

Keeping Going

How resilient is the institution?

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Defining Resilience

A Resilient Organisation is one that is not only able to survive but to thrive, still achieving it's core objectives, even in the face of adversity.

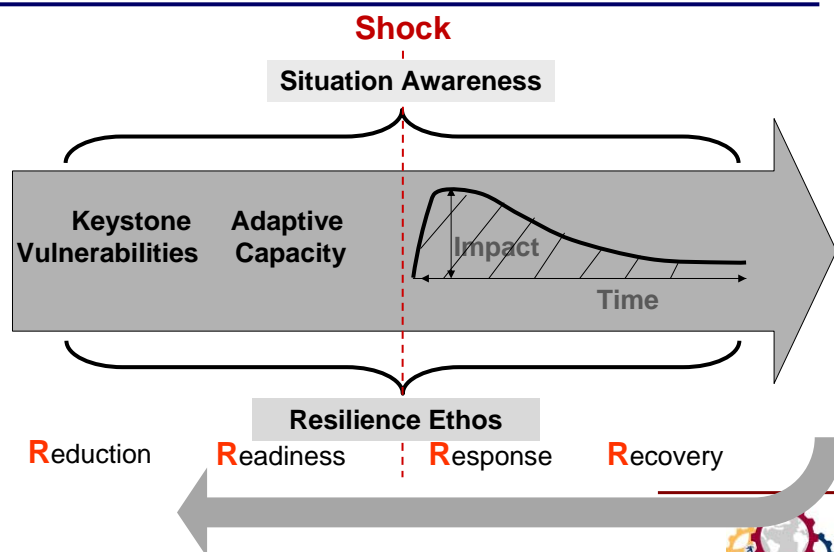


Keeping Going

- Surviving the impact...
- Thriving beyond the impact...



Resilience





“Regardless of what the disaster plan says... following a disaster, the President (Vice Chancellor) is the personification of the institution.”

SCUP (2007) **The Presidential Role in Disaster Planning and Response: Lessons from the Front.** Society for College and University Planning.



Crisis vs BAU

- Things don't happen in isolation - there are often waves of crisis...
- Windows of opportunity arise during response that enable things to be done 'differently'
- Recovery doesn't happen quickly and requires business as usual structures.



Resilience Paradoxes

- Be **pre-planned** wherever possible and yet fluid enough to **adapt** to changing circumstances.
- Have leaders able to **inspire** their people with a sense of hope and direction, whilst also being **grounded** with realism about the situation they are faced with.
- Have an organisational culture that values **disciplined** planning whilst fostering an ability to also be **creative and innovate**.



Resilience Paradoxes (2)

- Plan and make decisions carefully and in a **structured** way, yet be **responsive** and able to move quickly and boldly.
- Have teams able to recognise patterns and **integrate** disparate information in order to make sense of a chaotic situation, while being **sensitive and alert** to subtle changes to the environment as the situation evolves.

Vargo and Seville (2010)



How do you Judge Resilience?

- You can't just wait for the disaster to happen to find out!
- Can't just look at inputs....
 - Some organisations that don't plan, actually perform very well during a crisis – why?
 - Some organisations that plan extensively, perform poorly when the actual crisis doesn't align with planning assumptions.



Resilience isn't just...

- Risk management
- Emergency response / Crisis management
- Business Continuity

it is also...

- Leadership
- Strategic direction
- Organisational culture
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An early model of Organisational Resilience

Resilience Ethos					
RE ₁	Commitment to Resilience				
RE ₂	Network Perspective				
Situation Awareness		Management of Keystone Vulnerabilities		Adaptive Capacity	
SA ₁	Roles & Responsibilities	KV ₁	Planning Strategies	AC ₁	Silo Mentality
SA ₂	Understanding & Analysis of Hazards & Consequences	KV ₂	Participation in Exercises	AC ₂	Communications & Relationships
SA ₃	Connectivity Awareness	KV ₃	Capability & Capacity of Internal Resources	AC ₃	Strategic Vision & Outcome Expectancy
SA ₄	Insurance Awareness	KV ₄	Capability & Capacity of External Resources	AC ₄	Information & Knowledge
SA ₅	Recovery Priorities	KV ₅	Organisational Connectivity	AC ₅	Leadership, Management & Governance Structures
SA ₆	Internal & External Situation Monitoring & Reporting	KV ₆	Robust Processes for Identifying & Analysing Vulnerabilities	AC ₆	Innovation & Creativity
SA ₇	Informed Decision Making	KV ₇	Staff Engagement & Involvement	AC ₇	Devolved & Responsive Decision Making



Current model of Organisational Resilience

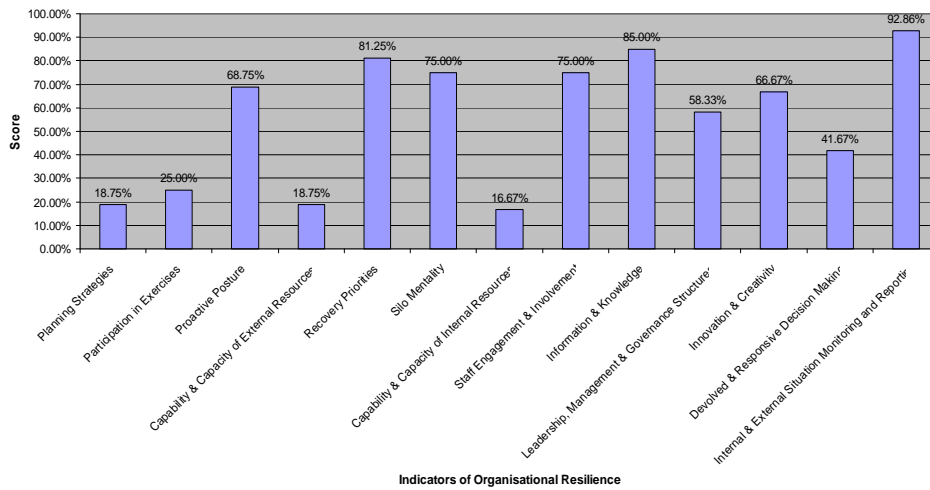
Planning Dimension	Adaptive Capacity Dimension
Recovery priorities	Leadership
Proactive posture	Decision making
Planning strategies	Innovation and creativity
Participation in exercises	Situation monitoring and reporting
External resources	Information and knowledge
	Staff involvement
	Minimisation of silos
	Internal resources

Resilience Benchmarking

- Web-based survey:
 - Takes about 20 minutes to complete
 - filled out by a cross-section of staff, with additional questions for the senior manager.
- Diagnostic report, with:
 - Action plans for areas of greatest strengths and weaknesses,
 - Comparisons against organisations of a similar size and sector,
 - Ability to measure and track progress over time.



Resilience Profile

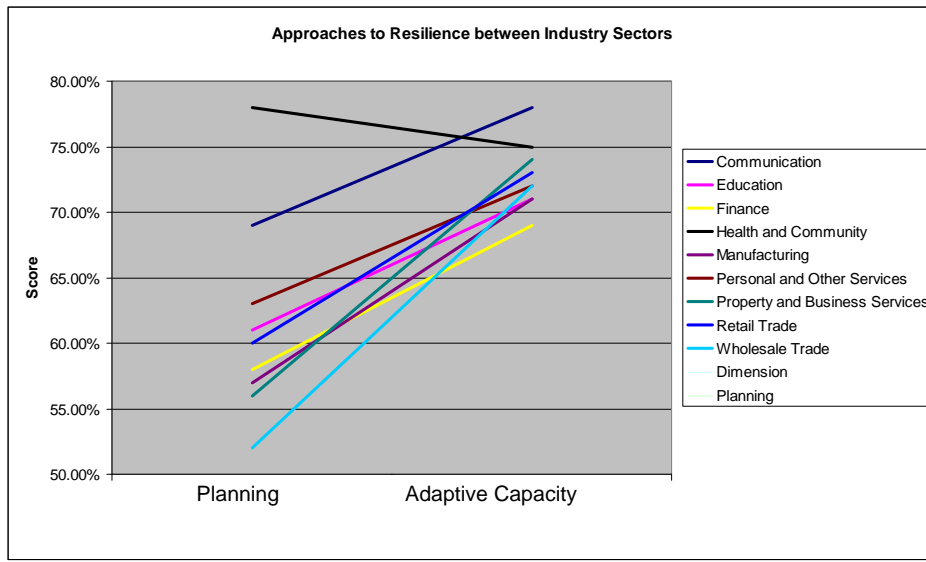


Auckland Study

Organisational Resilience Score Boundaries	Number of Organisations
Excellent (81-100%)	0
Good (73-80%)	14
Fair (57-72%)	45
Poor (49-56%)	6
Very Poor (0-48%)	3
Total	68



Approaches to Resilience



Resilience & Performance

- Need to demonstrate the business case for Resilience
- Survey results indicate a strong positive correlation between 'Resilience' indicators and...
 - Cash-flow
 - Profitability
 - Return on Investment



- Headline results from the Auckland study are available at: www.resorgs.org.nz/pubs.shtml
- Opportunity to participate in future studies



**When the crisis comes...
....will your organisation be
resilient enough?**

www.resorgs.org.nz

