

# 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**

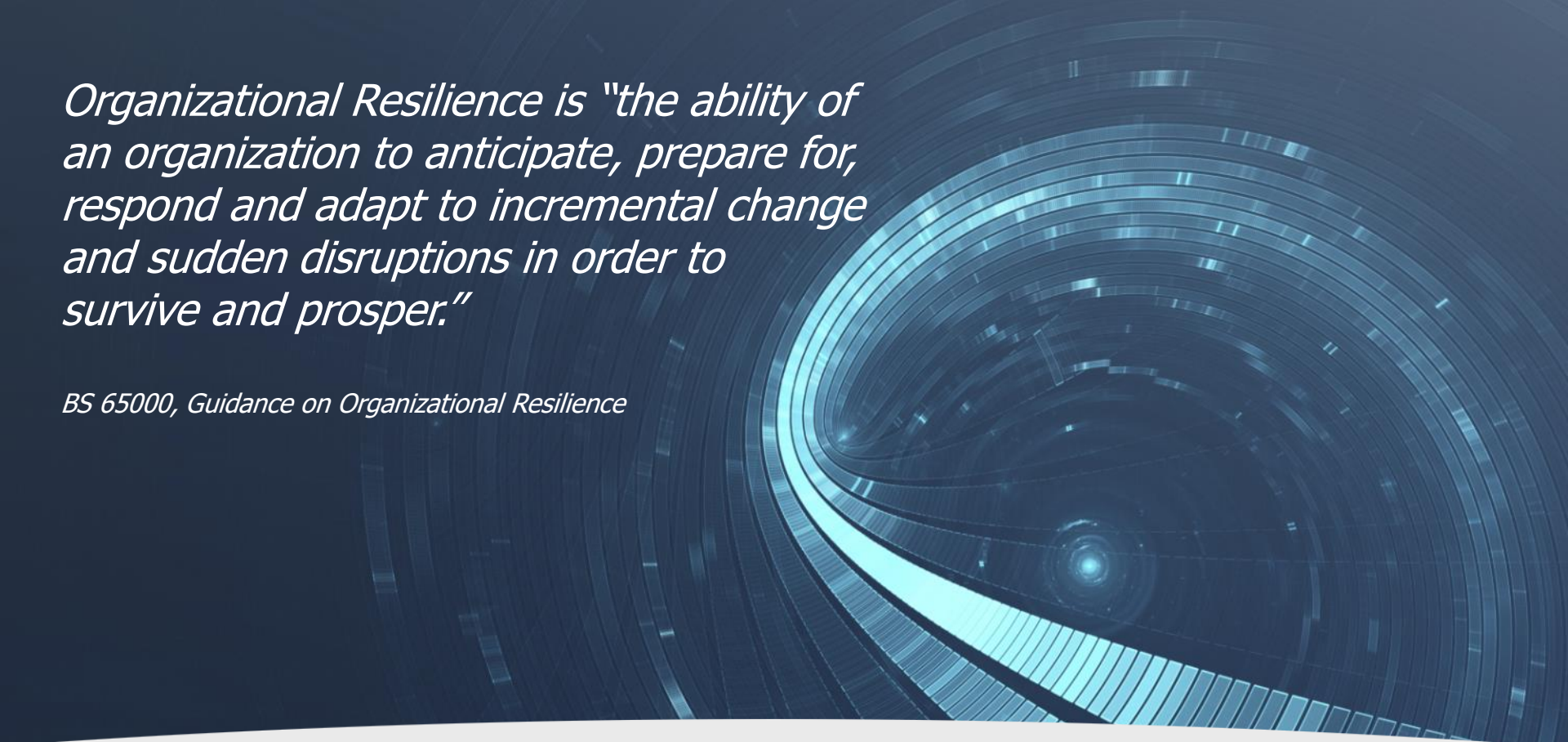


**Disaster  
Recovery**

**Business  
Continuity**

**Risk  
Mitigation**

Traditional view of 'Resilience'



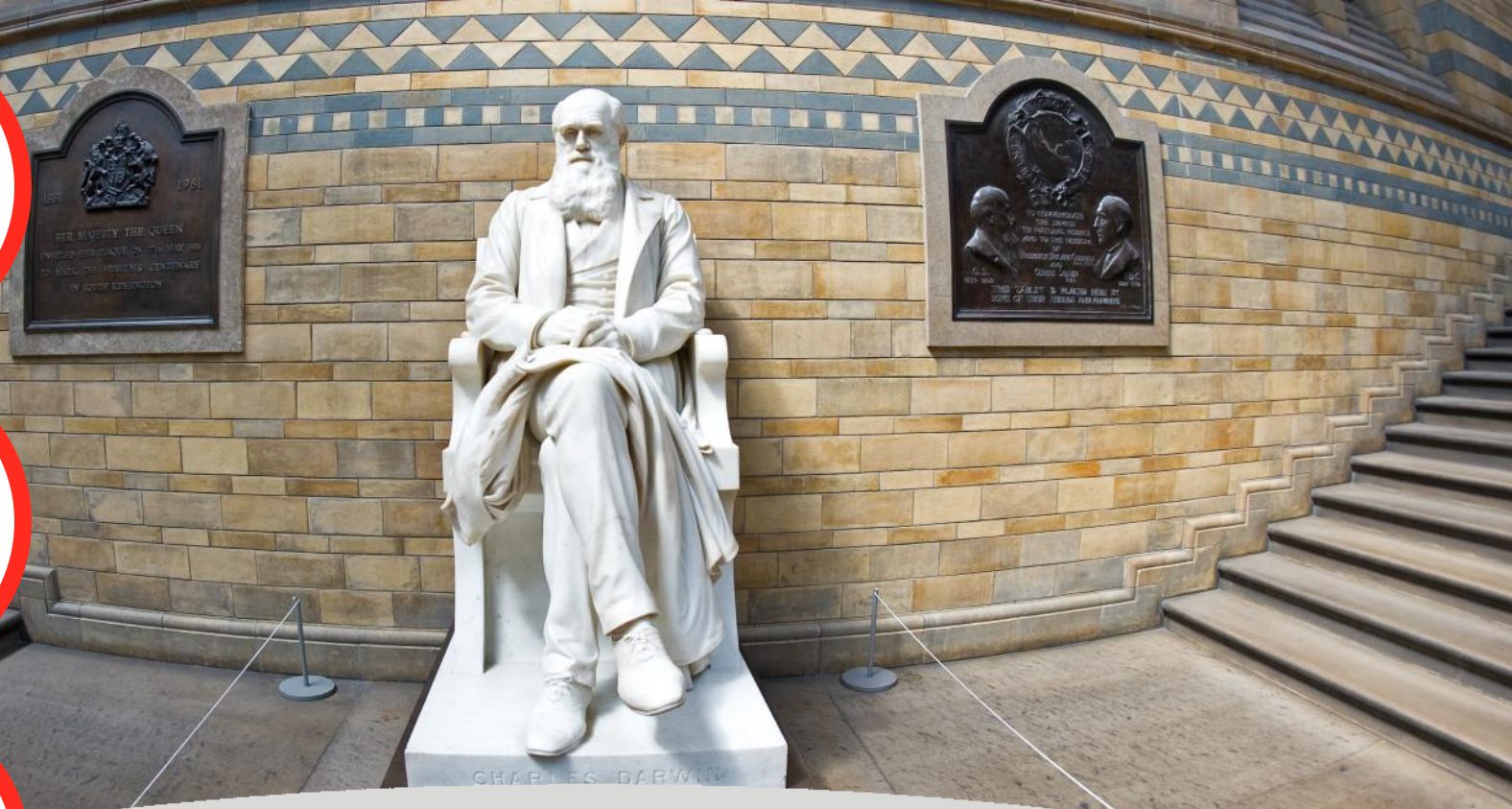
*Organizational Resilience is "the ability of an organization to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper."*

*BS 65000, Guidance on Organizational Resilience*

**Adaptable**

**Fit for  
purpose**

**Create  
advantage**



“It is not the strongest of the species that survives...It is the one that is the most adaptable to change.”

*Charles Darwin*

A group of business professionals in a meeting room, gathered around a table. They are looking at a white architectural model of a building. One man in a white shirt is pointing at the model. There are computer monitors and papers on the table. The background shows a modern office environment with large windows.

**Collective  
wisdom**

**Defy  
corporate  
mortality**

**Spring  
forward**



**TOYOTA**

**accenture**  
High performance. Delivered.

**IBM**

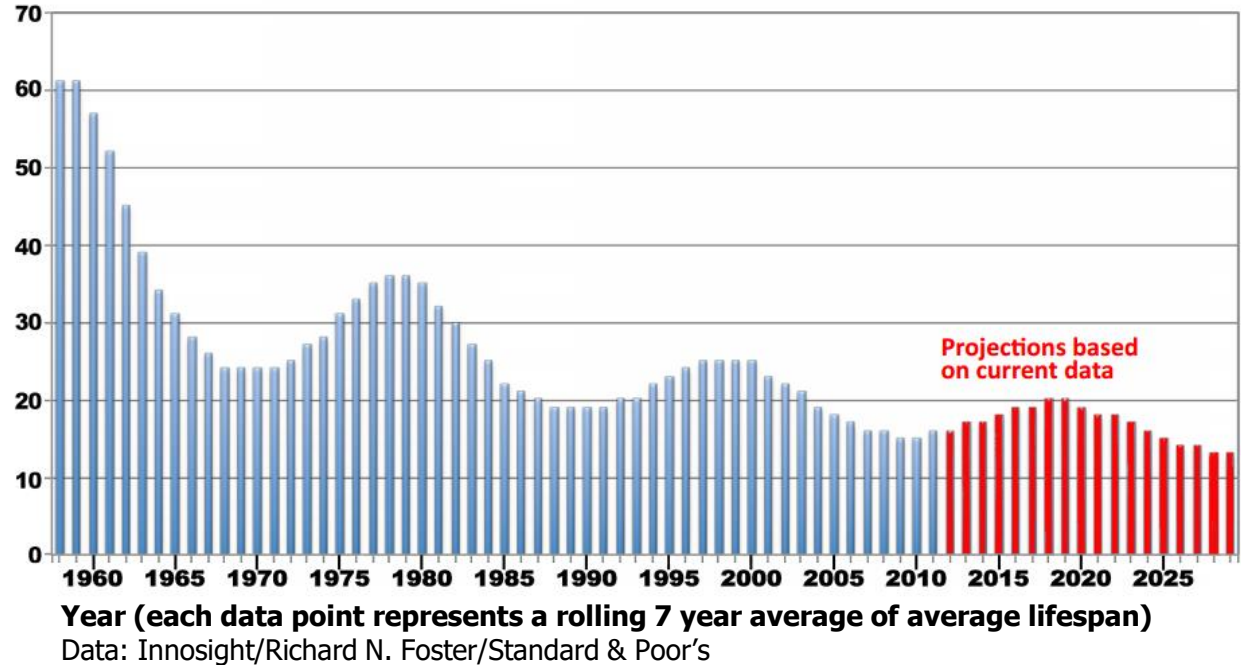
Resilience is not what happens to an organization; it is what an organization does with what happens to it

# Average company lifespan on S&P 500 Index

Increasing  
churn –  
75% will be  
gone by  
2027

Competitive  
landscape

More  
dynamic –  
FTSE from  
1984, only  
20%  
remain



Defying corporate mortality to pass the test of time

# Research conducted by The Economist Intelligence Unit

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%)



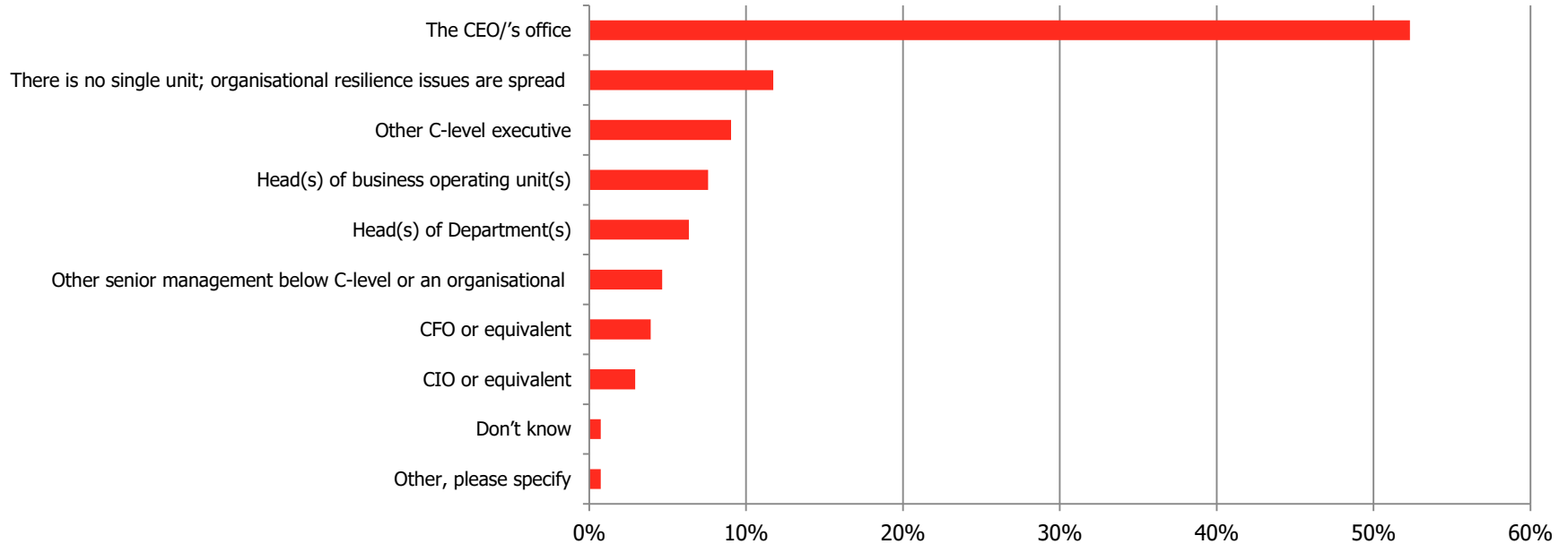
**A competitive advantage**  
(61%)

## 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?



# Organizational Resilience



**Strong  
leaders**

**Purpose  
driven**

**Legacy of  
achievement**



**Steve Jobs**



**Henry Ford**



**TATA**  
**Jamsetji Tata**

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

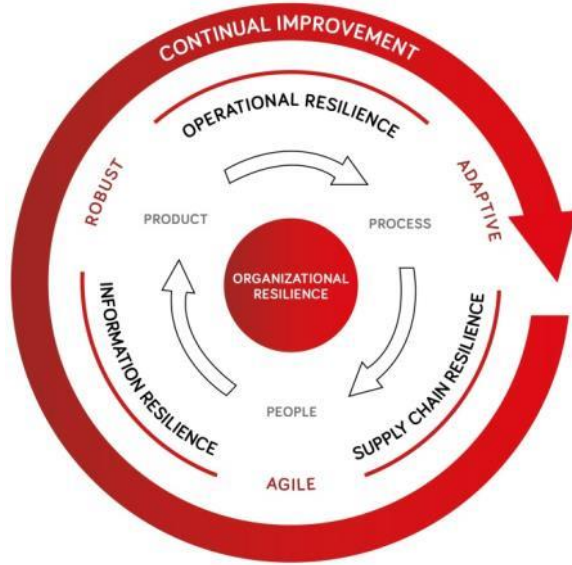
- Number of organizations as part of development:
  - USA (12)
  - Germany (3)
  - Netherlands (2)
  - Norway (1)
  - UK (6)
  - Russia (1)
  - Australia (5)
  - Switzerland (1)
  - France (3)
  - China (1)
  - South Africa (1)
  - Singapore (1)
  - Indonesia (2)
  - Japan (4)
  - Canada (12)
  - Italy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

*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](http://www.bsigroup.com/Organizational-Resilience)

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