

# WHAT IS ORGANIZATIONAL RESILIENCE?

Organizational resilience, like health, has two aspects: a negative aspect disclosed by incidents and a positive aspect, to do with the system's intrinsic resistance to disruptive events and problems.

## 01

Survive/thrive

Resilience is about surviving and thriving, regardless of the challenge (natural and human-made and both sudden and slow-onset disturbances and disruptions).

Whereas incidents convert easily into numbers, trends, and targets, the positive aspect is much harder to identify and measure.

## 02

Proactive/reactive

Enabling proactivity as well as reactivity, to affect change, before change affects the system in an uncontrolled manner.

It is constant process not a static property of the organization. Resilience must be accomplished – every day.

## 03

Change/stability

In the words of Karl Weick, it is a dynamic non-event... it requires dynamic processes to achieve stable outcomes.

Retaining and restoring essential basic facilities, services, and functions after difficulties but not necessarily about returning to the original state.

## 04

Preserve/enhance

What matters is preserving and even enhancing critical functionality, not the pre-existing system.

Like health, resilience has 'no stopping rule', that is you are never sure you have done enough to be truly resilient. You cant stop doing the right activities.

## 05

Act/neglect

Resilience erodes over time and, if neglected, can result in organizations sleepwalking into disaster or irrelevance.

**Organizational resilience is the ability to anticipate, prepare for, respond, and adapt to incremental change and sudden disruptions in order to survive and prosper**