

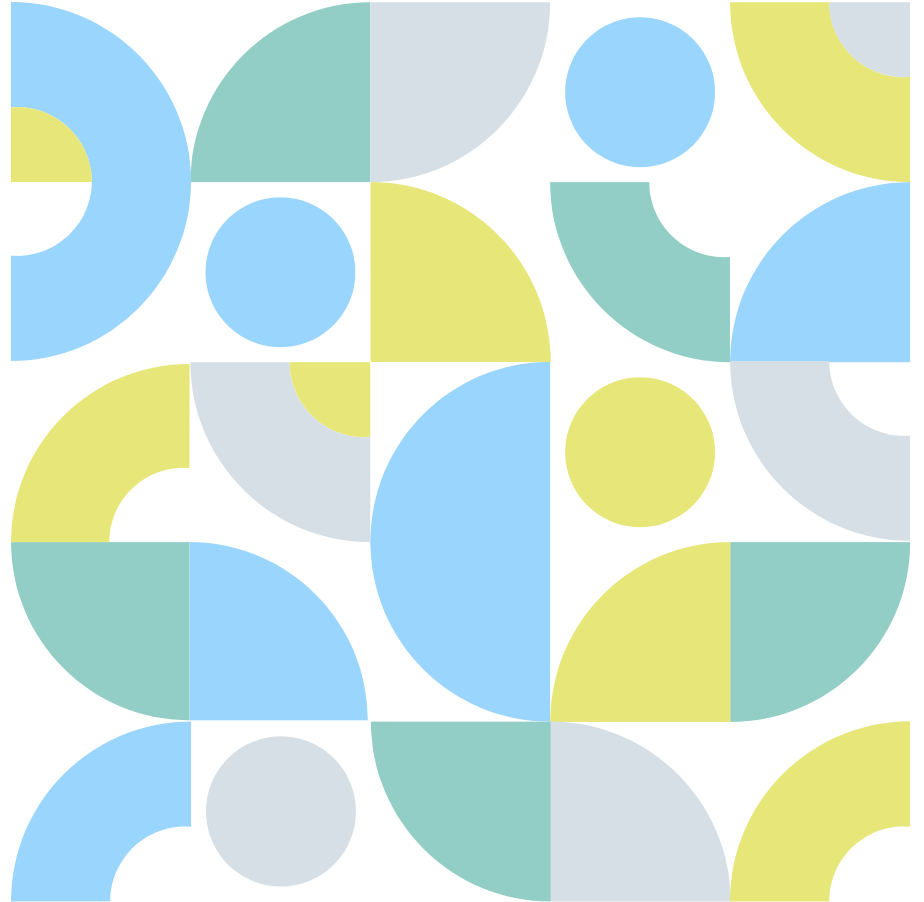
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Building Organizational Resilience

MSBO Annual Conference

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Defining Resilience

Individual

The ability to cope with ambiguity and uncertainty in response to a changing environment.

Organizational

The design of an operating environment that allows for the identification, analysis, and response development to disruptive events.

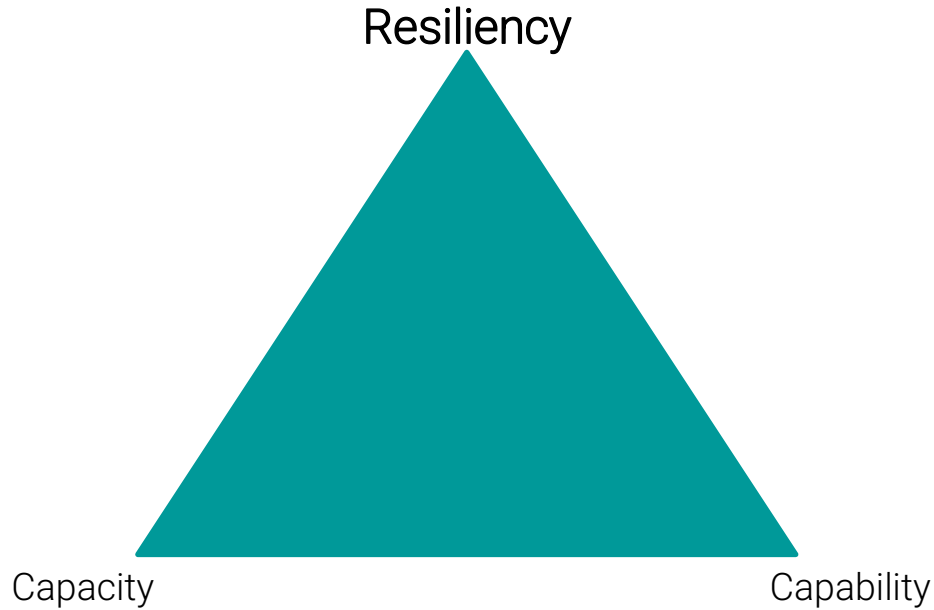




Why Does Organizational Resilience Matter?

- The challenges of the last three years, while potentially greater in magnitude, are not new and not going away
- The decisions that will be necessary will become more complicated and increasingly expedited
- Continued staffing challenges will require greater organizational discipline and flexibility
- Uncertainty is virtually certain

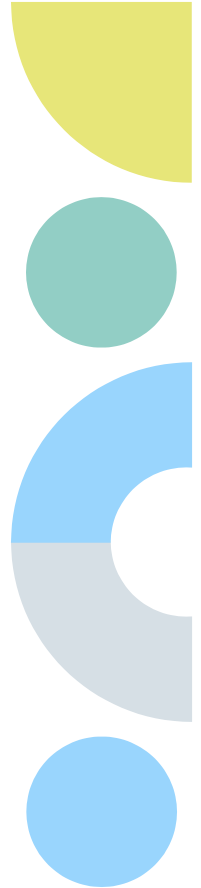
A Short-Hand Version of Building Organizational Resilience



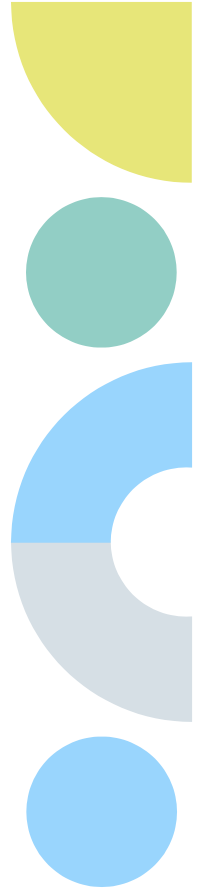
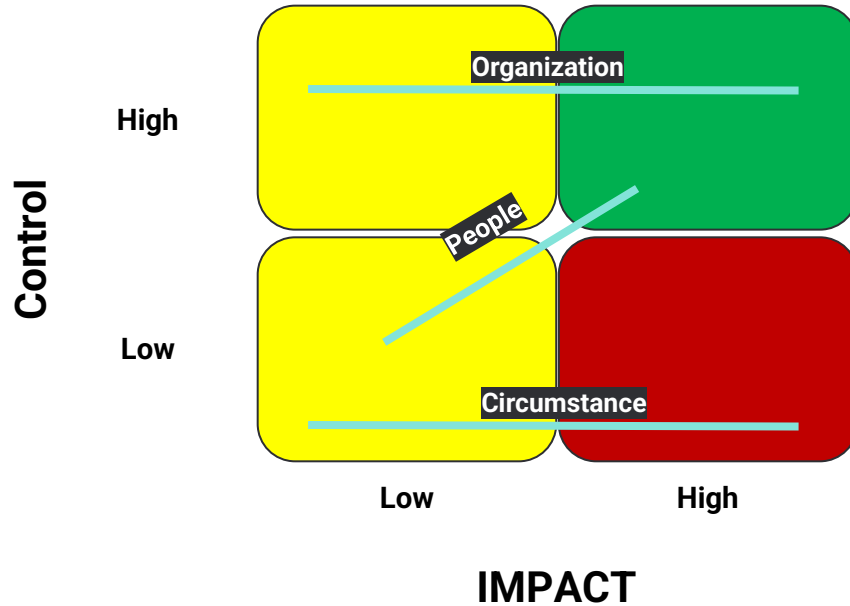
Components of Organizational Resilience



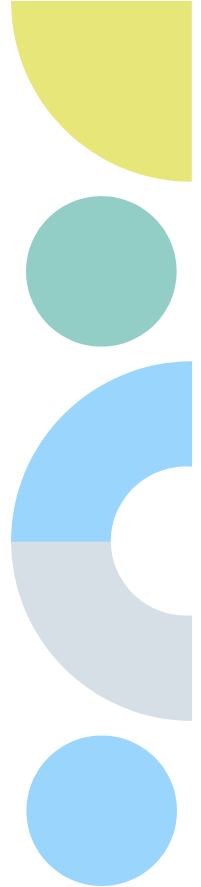
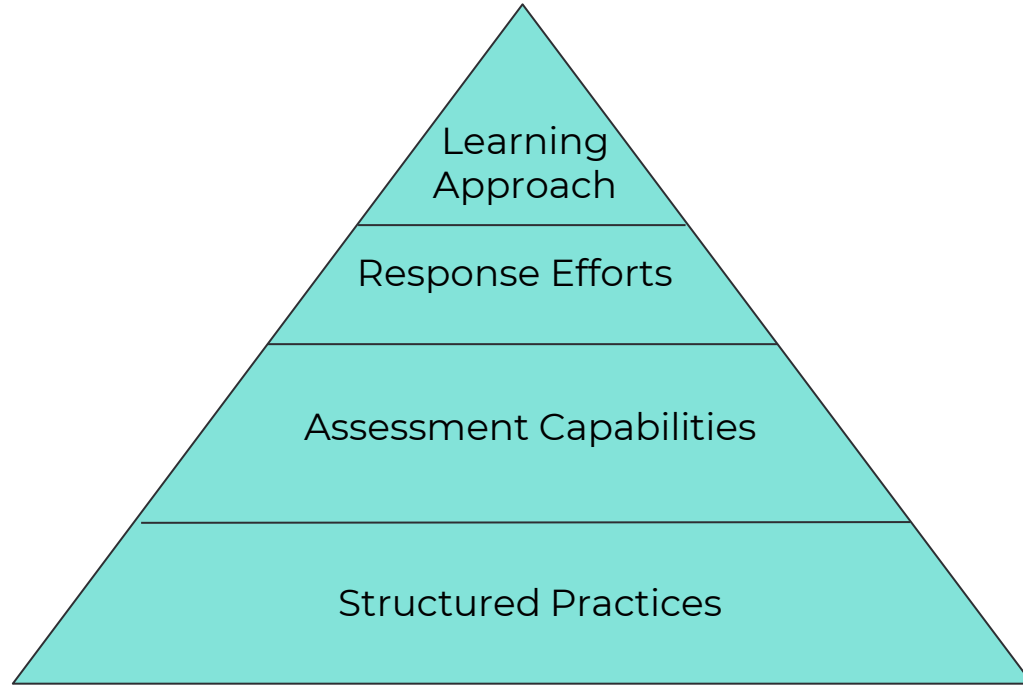
Resilience Relationships




Why Focus on the Organization?

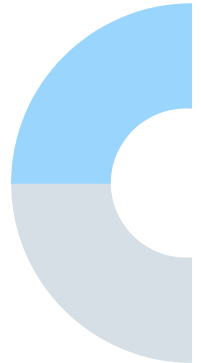


The Hierarchy of Organizational Resilience

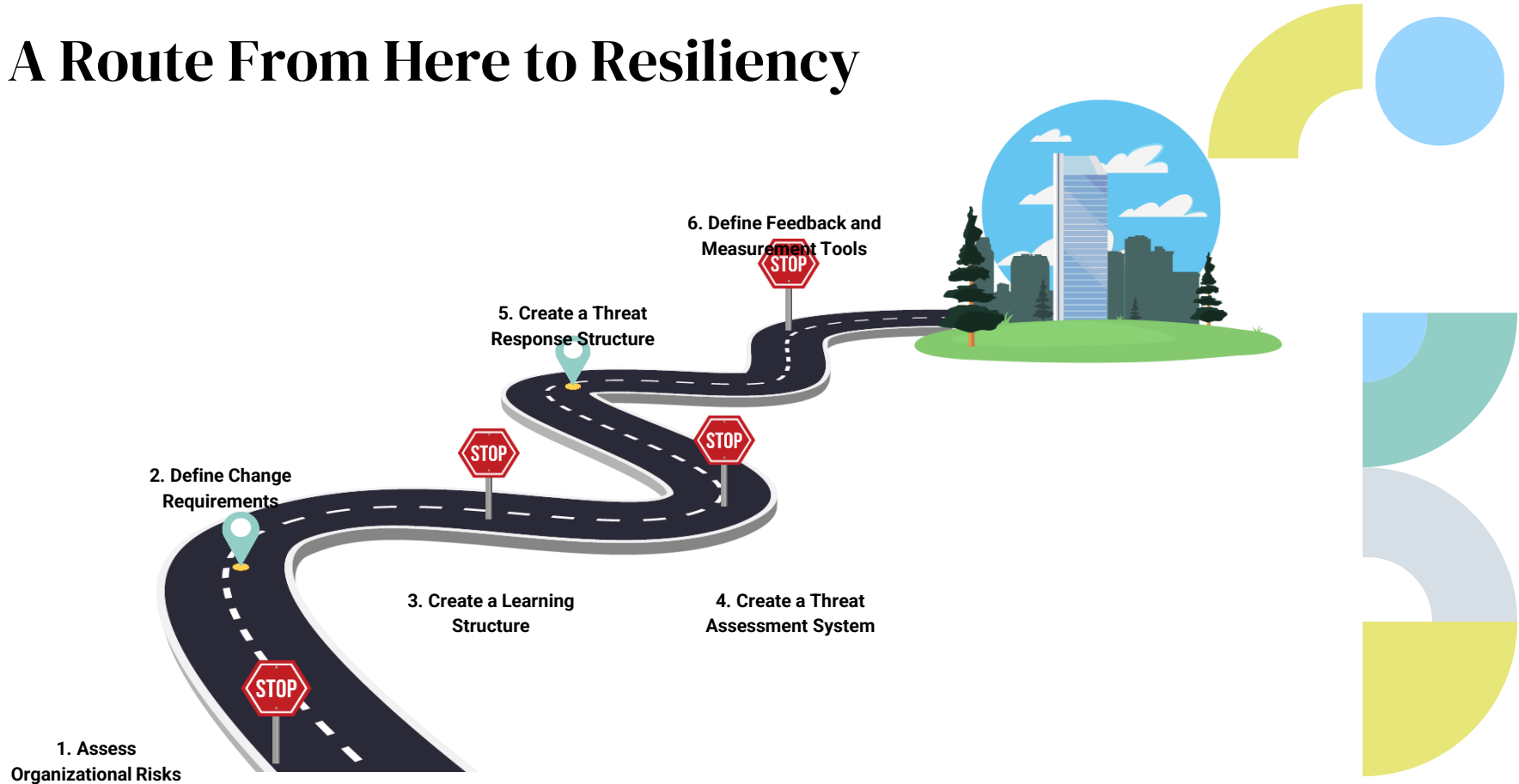


What to Know Before You Go

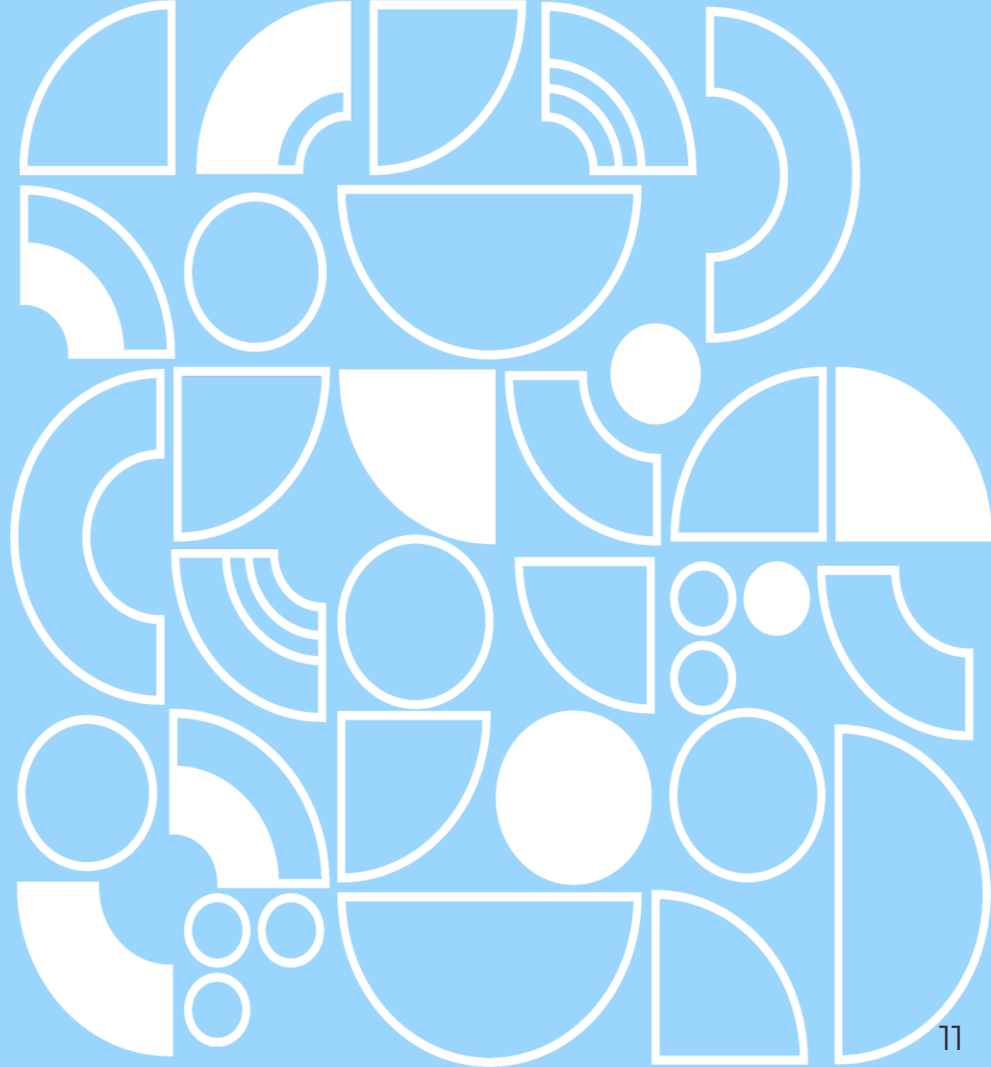
- Resilient people  resilient organization
- Being resilient is not one thing but many things depending on where you are in the organization
- Desperate need for a common language so everyone understands both what you are trying to identify and what you are trying to accomplish
- Building resiliency is a process not an outcome
 - Ongoing cycle of risk management and change management
 - Can be organizationally exhausting so change management is critical
- People, process, and technology represent the critical resources



A Route From Here to Resiliency

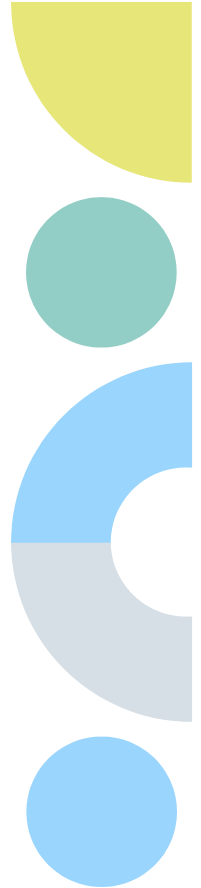


Questions?



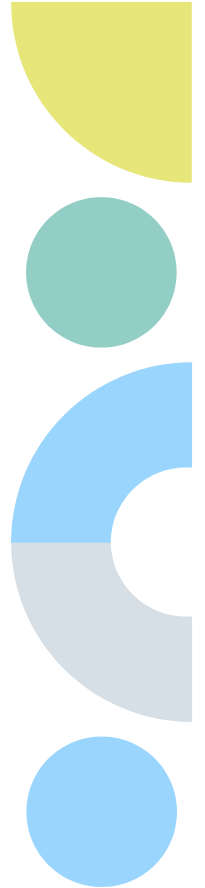
WIIFM

- Significantly shortened period from threat identification to threat response implementation
- Improved decision-making speed and capability
- Reductions in the amplitude and length of disruptions; increased ability to respond
- Reductions in organizational stress
 - May not reduce individual stress because of the need for vigilance
 - Will not provide the “right” answer the first time all the time, but will help you iterate to the right answer much faster
 - Marginal changes in capabilities will lead to disproportionate advantages in the ability to respond and associated returns



Suggested Reading

- *Building Organizational Resilience*, Fernando Suarez and Jose Montes, Harvard Business Review, December 2020
- *Organizational resilience: a capability-based conceptualization*, Stephanie Duchek, January 2019
- *Organizational Resilience: The Theoretical Model and Research Implication*, 2017
- *Organisational Resilience: Concepts, Integration and Practice*, R Bhamra, 2016
- *Resilience: From the Personal to the Organizational*, The Workforce Institute at UKG, Chris Mullen
- *Organizational Resilience: What it is & how to build it*, <https://www.questionpro.com/blog/organizational-resilience/amp/>
- *The Science of Organizational Change*, Paul Gibbons





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