

Q9 If you have time, please elaborate on your view of organizational resilience...

Answered: 71 Skipped: 111

#	RESPONSES	DATE
1	It is a strong concept but hard to engage and sustain senior management interest. It is a useful lens to look at the organisation, and may reveal some areas for improvement, but seems to replicate aspects of existing frameworks so easy to dismiss it or to accept the argument that it requires separate and dedicated attention. If not handled effectively it ends up looking and feeling like a solution looking for a problem.	3/28/2018 11:35 AM
2	Having being involved in the Editorial Board of BS 65000, I have reservations about how valuable a BS or ISO is, and the practical value it adds. We need to change behaviours if we are to embed resilience and get users to buy in to the concept - a standard has limited scope here.	3/19/2018 5:03 PM
3	.	3/17/2018 12:43 PM
4	Not my organisations but mine as an emergency disaster manager with several post graduate qualifications in EM/DM and 25 years of experience. Resilience is an output and the current trend referencing resilience only serves to muddy the waters for something that has existed since the 1950s. Put more resources and efforts into EM/DM rather than create a new standard for the same things. We need to unify not further fragment a fragmented industry.	3/17/2018 4:19 AM
5	Organizational resilience is very important to ensure a cohesive approach to mitigation and recovery. It can be hard to implement if siloes exist.	3/15/2018 8:54 PM
6	I'm a BCM Consultant so of course, I'm in favour of it!	3/15/2018 1:46 PM
7	Organizational resilience is not something to implement. It is something that is there in every organization. It may be a good idea to analyze it, yes and in many cases it will be desirable to increase it. But as I see it, question 8 is simply wrong.	3/15/2018 1:36 PM
8	It's the ability of an organization to maintain operations despite the possibility of losing key employees to illness, resignations or other events. It ensures that the firm has identified and trained employees who can step in and assume the key employee's responsibilities if needed.	3/14/2018 3:05 PM
9	We align to BS 65000 (the U.K. Hasn't adopted the ISO for OR) and we are certified to ISO 22301	3/13/2018 9:22 PM
10	We have business continuity and disaster recovery resilience in place with a comprehensive work from home capability and syndicated work area recovery.	3/13/2018 8:37 PM
11	I like the concept, would like more instructional tools to help with implementation.	3/13/2018 6:17 PM
12	For question #8, none of these accurately reflect my answer. I would have selected, "We have not considered implementing... however will look into it. Fairly new paradigm so it will take a while for my company to get interested, let alone adopt.	3/13/2018 4:12 PM
13	OR is more of a concept than a practical benefit. Businesses need more concrete assistance with tangible challenges and with assistance which directly, not indirectly, is understandable by staff. For as long as theoretical concepts such as OR continue to be 'sold' the efforts of resilience professionals will continue to be diluted.	3/13/2018 1:52 PM
14	Despite any standards, organizations should always develop resilience plans for themselves. Certification through a standard doesn't bring that much of an advantage for companies in general.	3/13/2018 12:04 PM
15	Wherever possible, enforcing the linkages between safety and governance systems should bring benefit. This has to be done with strategic will and the supply or resources at the tactical and operational level to make that happen.	3/13/2018 10:43 AM
16	As a health body organizational resilience is a must do programme of work for my organisation. ISO 22316 is a useful start to this journey but is probably not the complete package that was required.	3/13/2018 10:22 AM
17	Well we have not considered implementing the standard until now after this survey as it drove me to read it. We unknowingly are pretty compliant to the standard through much of our BC, cyber and other programs that have a focus upon adapting to the circumstances.	3/13/2018 10:12 AM

Has the ISO 22316 organizational resilience standard gained any traction?

18	We have organisational resilience under the overall banner of Risk Management	3/13/2018 10:04 AM
19	We are resource limited, both financial and personnel.	3/13/2018 9:38 AM
20	Org Resilience as a concept is good, but materially misunderstood as a single discipline, rather than the cohabitation of many disciplines. 22316 is far too wishy washy to be relevant and is aimed predominantly at the converted. It is not marketed in any way or form and provides no tangible benefit in adoption.	3/13/2018 8:19 AM
21	With the speed of change in our markets, resilience is key to being able to stay comfortable that disruptions will be mitigated.	3/13/2018 4:35 AM
22	Like 22316 says the coordination of management disciplines and their alignment with the organization's strategic objectives are fundamental to enhancing organizational resilience. What I think that 22316 tries to do is put strategical, tactical and operational at a same level and that is quite difficult because you don't know from where to start. In our company, we use business continuity management to align and have a view of management disciplines that contributes to organizational resilience.	3/12/2018 11:49 PM
23	It does not adequately address how the Practitioner can influence to improve org resilience. This may not be the role of the ISO and thus there is a gap for implementation	3/12/2018 11:25 PM
24	Making the business operations, to include, "Value Chain" flexible and coordinated with a continuum approach to consistency and continuity.	3/12/2018 9:27 PM
25	The most important aspect of Org Resilience is the adaptability of businesses to recover in the face of any calamity. We must be flexible and bend in order to survive.	3/12/2018 9:25 PM
26	organisational resilience, the harder element is the operationalisation of it, its not the plans, its not the process reviews, its rolling it out at all levels of the organisation, consistently and turning it into a normal daily behaviour.	3/12/2018 9:18 PM
27	We are working towards ISO 22301. Enterprise Resilience is of extreme importance.	3/12/2018 9:07 PM
28	The framework positioning of organizational resilience as reacting to slow, large impacts is completely wrong. The entire approach might have been useful 30-40 years ago, but is completely outdated today in a context of lean and agile management. The publication is a waste of time.	3/12/2018 8:37 PM
29	the idea of "fully implemented" is erroneous, as its a continually changing set of elements. ANSI selling the standard doc is just plain wrong in my opinion, OASIS has a much better model. Check out the NYC Metropolitan Resilience Network (NYU INTERCEP, William Raisch)	3/12/2018 7:56 PM
30	Over the years we have followed the general guidelines of a resiliency standard but haven't not fully completed the necessary official designation. Our business is not as regulated as manufacturing or banking.	3/12/2018 7:48 PM
31	OR is something that should be written into the organisation's strategic plans. Great to have, but difficult to push from the bottom up. ISO22316 would be difficult to implement.	3/12/2018 7:47 PM
32	We built a full and complex BC plan in 2016 and are doing a complete refresh of it this year. We are also modernizing our DR to make use of cloud recovery capabilities.	3/12/2018 7:18 PM
33	Organizational resilience is the ability of organizations to withstand changes in its environment and still function at an acceptable level.	3/12/2018 6:57 PM
34	It should have been an organisation essential, similar to health and safety	3/12/2018 6:52 PM
35	I was aware of BS65000 but was not aware of the ISO. I think true BC practitioners have been covering many of the wider resilience aspects for some time, so in a sense the Organisational Resilience standard brings little new, but does help to formalise the need for these wider activities. Interestingly in the organisations I have been dealing with there was a move towards Resilience becoming the more recognised term over BC, however in the last couple of years BC seems to be returning as the catch all term.	3/12/2018 6:18 PM
36	I have no budget to purchase and review the ISO standards. However, I would be interested in seeing what the ISO 22316 covers.	3/12/2018 6:03 PM
37	Your question is somewhat odd. You can't implement "organisational resilience" but you can focus on increasing it where useful and removing effort where it doesn't pay off.	3/12/2018 5:57 PM
38	"Traditional" risk management, business continuity and IT DR are still gaining traction ... not appropriate to take a step forward into organisational resilience at this point.	3/12/2018 5:31 PM
39	We consider that it is prudent to have organizational resilience as we recommend it to other organizations	3/12/2018 5:19 PM
40	Everything matters and everything must work.	3/12/2018 4:43 PM

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41	It's important, I think, but here, not so much.	3/12/2018 3:43 PM
42	As a business providing Cloud based solutions including back ups and data hosting we are constantly promoting organisational resilience. Although I think a lot of marketing is based around scare mongering which doesn't help in persuading businesses that this is a key business focus. People's incomes and livelihoods depend on their employer being a going concern and managers should take steps to ensure that they can recover should the worst happen.	3/12/2018 3:29 PM
43	The Standard does tend to labour the viewpoint that OR is a Risk Management exercise and obfuscates any benefits from a holistic approach incorporating Business Continuity. OR is not a deliverable it is an attitude of a flexible organisation responding to any or multiple disruptive events by utilising their well-rehearsed tools, procedures and processes that can be relied upon. 22316 is an advisory standard NOT the only way to achieve the goal.	3/12/2018 3:13 PM
44	From reading the standard there seems to be a weak link between business continuity and organisational resilience. As a BC Manager I would suggest the standard to our sales and marketing teams but not as a tool specifically for BC.	3/9/2018 2:00 PM
45	I believe that BCM is reaching the point where it has too many ISO standards. It is at risk of becoming too restrictive. Adherence to BCM standards will cease to be a BCM goal, because our organisations are far more changeable and adaptive to global conditions than standards allow.	3/7/2018 11:43 AM
46	Due to frequent organisational change the opportunity to implement a process is changed with every leadership change. There is not a period long enough between change to develop, implement and sustain.	3/1/2018 9:26 PM
47	organizational resilience is BAU for us. Nothing new.	2/22/2018 11:40 AM
48	25999 still our bible	2/21/2018 9:15 AM
49	Fundamental to organizational capability, multi-strand and not well covered in the ISO; which is quite 'low-level' coverage and limited in scope.	2/15/2018 7:37 AM
50	Organizational resilience is not a one-fit-all turn key solution, it will need specific customisation for each organization. Higher level of resilience can be achieved when various protective disciplines start collaboration and integration. In which case the overall cost of resilience can be reduced while gaining on the resilience posture.	2/12/2018 1:15 PM
51		2/10/2018 7:38 PM
52	Being the result of many discipline, it is important to understand the content of each one and apply them in your Organization as much as possible.	
53	There are enough challenges implementing "traditional" business continuity currently - we are a long way from thinking about more joined-up organisational resilience	
54	There are many disciplines and practices which contribute to OR, all of which depend on attitude, behaviour and culture. For example: BC, Risk Mgt, Crisis Mgt, Security, Planning. I heard that the standard has not been adopted by the BSI and I would be interested to know why.	
		2/9/2018 2:23 PM
		2/9/2018 2:17 PM
		2/9/2018 12:32 PM
55	It is going to become a key success factor for organizations of any industry and region.	2/9/2018 12:02 PM
56	Nope	2/9/2018 9:28 AM
57	It's a great concept - but much easier to talk about than to do. Tying together all the different disciplines that contribute to "resilience" is difficult in a large organization (200,000 people). Multiple disciplines naturally have different views of resilience and different thoughts on priorities. Still, even if some weak links remain, it is better to take some actions than to do nothing.	2/7/2018 2:03 PM
58	This is one standard too far. How can anyone try to standardize organizational resilience? It's all theory, with no practical value.	2/7/2018 12:18 AM

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59	In a very large corporate organisation, OR is almost impossible to achieve - with or without a standard. Corporate politics and posturing have far more influence than a well meaning concept. ISO has gone off the rails in producing massive amounts of strategic guidance and standards aimed at a grass roots level pre-converted audience, without any consideration of promoting a plan encompassing a maturity model of moving from 1 standard to another, nor ensuring the standard is socialised with and "sold" to the actual decision makers. Whilst removing the "ownership" of 22316 from any one discipline is paramount to its usability, it is also the reason it will fail - no-one can politically claim the kudos for successful implementation. Unless ISO as an internationally recognised organisation with credibility can start getting mandates in place in Government and high end Corporates, uptake will be very limited at best and, at least in this space, they and their standards will become even more irrelevant.	2/6/2018 10:27 PM
60	Lack of awareness of the standard. What is the value add to attract business leaders.	2/6/2018 9:39 PM
61	Prefer to BSI Standard	2/6/2018 9:36 PM
62	Seems to be a great deal of overlap between this and other standards. Am not seeing a great deal of excitement about this one.	2/6/2018 8:24 PM
63	It is misunderstood, many seem to think it is just the next iteration/re-branding of Business Continuity	2/5/2018 3:54 PM
64	pointless standard. tells me nothing	2/5/2018 12:42 PM
65	Needed. Our organisation requires a transparent policy around its overall Business Continuity. The supporting Resilience policy should be a sub-plan of this.	2/4/2018 11:50 PM
66	In the region where I am, ISO 22301 is still considered new for many organization .. I expect that ISO22316 will be considered for implementation in starting the year 2022 (5 years from now)	2/4/2018 7:34 PM
67	Resiliency is inherent in a BC program and is expected to be in compliance with FFIEC IT handbooks so adapting some of the other features outlined in the ISO standard was a good way to round out some areas	2/4/2018 8:58 AM
68	I think the ISO standard puts the cart before the horse as the risk management and readiness disciplines have yet to agree on a comprehensive definition for organizational resilience. I also believe that resilience is an evolving activity and not something an organization delivers or accomplishes. What little I've read of the standard seems poorly defined while not being broad enough in scope given the wide range of activities and disciplines that resilience encompasses.	
69	Capability of an organization to anticipate, respond, adapt and grow after any sudden or continuous change affecting its operations.	2/2/2018 10:13 PM
		2/2/2018 7:12 PM
		2/2/2018 6:44 PM
71		2/2/2018 11:32 AM