Resilient Organisations: Trying to thrive when you are struggling to survive

A presentation at the Business Continuity Summit 2010 - Sydney

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http://www.resorgs.org.nz/
Overview

- Background to ResOrgs at the University of Canterbury (UC)
- Resilience: More than just surviving the crisis
- A framework for growing an Organisation’s Resilience
- World class resilience linked to competitive excellence?
- Making the business case for resilience development
The Resilient Organisations Research Group at UC

- "Building more resilient organisations, able to survive and thrive in a world of uncertainty, through research and practice" [http://www.resorgs.org.nz/](http://www.resorgs.org.nz/)
- A multi-disciplinary team of 17 researchers and practitioners
- Cover a range of research areas from organisational resilience to disaster recovery and reconstruction
- A synthesis of engineering and business disciplines
- Committed to making organisations more resilient in the face of major hazards in the natural, built and economic environments
The Resilient Organisations Research Group at UC

- **What we do:**
  - A programme of public good research aimed at effective capability building with impacts on policy and practice
  - A model for resilience (2008)
  - A benchmark tool (2010)
  - A network (GPS) and resource tool and training game
  - A recovery and reconstruction building evaluation process

- **Why we do it:**
  - A volatile and uncertain world
  - To survive unexpected crisis and thrive in the face of potentially terminal events.
  - More resilient organisations lead to more resilient communities and provide the honed human capital to address some of our most intractable societal challenges.
Yes we do want to survive the crisis, ‘all hazards’!
However survival is not the same as a vibrant recovery!
Crisis often present excellent opportunities
When life is comfortable – change is hard to initiate
Many new CEOs create a crisis to drive change
A disaster/crisis presents the same pre-conditions for change!
- In the current ‘world financial crisis’, some will simply survive and limp in to oblivion
- While others will change and thrive in the aftermath
A Framework for growing an Organisation’s Resilience

- Planned and Adaptive, this is the key

- Resilience is typified by:
  - 20/20 situation awareness,
  - effective vulnerability management,
  - agile adaptive capacity and
  - world class organisational culture and leadership.
World class resilience linked to competitive excellence?

- Competitive excellence includes:
  - Knowing your competition and environment
  - Being quick to respond when things change
  - Having outstanding leadership
  - A robust capital structure
  - A commitment to your customer that is extraordinary
  - A cohesive culture of quality, responsibility and service

- Recent research by ResOrgs shows a link between organisational resilience and day-to-day business success
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<th>Competitive excellence:</th>
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Making the business case for resilience development

- The case for resilience
  - By developing resilience an organisation is also developing competitive effectiveness
  - A more resilient organisation is more profitable, better for its community and can be relied on in a crisis

- Obstacles to the case for resilience:
  - Development resources will always be rationed
  - The case must be better than the case for a new machine or new staff member
  - The need to measure current and future state of resilience

- The case must go beyond just ‘better insurance’ or ‘preparing for the big one’,
- The case must link to strategy and competitiveness
Questions?