

Organisational Resilience

- Common +ve attributes
 - Agility and the ability to quickly recover
 - Awareness of changing environment and willingness to evolve with it
 - organisational culture which is 'playful'
 - connecting with the society to increase knowledge and be in the right place at the right time
 - willingness to experiment
 - able to recognise opportunities
 - Able to act on opportunities
 - management malfunctioning

- Common -ve attributes
 - rigidity - this is the way that we've always done it....
 - success traps
 - strategic drift
 - incompetence

- Nature does have some answers as well
 - resilience through redundancy
 - inevitably there are mistakes, but overall the species hopefully survives
 - thereby avoiding
 - DNA continues to mutate even when a species has become 'perfectly adapted'
 - long term - often difficult to predict which way environment will change
 - specialisation can provide significant benefits in the short/ medium term

This is why crises are usually the catalyst for change

In some cases organisations know that they have to change to survive, but the immediate emergency overrides the long term chronic problem

It is the WHY to the HOW of change management

At its core - an organisational change management strategy?

Is there a recipe . No

Resilience is also about dealing with organisational inertia - the more successful an organisation has been in the past, the more difficult to change

Death taxes change are the only certainties

Icarus paradox

even though we remember the people and organisations that persist in the face of realised threats best done before a crisis arises

What is it?

- the ability to adapt for the future
- The ability to survive

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Is the most deadly threat to an organisation the long slow decline?

- Machiavelli
 - the benefits to the innovator are uncertain, but the costs to those affected by the changes involved are not.
- Is this why the average lifespan of a company is around 40 years
- is it inevitable? No
 - Some run companies have been going for centuries
 - BUT between 1/7 and 1/8 fortune 500 companies won't be around in 25 years

Detailed planning. Not working

- Increased connectedness
- Increased brittleness
- Speedier. Communication
 - Speedier decision making - errors quickly amplified
- Bounded rationality
- Increased complexity compounds. The effect of any variability in data and therefore uncertainty for decision makers
 - Taleb long tail
- Doesn't mean that you shouldn't do planning, but just that it only works flawlessly where you can guarantee you know all the variables