



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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Foreword

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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.

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.