



Resilience: The New Strategic Imperative?

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Three Two Certain Things in Life

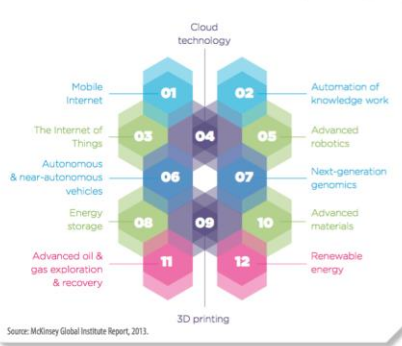








12 technologies that spell the end of business as usual







Resilience:

The ability to survive a crisis
and
thrive in a world of uncertainty

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Look beyond the Risk to see the opportunities

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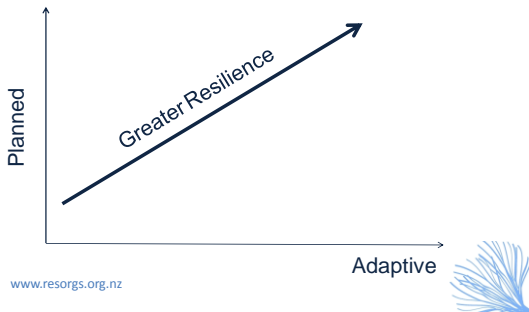


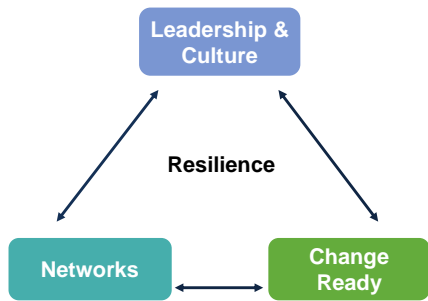


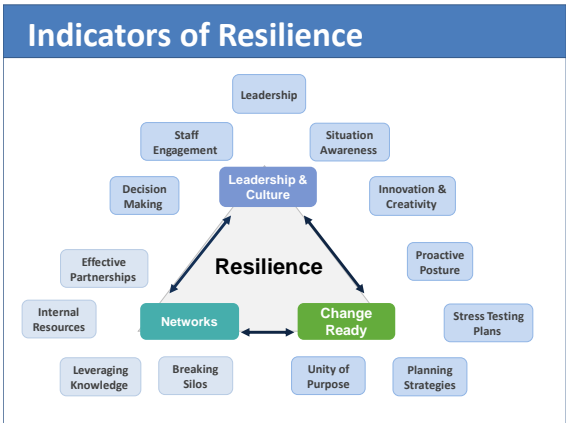


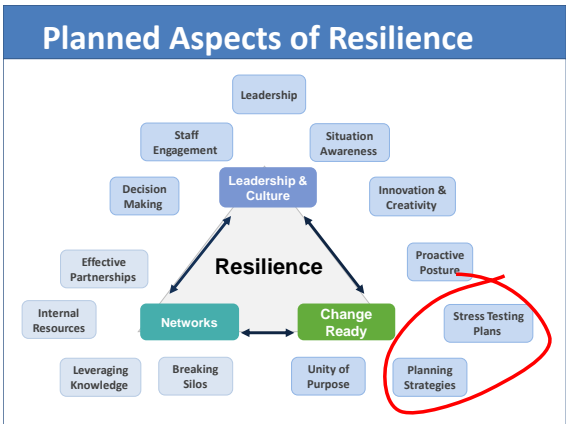


Planned and adaptive capabilities

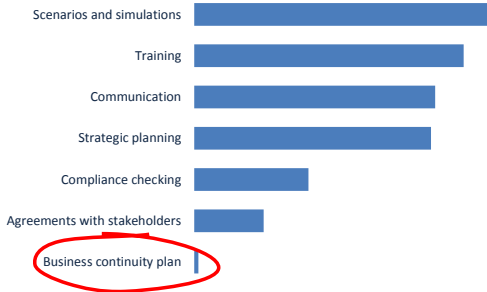








What CEOs think builds Resilience

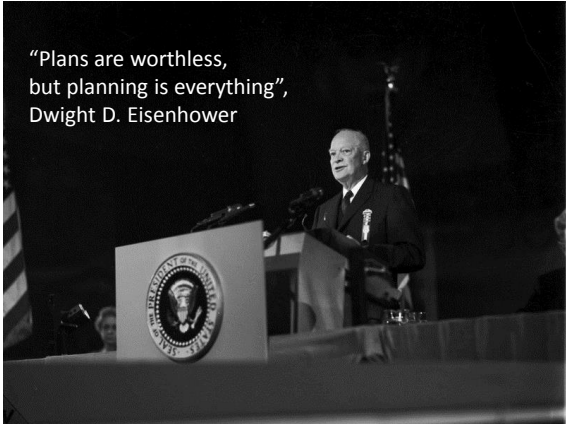


Who CEOs think build Resilience



Change The Way We Plan

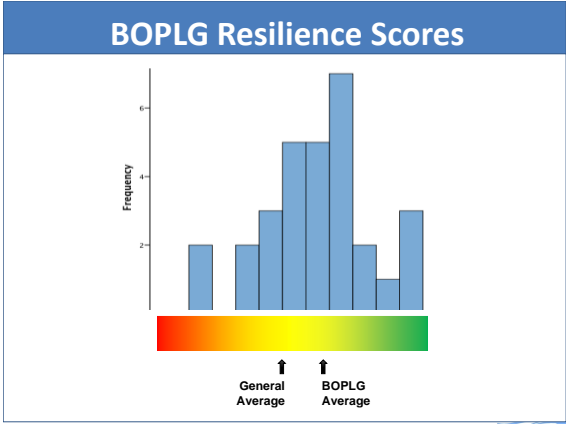


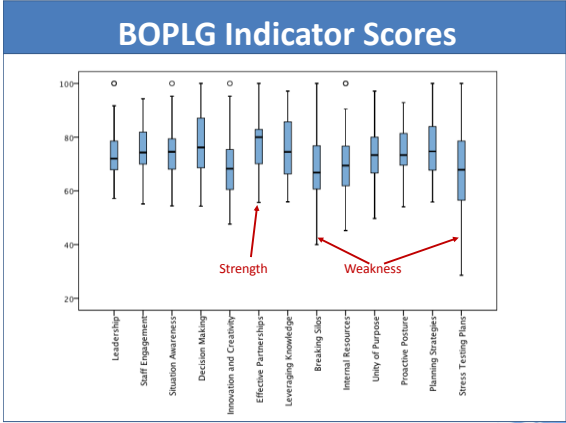




Plan To Adapt!





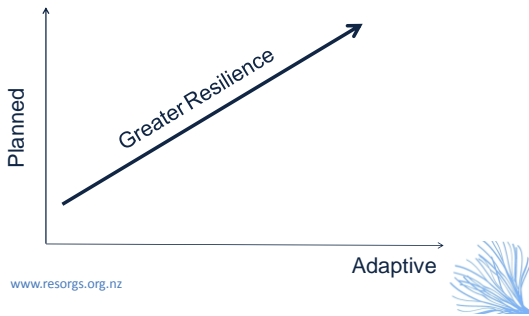


Practice Resilience As A TEAM Sport





Planned and adaptive capabilities



Not all Resilience Indicators are Equal





What Makes Organisations resilient?

Findings from NZ Government Funded Research Project

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Context

- 2010-2011 Canterbury Earthquake sequence
- Earthquake losses equal to 20% of NZ GDP!
- Studied 11 NZ infrastructure organisations
- Purpose:
To develop managerial and organisational best practices to improve the resilience of New Zealand infrastructure organisations

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Findings of Study

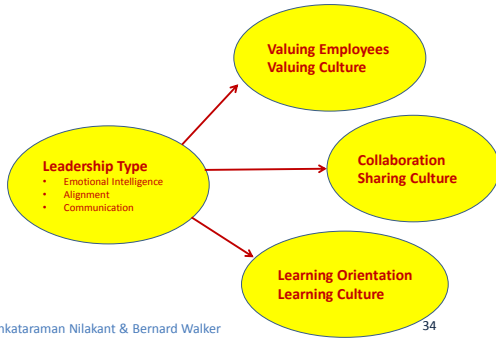
- Identified six themes, important in managing a post-disaster environment:
 1. **Valuing Employees**
 2. **Leadership Type**
 3. **Collaboration**
 4. **Learning orientation**
 5. Resources
 6. Context
- We focused on the first four that are common to all organisations

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Building adaptive resilience is a long-term process

- It involves developing cultures & competencies



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Takeaways

- Adaptive resilience is built through social processes, NOT
 - Procedures,
 - Structures, and
 - Physical assets

- Valuing people, fostering collaboration and promoting learning are the three most important social processes

- Leadership that facilitates these three processes enhances the adaptive resilience

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<http://www.resorgs.org.nz/Booklets.html>

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Striving Through: Tips, tactics & plans for managing your business through a crisis



Available free at:
www.resorgs.org.nz/booklets

Resilient ORGANISATIONS



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