by industry, for industry and the benefit of society and backed by government.

Organizational Resilience is

"the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper." **BS 65000 Organizational Resilience**

# Outcomes for our clients

We enable our clients to be more:

Resilient

The combined strength of these outcomes ensures that an organization is resilient, anticipating and adapting to change and disruption in order to survive and prosper for today and tomorrow.

Trusted

as this delivers reassurance to their customers

Responsible

because the well-being of people, customers and society matters

Robust

enabling them to spring back from interruptions and spring forward when opportunity arises
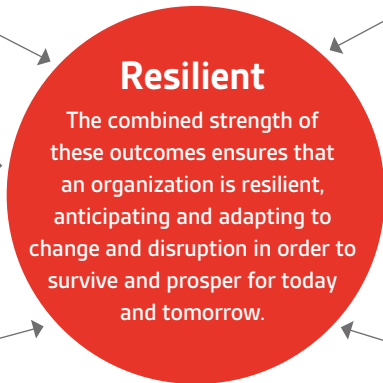
Innovative

by creating the conditions to develop improved practices, products and ideas

Agile

because the ability to adapt, with speed of decision making, is vital in today's everchanging environment

Secure

because risks are assessed, managed and mitigated

BSI Organizational Resilience – 16 elements

BSI is renowned for knowledge and expertise. We merged four highly relevant areas of best practice on the topic of organizational resilience:

1 Organizational Resilience (BS 65000)

2 Organizational Governance (BS 13500)

3 Risk Management (ISO 31000)

4 Supply Chain pre-qualification (PAS 7000)

And other topics were also considered including business continuity, information security, environmental management, health and safety and quality management. This creates 16 elements that any organization must consider in order to be resilient.

Leadership		
	1	Leadership
	2	Vision and Purpose
	3	Reputational Risk
	4	Financial Aspects
	5	Resource Management

People		
	6	Culture
	7	Community
	8	Awareness and Training
	9	Alignment

Process		
	10	Governance
	11	Business Continuity
	12	Supply Chain
	13	Information and Knowledge

Product		
	14	Horizon Scanning
	15	Innovation
	16	Adaptive Capacity

This is unique to BSI and has been incredibly well received by both academics and clients.

BSI's Organizational Resilience journey

BS 65000
Guidance
document

Organizational
Resilience framework
whitepaper

EIU market research
on Organizational
Resilience

BSI/Cranfield
academic research

BSI launches first
global OR Index and
Benchmark

**The world's
first** Organizational
Resilience
Guidance
framework

**Organizational Resilience
model developed**

88% A 'business priority'

80% 'Essential to long-term growth

61% 'A competitive advantage'

**Strategic Tension
Quadrant developed**

Index published

Benchmark available

Our Organizational Resilience Model

Three essential elements:

Product, Process, People

Three core domains:

Operational Resilience, Supply Chain Resilience, Information Resilience

Three key benefits:

Adaptive, Agile, Robust

Role of leadership

The role of leadership is central to ensuring:

- **Product Excellence**
- **Process Reliability**
- **People Behaviours**

These three factors combine to provide the customer with the best overall experience.

BS 65000

BS 65000 is a guidance document and outlines the key attributes of resilient organizations, articulates the benefits of, and explains how to build, resilience. It identifies the different stages of maturity that an organization transitions through to build and implement effective organizational activities to be resilient.

BS 65000 recognizes and outlines the role of top management in establishing and maintaining the culture, governance and direction of the business over time as a strategic activity.

Many organizations were involved in the development of BS 65000 including UK government departments, businesses, academic entities and industry associations such as business continuity and risk management.

Organizations involved in the development of BS 65000

- Association of British Certification Bodies
- Berkshire Regional Continuity Forum
- Business Continuity Institute
- Chartered Institute for Public Relations
- Civil Contingencies Secretariat
- Continuity Forum
- Cranfield University
- Emergency Planning Society
- Emergency Planning College
- Institute of Civil Protection and Emergency Management
- Institute of Risk Management
- Institute for Security & Resilience Studies
- International Professional Security Association
- International Independent Organization for Certification
- Local Authorities Resilience Group Scotland
- London First
- Metropolitan Police
- Perimeter Security Suppliers Association
- Portsmouth Business School
- RMIC
- Security Industries BCM Group
- Shetland Island Council
- Society of Industrial Emergency Services
- University of Leeds
- UK Payments Administration Limited

What does the market think?

The Economist Intelligence Unit (EIU) is a world class research organization that surveyed over 400 business executives worldwide on the topic of Organizational Resilience on behalf of BSI.

The findings showed:

1 **88%** of respondents believe resilience is a priority for their organizations

80% believe it is a pre-requisite for long-term growth

61% see it as a source of competitive advantage

However only **29%** of executives see organizational resilience practices embedded in their organizations, meaning **71%** of organizations need help.

Resilience is not what happens to an organization; it's what the organization does with what happens to it.

BSI Cranfield Research

BSI commissioned Cranfield University and the world renowned Professor Denyer, to assess 50 years of management thinking, on how organizations can become more resilient.

Key findings:
Five stages of evolutionary thinking were identified that impact an organization's strategic approach to developing and maintaining organizational resilience.
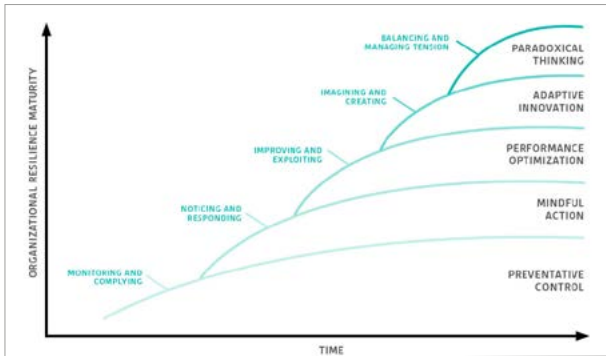
94% of people who downloaded the report are non-BSI clients and the top 3 job titles are CEO, Managing Director and Director.

The Strategic Tension Quadrant

BSI and Cranfield University together produced an innovative tool – the Strategic Tension Quadrant which is an excellent framework for change.

The vertical axis is focused on a continuum from stopping bad things happening (i.e. defensive actions), through to achieving results (i.e. progressive actions). The horizontal axis is focused on consistency (i.e. following rules and processes) and establishing goals through to a more flexible approach which looks for the generation of new ideas and innovations.

Paradoxical thinking recognizes that there are inherent tensions in the quadrants and that strategies may be approached from a 'both/and' perspective rather than an 'either/or' perspective.

The Strategic Tension Quadrant
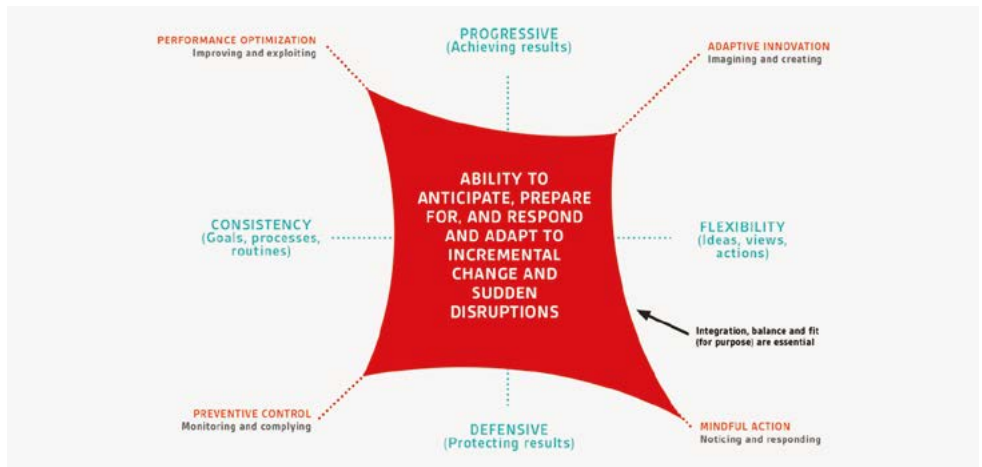
BSI Organizational Resilience Index

We canvassed the perception of over 1250 organizations and senior decision makers across the globe in multiple sectors revealing insights by geography, sector, size and longevity.

We asked them two key questions related to the 16 elements of BSI Organizational Resilience.

1   How important is each element to the long term success of your organization?

2   How well do you perform in each element?

Top 5 by Importance

1   Reputational Risk

2   Financial Aspects

3   Leadership

4   Vision and Purpose

5   Information and Knowledge

Top 5 by perceived performance

1   Financial Aspects

2   Alignment

3   Leadership

4   Vision and Purpose

5   Governance and Accountability

Full details of the results can be found in the full report:

bsigroup.com/Organizational-Resilience

BSI Organizational Resilience Benchmark

Clients can benchmark their organization against the 1260 organizations in the Organizational Resilience Index, illustrating relative strengths and vulnerabilities.

If a client would like their executive team to explore how the organization compares to others in the Index then a more comprehensive version of the Benchmark Tool is available as part of a Senior Level Organizational Resilience Workshop.

The Index results can be compared by geography, size, sector and longevity.
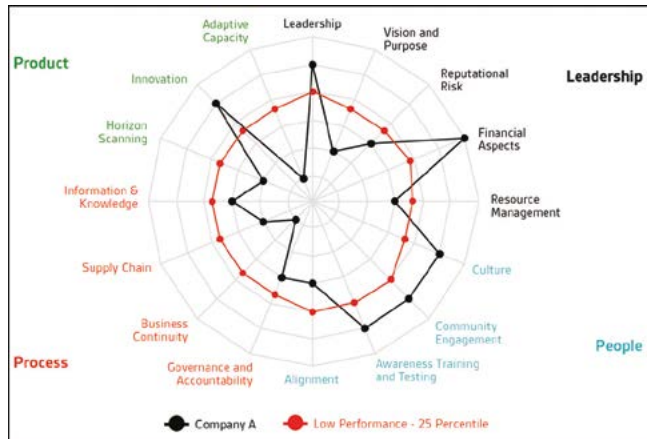
BSI and Organizational Resilience

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"the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper."

BS 65000 Organizational Resilience

Organizational Resilience reaches beyond risk management towards a more holistic view of business health and success. A resilient organization is one that not merely survives over the long term, but also flourishes – passing the test of time.

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