

一般社団法人レジリエンス協会

組織チーム

2015年 第3回研究会

2015.7.30

株式会社インターリスク総研

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# Agenda

- **ニュージーランドの研究プロジェクト「Resilient Organisations」による論文の紹介**
- **上記に関するディスカッション(17:00 終了予定)**

# 論文の概要

- Developing a Tool to Measure and Compare Organization's Resilience
  - 著者: Amy V. Lee, John Vargo, and Erica Seville
  - 掲載誌: Natural Hazards Review, Feb. 2013
    - American Society of Civil Engineers
  - "This paper develops a survey tool that organizations can use to identify their strengths and weaknesses and to develop and evaluate the effectiveness of their resilience strategies and investments." (Abstract)

[http://www.resorgs.org.nz/images/stories/pdfs/journal/developing\\_a\\_tool\\_to\\_measure.pdf](http://www.resorgs.org.nz/images/stories/pdfs/journal/developing_a_tool_to_measure.pdf)

# なぜ組織のレジリエンスを測定するのか？

- **Metrics for measuring and evaluating organizational resilience can contribute to four key organizational needs:**
  - **The need to demonstrate progress toward becoming more resilient;**
  - **The need for leading, as opposed to lagging, indicators of resilience;**
  - **The need to link improvements in organizational resilience with competitiveness;**
  - **The need to demonstrate a business case for resilience investments.**

# McManus's Indicators of ROR(修正版)

| Resilience ethos   |  |  |
|--|--|--|
| Commitment to resilience<br>Network perspective  |  |  |
| Situation awareness  | Management of keystone vulnerabilities   | Adaptive capacity  |
| <ul style="list-style-type: none"> <li>Roles and responsibilities</li> <li>Understanding and analysis of hazards and consequences</li> <li>Connectivity awareness</li> <li>Insurance awareness</li> <li>Recovery priorities</li> <li>Internal and external situation monitoring and reporting</li> <li>Informed decision making</li> </ul> | <ul style="list-style-type: none"> <li>Planning strategies</li> <li>Participation in exercises</li> <li>Capability and capacity of internal resources</li> <li>Capability and capacity of external resources</li> <li>Organizational connectivity</li> <li>Robust process for identifying and analyzing vulnerabilities</li> <li>Staff engagement and involvement</li> </ul> | <ul style="list-style-type: none"> <li>Silo mentality</li> <li>Communications and relationships</li> <li>Strategic vision and outcome expectancy</li> <li>Information and knowledge</li> <li>Leadership, management, and governance structures</li> <li>Innovation and creativity</li> <li>Developed and responsive decision making</li> </ul> |

# New Model of Organizational Resilience

| Factors           | Indicator                          |
|-------------------|------------------------------------|
| Adaptive capacity | Minimization of silos              |
|                   | Internal resources                 |
|                   | Staff engagement and involvement   |
|                   | Information and knowledge          |
|                   | Leadership                         |
|                   | Innovation and creativity          |
|                   | Decision making                    |
|                   | Situation monitoring and reporting |
|                   | Planning                           |
| Planning          | Planning strategies                |
|                   | Participation in exercises         |
|                   | Proactive posture                  |
|                   | External resources                 |
|                   | Recovery priorities                |

# Resilience Indicators



<http://www.resorgs.org.nz/Content/what-is-organisational-resilience.html>