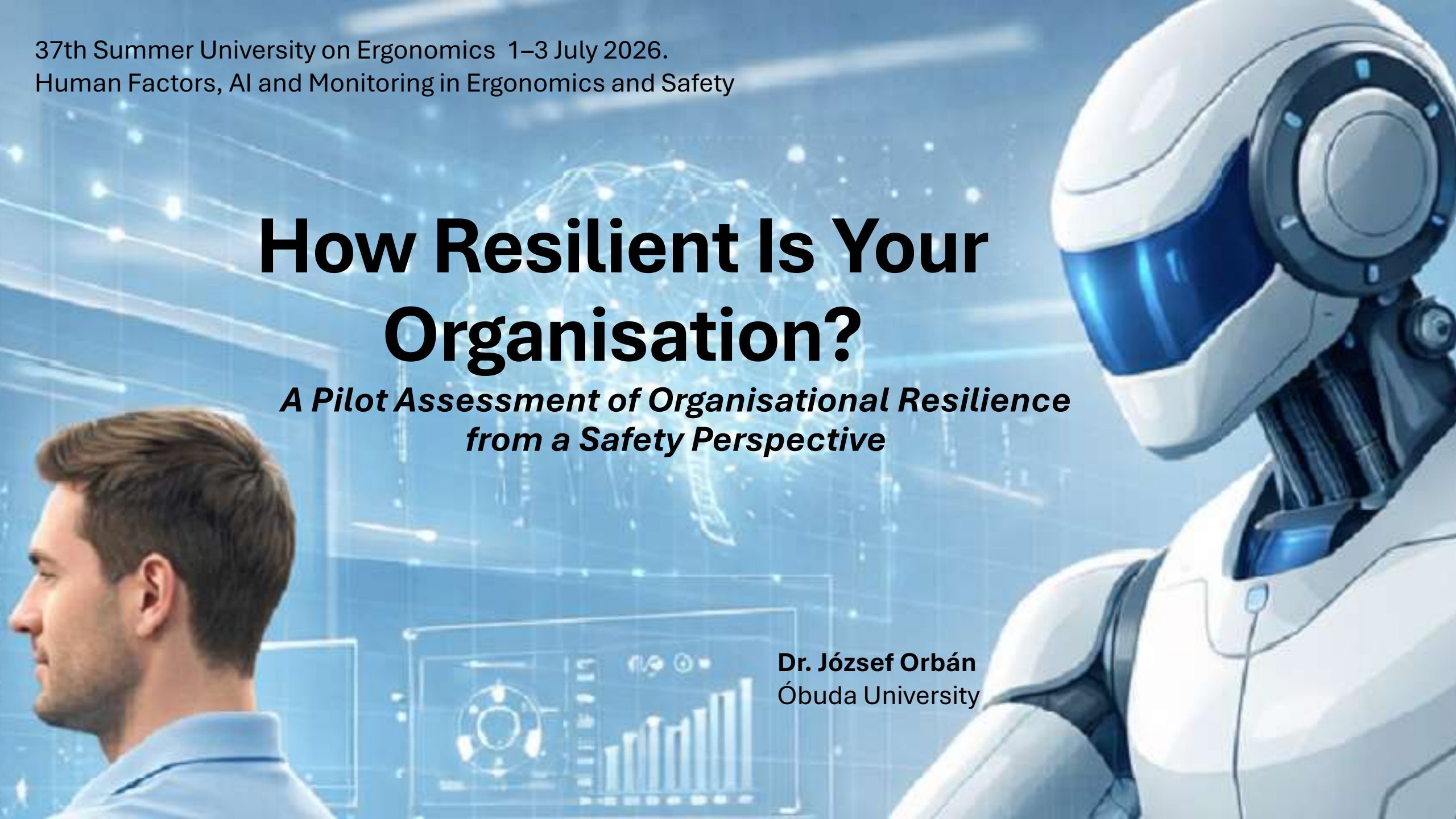


37th Summer University on Ergonomics 1–3 July 2026.
Human Factors, AI and Monitoring in Ergonomics and Safety

How Resilient Is Your Organisation?

*A Pilot Assessment of Organisational Resilience
from a Safety Perspective*

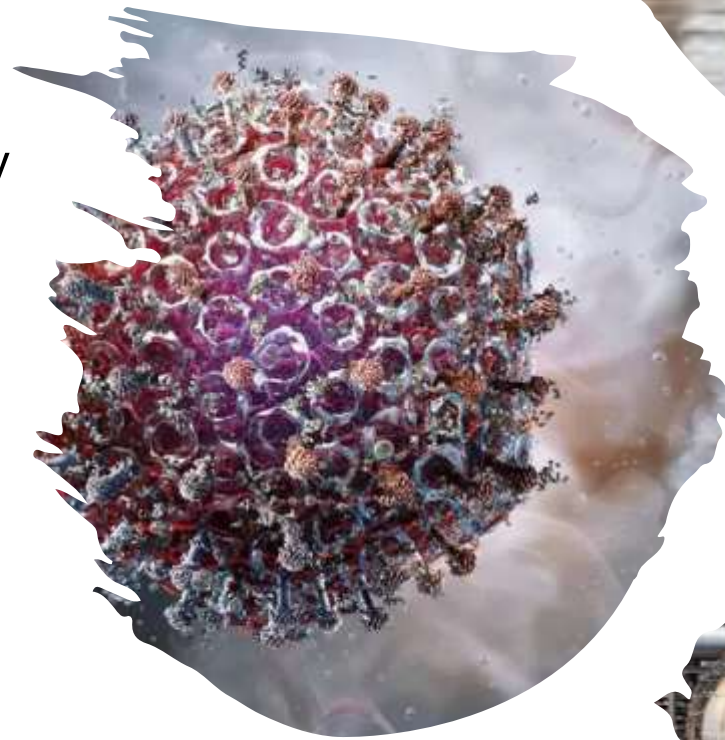
Dr. József Orbán
Óbuda University



Why organisational resilience matters?

- These events are very different. Yet they all ask the same question:

How resilient is the organisation?



Why safety?

Most studies investigate resilience independently from

- management,
- psychology,
- healthcare,
- engineering.

Occupational safety integrates resilience supporting layers

- Technical hazard control layer
- Operational discipline and procedures layer
- Monitoring and risk-intelligence layer
- Organizational safety management layer
- Safety culture and psychological safety layer
- Individual and team resilience layer
- Learning and improvement layer

Research question:

Can organisational resilience be assessed through safety-related organisational factors?



Some basic theory of resilience



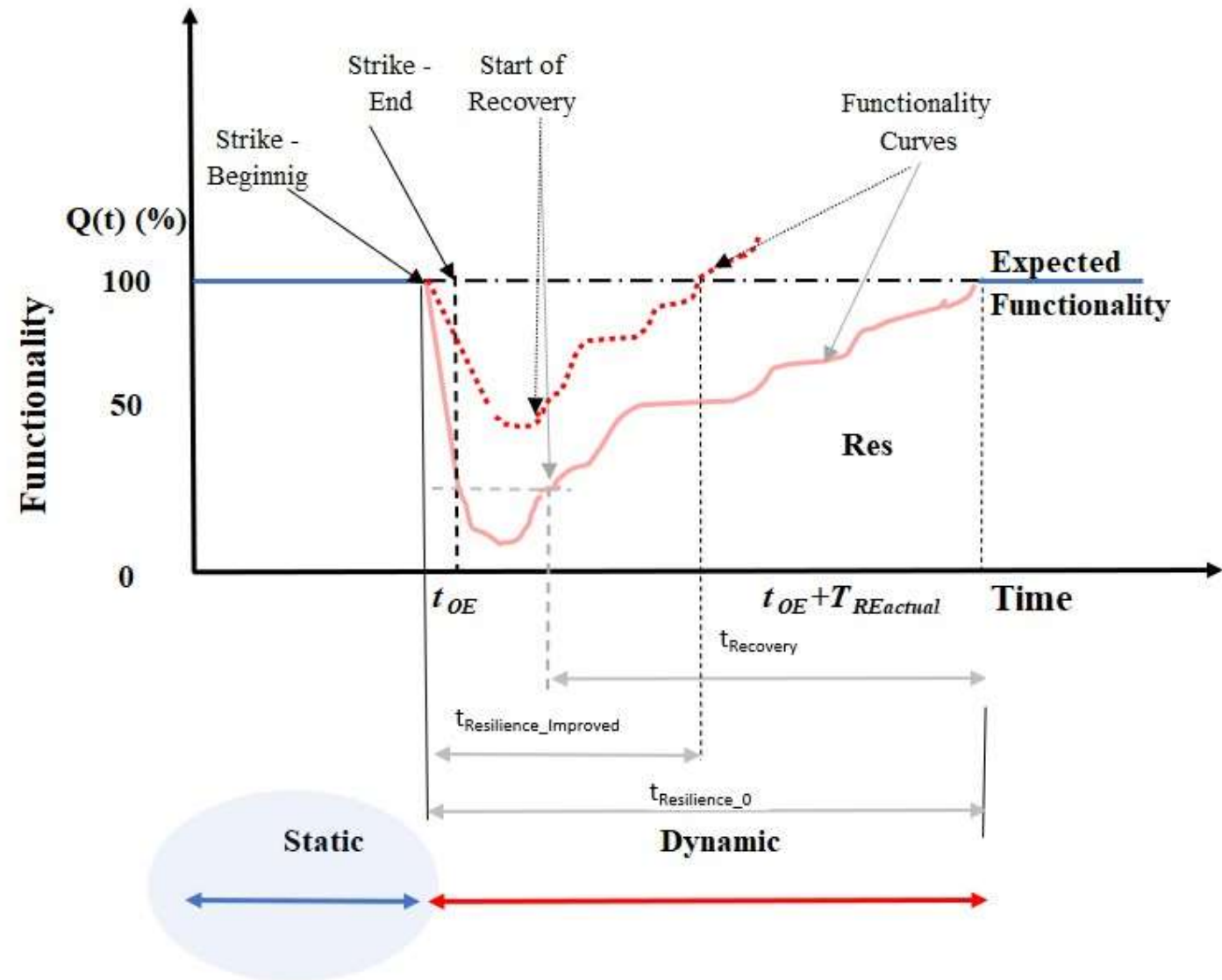


From where to start?

- What is resilience?
Not resistance!
- But:
 - Bounce back
 - Recovery after strike
 - self-righting
 - Fight against K.O.
 - Stand up again...
- Just like roly-poly toy

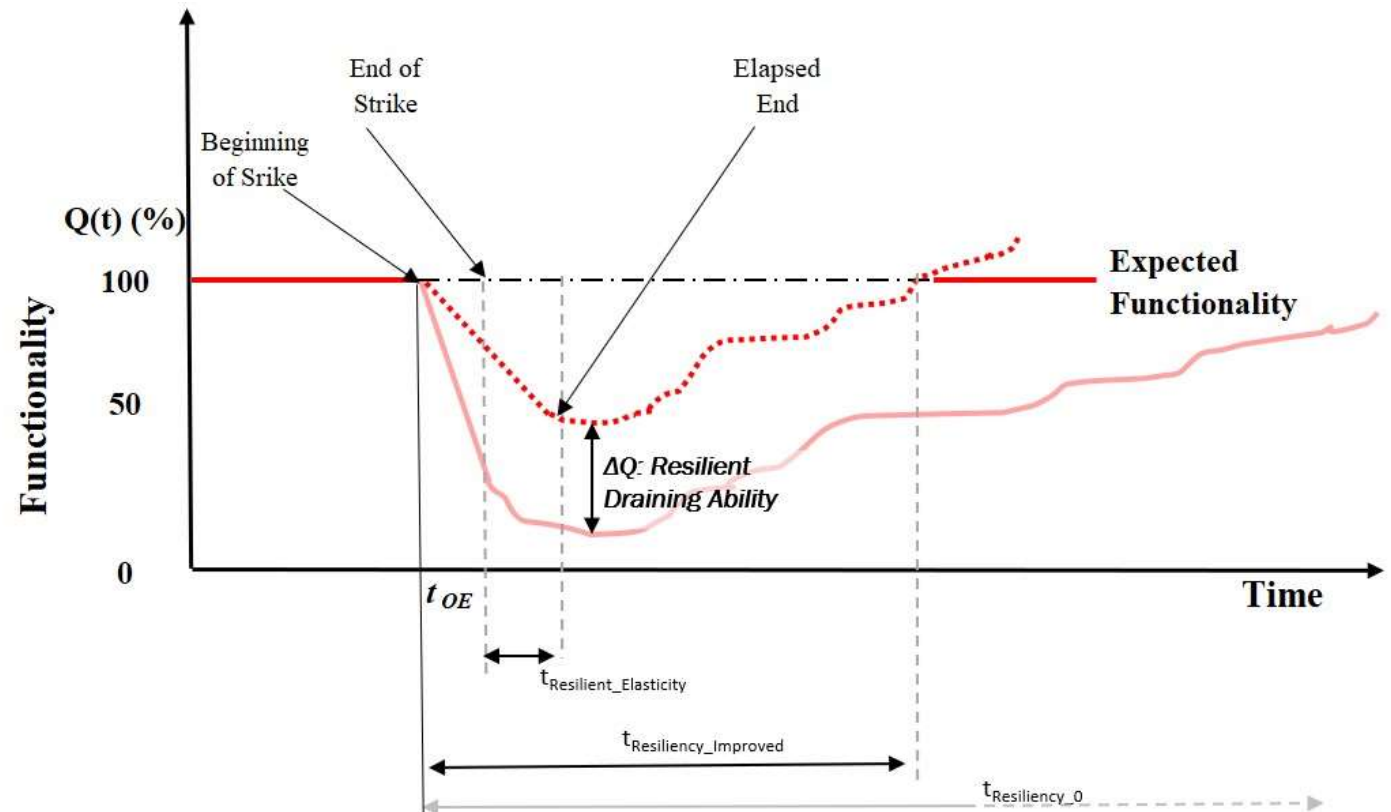


Resilience and the losses



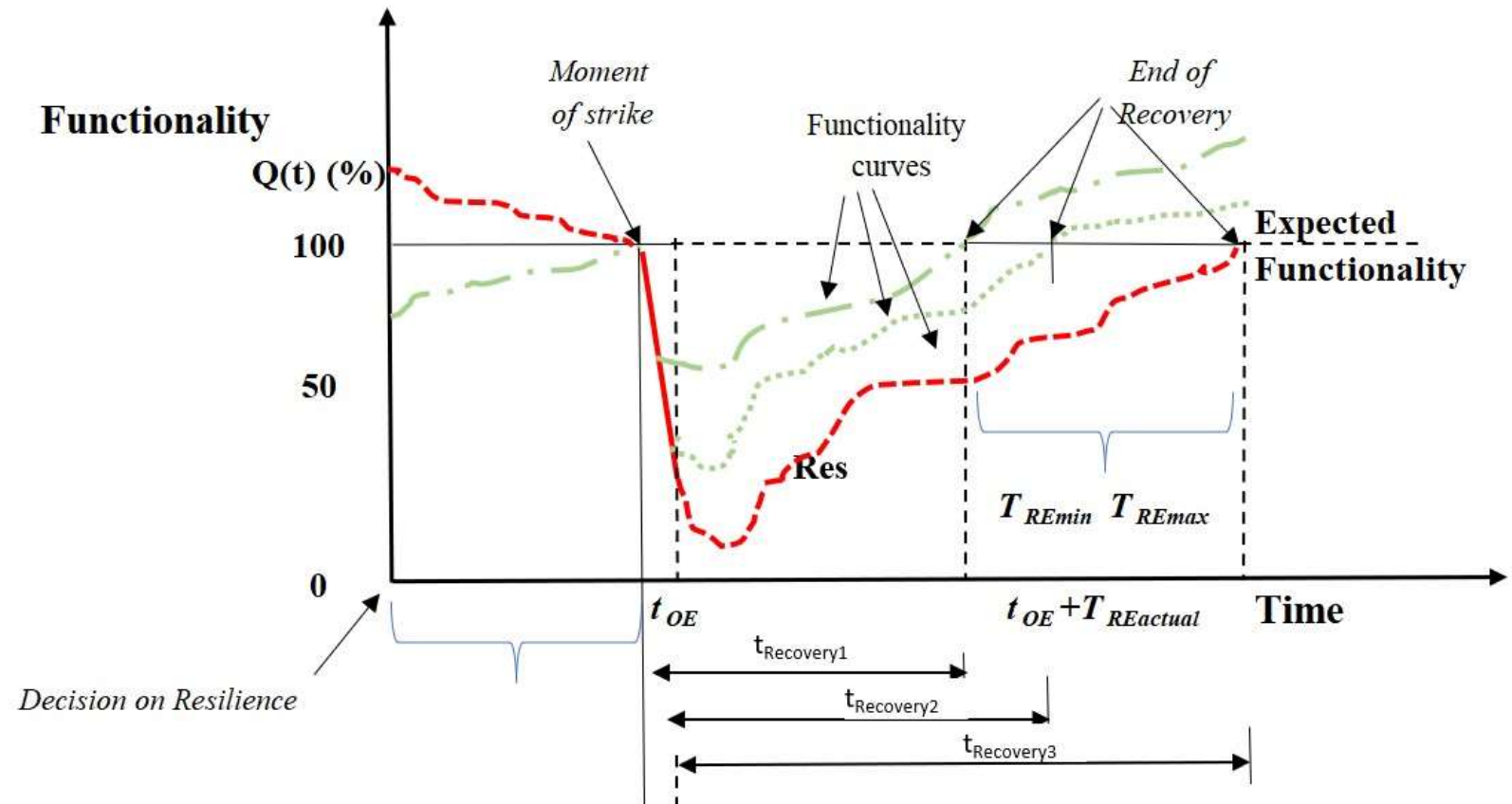
Resilience and the losses

Absorptive capacity



Resilience and the losses

Preparedness



Three Pillars of Organisational Resilience



From theory to practice - Origins

The framework builds upon several well-established research traditions.

These include

- Resilience Engineering
- High Reliability Organisations
- Safety Culture
- Psychological Safety
- Organisational Learning

Each contributes an important piece of the puzzle.

Integrated Resilience Assessment Framework (IRAF)

The resulting framework contains four interacting dimensions.

First,

- Situational Awareness and Planning.
- Does the organisation recognise risks before they become problems?

Second,

- Safety–Security Integration.
- Are physical safety and security managed together?

Third,

- Learning and Reporting Culture.
- Does the organisation openly discuss mistakes and learn from experience?

Finally,

- Adaptation and Continuous Improvement.

IRAF

Integrated Resilience Assessment Framework



Resilience MATRIX

Dimensions

Human

Procedure

Technology

D 1

D 2

D 3

D 4

D 5

D 6

D07

D08

D1 – Situational awareness

D2 – Preparedness

D3 – Safety–Security integration

D4 – Resilient leadership

D5 – Learning

D6 – Psychological safety

D7 – Adaptation

D8 – Resilience development

Expected result

- An organisational resilience picture through the eyes of participants
- A snapshot of resilience
- Validation of Organisational Resilience MAtrix (ORMA)
- Approximation of week points
- Pathfinding for future development





Thank you for your resilient attention!



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