Organizational Resilience
Harnessing experience, embracing opportunity

Howard Kerr, Chief Executive
A brief history of Organizational Resilience

Concept of different levels of ‘resilience’ maturity

Emerging as a principle in academic areas over last 15 years

BS 65000
World’s first Standard for Organizational Resilience

Designed by industry, for industry and backed by government

2000 2014 2016
Traditional view of ‘Resilience’
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, Guidance on Organizational Resilience
“It is not the strongest of the species that survives...It is the one that is the most adaptable to change.”

Charles Darwin
Resilience is not what happens to an organization; it is what an organization does with what happens to it.
Competitive landscape

Average company lifespan on S&P 500 Index

Year (each data point represents a rolling 7 year average of average lifespan)

Data: Innosight/Richard N. Foster/Standard & Poor’s

Increasing churn – 75% will be gone by 2027

Defying corporate mortality to pass the test of time

More dynamic – FTSE from 1984, only 20% remain
Research conducted by The Economist Intelligence Unit

411 senior business leaders surveyed

- 61% heads of departments, SVPs or CEOs
- 20% from companies over 100 years old
- 16% from companies less than 10 years old
- Geographical spread
  - Asia Pacific (30%)
  - North America (30%)
  - Europe (29%)
  - Other (11%)
Organizational Resilience identified as a priority

Organizational Resilience is...

A business priority (88%)

Essential to long-term growth (80%)

A competitive advantage (61%)

Yet

Only 29% say that resilience-oriented practices are embedded today
Meaning 69% of Organisations need help
Responsibility comes from the top

Who takes responsibility for Organizational Resilience?

- The CEO’s office
- There is no single unit; organisational resilience issues are spread
- Other C-level executive
- Head(s) of business operating unit(s)
- Head(s) of Department(s)
- Other senior management below C-level or an organisational
- CFO or equivalent
- CIO or equivalent
- Don’t know
- Other, please specify

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Organizational Resilience

- Addressing your customer needs
- Managing & securing information
- Protecting infrastructure
- Enabling trust & reputation
- Ensuring regulatory compliance
- Safeguarding people
- Governing your business
- Running your business
- Ensuring supply chain continuity
- Minimising security risk
- Mitigating social risk
A true leader’s legacy is determined by what their organization achieves in the future.
ISO 22316 – 'Security and resilience - Guidelines for Organizational Resilience’
New global standard chaired by UK – expected first half 2017

- Number of organizations as part of development:
  - USA (12)  •  UK (6)  •  France (3)
  - Germany (3)  •  Russia (1)  •  China (1)
  - Netherlands (2)  •  Australia (5)  •  South Africa (1)
  - Norway (1)  •  Switzerland (1)  •  Singapore (1)
  - Indonesia (2)  •  Mexico (2)
  - Japan (4)  •  Korea (3)
  - Canada (12)  •  Sweden (3)
  - Italy (2)

Key countries involved; France via Government, USA via ASIS, ICOR, and the NFPA, UK via Government, BCI, UKAS, PWC, Australia via Government

NB at ISO representation is on a country by country basis rather than organizations
Organizational Resilience = long term business reputation

Holistic approach

Bringing real benefits

Ingredients to be a resilient organization

- Leadership
- Agility
- Values
- Behaviours
- Culture
- Continuous learning

www.bsigroup.com/Organizational-Resilience
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