Organisational resilience: Workshop for managing resilience in the workplace
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Organisational resilience

The science of resilience
What is organisational resilience?
What is organisational resilience?

- Organizational responses to external threats
- Employee strengths
- Organizational reliability
- The adaptability of business models
- Design principles that reduce supply chain vulnerabilities and disruptions

(Linnenleucke, 2015)
Resistance to shocks (external threats) → Recovery → Opportunity

Strategic planning → Internal Organizational reliability → Resilience activation

Employee strength → Group → Organisation

Time

Individual → Group → Organisation
Organisational resilience

Elements of organizational and individual performance
Internal Organizational reliability

• Emergency planning and business continuity (focus of many other centers of excellence)

• Human resource management practices
  • Great places to work (Carvalho & Areal, 2016)
    • Five dimensions - credibility, respect, fairness, pride, and camaraderie
  • History of management–employee relations at the organisational level (Marchington & Kynighou, 2012)

• Strategy for resilience?
  • Capture strategy relates to market expansions, while governance strategy refers to the capacity of an organization to assimilate, retain, defend, and increase its dominance within annexed markets (Carmeli and Markman, 2011)
  • Human capital strategy – 7 principles of resilience (Wilson, 2016; Mallak, 1998)
Mallak (1998) Seven Principles of Resilience

1. Perceive experiences constructively
2. Perform positive adaptive behaviors
3. Ensure adequate external resources
4. Expand decision making boundaries
5. Practice Bricolage
6. Develop tolerance for uncertainty
7. Build virtual role systems
Employee strength

• Psychological capital (self-efficacy, optimism, hope and resilience)

• Positive
  • Creativity
  • job satisfaction
  • work happiness
  • organizational
  • Commitment
  • Performance i.e, supervisor rating and individual financial (e.g., Luthans et al.2007; 2011; Youssef and Luthans 2007)

• Negative
  • employee stress
  • Intentions to quit and job search behaviors (Avey et al. 2009).
Training programmes for building organizational resilience

- Psychological capital training (Snyder, 2000)
  - Increasing resilience and efficacy
  - Increasing hope and optimism

- U. S. Army Resilience Training
  - Module 1: Resilience
  - Module 2: Building mental toughness
  - Module 3: Identifying character strength
  - Module 4: Strengthening relationships
  - Targeted at emotional, social, family, and spiritual fitness resilience dimensions

- Stress Training (e.g., SRTS system Perceptronics Solutions, etc)
Learning in crisis, disaster, and failure

• ‘organizational breakdown’- psychological and social processes associated with learning when organisations go through change (Kayes and Yoon, 2016)

• Four levels of learning
  • Individual
  • Group
  • Organisational
  • Industry wide

• Stages of organizational learning
  • Establishing a culture of resilience
  • Surfacing and responding to precursor events
  • Learning through crisis
  • Sustaining and renewing learning
Organisational resilience

Implementing and exercising
Resilience activation

• Leadership and followership
  • Leadership quality (Story et al, 2013)

• Ho et al (forthcoming)
  • (re)Configuring organization capabilities
    • Finding solutions
    • Re-organize work/adapt work towards new circumstance
    • Leading
  • Exercise new/changed capabilities
    • Changing perceptions
    • Learning/Teaching to cope
    • Exercising capabilities/Finding new opportunities
Take home?

• Strategise
  • Creating a strategic plan for resilience

• Manage
  • Learning (individual, group, and organizational)
  • Leaders

• Stabilise
  • Support (Supervisors, team members and organizational structures)

• Transform
  • practice (seeking new opportunities)
  • Industry collaboration
Strategise!

- Strategic planning
- Resistance to shocks (external threats)
- Recovery
- Opportunity

Manage!

- Internal organizational reliability
- Employee strength

Stabilise and transform

- Resilience activation