

A tool to assess organizational resilience

Pariès Jean ^a, Morel Gaël ^b, Moreau Antoine^a, Valot Claude^a

ABSTRACT

Within the framework of DEDALE consulting activity, we have developed a tool to assess the organizational resilience of complex sociotechnical systems. The tool is intended to be used by consultants as a support to deliver a diagnosis of the ability of an organization to manage safety risks. The first version of this tool (Lot et al., 2012) was developed empirically, following a study conducted within the Geneva University Hospital Intensive Care Unit. This first version was inspired by Hollnagel's Resilience Analysis Grid (2009, 2011). Each of the four abilities - anticipate, monitor, respond and learn - was assessed by a set of items categorized according to the following three modes of operation: nominal, degraded and crisis. This first version was later redesigned within a collaborative research work conducted with the University of Southern Brittany (UBS) to encompass the "four quadrants" model of risk management modes proposed by Pariès (2018), and to develop an workable version of the tool.

In its current version, the assessment grid includes a series of items which have been validated empirically in the context of a focus group drawing on the experience of Dédale consultants' industry interventions and of one UBS researcher. The purpose of this workshop is to present the tool in its theoretical foundations and its operational features, and ask the participants to make a critical review of it, as potential users. It could lay the foundation for a community of use.

KEYWORDS

Organizational Resilience, Assessment, Safety Management Modes

REFERENCES

- Hollnagel, E., (2009). The four cornerstones of resilience engineering. In: Nemeth, C., Hollnagel, E., Dekker, S. (Eds.), *Resilience Engineering Perspectives: Preparation and Restoration*, vol. 2. Ashgate, Burlington, pp. 117–133.
- Hollnagel, E. (2011). RAG-The resilience analysis grid. *Resilience engineering in practice: a guidebook*. Ashgate Publishing Limited, Farnham, Surrey, 275-296.
- Lot, N., Tassaux, D., Pariès, J. (2012). HUG, Etude de la résilience du service des soins intensifs. Rapport Final, 54pp.
- Pariès, J., Macchi, L., Valot, C., & Deharvenge, S. (2018). Comparing HROs and RE in the light of safety management systems. *Safety Science*. Pariès, J. (2012). Note sur la résilience des organisations. Paris, 31pp.

^a DEDALE SAS 36 rue Vivienne 75002, Paris, France
jparies@dedale.net; cvalot@dedale.net; amoreau@dedale.net

^b Université Bretagne Sud Lab-STICC/IHSEV UMR CNRS 6285- 56321, Lorient, France
gmorel@univ-ubs.fr