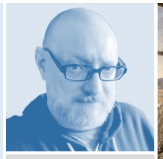
# DRIVERS OF RESILIENCE AND SUSTAINABILITY




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## ORGANIZATION'S RESILIENCE IS DEPENDENT ON SEVERAL DRIVERS



Sustainability is about survival. The goal of resilience is to thrive.

Jamais Cascio




























## RESILIENCE DRIVERS

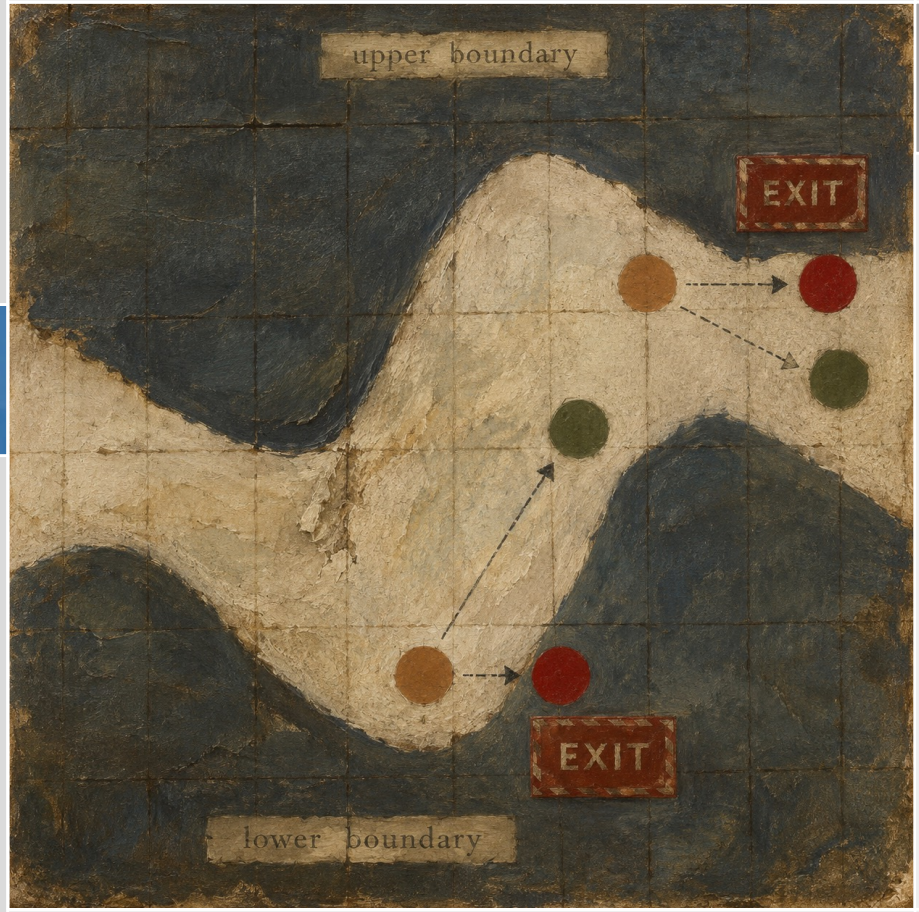
- Resilience is the single most important factor for the existence of all life – including organizations.
- Research on long-living organizations identified several drivers that contribute to resilience.
- These drivers function as an interconnected and interdependent system in enabling resilience.

## CONTINUITY IS ONE OF THE PRIMARY OBJECTIVES OF AN ORGANIZATION

Discontinuity is a great learning experience, but only if we survive it.

Charles Handy






## SURVIVAL BANDWIDTH

- Each driver of resilience operates within a time-dependent survivability bandwidth.
- This bandwidth is defined by lower and upper boundaries along a continuum of behaviors.
- Crossing these boundaries significantly increases the risk of not surviving in the long run.

# IDENTITY

I

## WHO ARE WE AND WHAT IS OUR PURPOSE?



Be yourself; everyone else is already taken.

Oscar Wilde



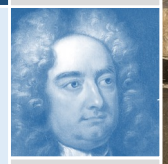
## SUCCESS FACTORS

- Deeply held sense of purpose with clearly defined reasons and boundaries of one's existence.
- A steadfast commitment to the organization's continuity as its central mission.
- Identity as a cultural backbone – preserving the purpose while enabling adaptive change.

Continuum of behaviors

**STEADFAST** ◄·····► **IRRESOLUTE**

## ARE WE AWARE OF WHAT IS GOING ON AROUND US?



Vision is the art of seeing what is invisible to others.

Jonathan Swift



## SUCCESS FACTORS

- Signals from the environment are detected and interpreted before they escalate into urgent issues.
- These signals are understood in the context of the organization's unique perspective and operations.
- Potential implications of anticipated changes are recognized and thoughtfully considered.

Continuum of behaviors

**ALLERGIC** ◄····► **OBLIVIOUS**

## ARE WE ABLE TO CHANGE WITH SPEED?



Limits to innovation have less to do with technology or creativity than with organizational agility.

Ray Stata




## SUCCESS FACTORS

- Planning happens with uncertainty as a starting point and is followed by swift, decisive action.
- Business models are continuously reimagined in response to evolving conditions.
- Organization embraces proactive change, rather than waiting to be forced into it.

Continuum of behaviors

**RECKLESS** ◄····· ·····► **TIMID**

# TOLERANCE

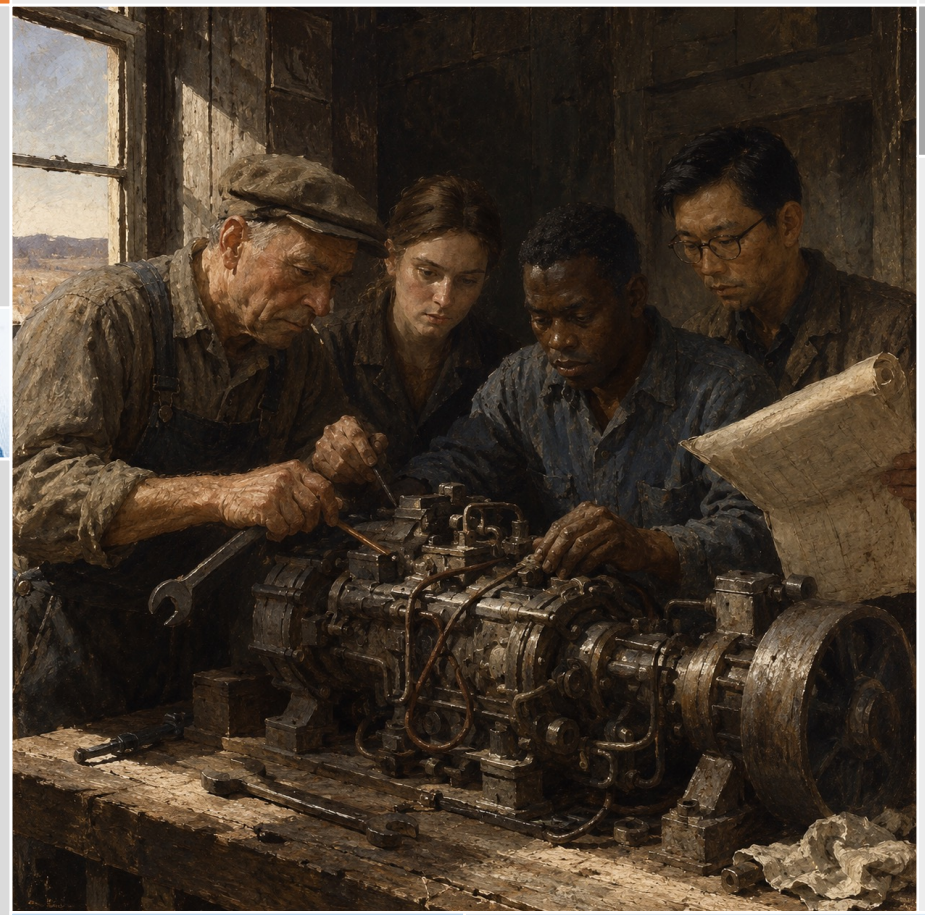
IV

## DO WE ACCEPT BOTH INTERNAL AND EXTERNAL DIVERSITY?



We owe almost all our knowledge not to those who have agreed, but to those who have differed.

Charles C. Colton



## SUCCESS FACTORS

- New and unconventional ideas are consistently welcomed and nurtured.
- Mistakes are embraced as essential catalysts for innovation, learning, and continuous improvement.
- Diversity of thought, behavior, and belief is fully embraced – both from within and outside.

Continuum of behaviors

**PERMISSIVE** ◄·····► **PREJUDICED**

# INTERDEPENDENCE

V

## ARE WE CONNECTED TO OTHER STAKEHOLDERS AND HOW?



You cannot continuously improve interdependent systems until you perfect interdependent relationships.

Stephen R. Covey



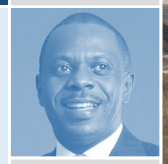
## SUCCESS FACTORS

- Robust networks of interdependent relationships are continuously cultivated and sustained.
- Insights, ideas, and knowledge are actively and openly shared with all stakeholders.
- Organization evolves collaboratively with its stakeholders through dynamic social propagation.

Continuum of behaviors

**DEPENDENT** ◄·····► **ALONE**

## WHO IS GUIDING US AND HOW ARE WE BEING GUIDED?



Leadership is an act of stewardship and multiplication, passing the torch to the next generation.

Daniel Adeniyi



## SUCCESS FACTORS

- Succession of leadership is actively managed to ensure continuity of knowledge and values.
- Leaders are forward-looking, anticipating emerging trends, challenges, and opportunities.
- A careful balance between control and flexibility is being maintained to ensure cohesion and focus.

For more information on types of leadership, see presentation: **Leadership types.**

For more information on the role of next generation leadership, see presentation: **Next generation leadership.**

Continuum of behaviors

**CONTROLLING** ◄·····► **CHAOTIC**

## HOW DO WE MANAGE OUR RESOURCES?



The law of conservation of energy tells us we can't get something for nothing, but we refuse to believe it.

Issac Asimov



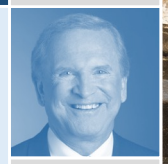
## SUCCESS FACTORS

- Financial and non-financial assets are carefully preserved, with a strong focus on sustainability.
- Evolution and growth are primarily enabled by employing internally generated resources.
- Financial flexibility and operational independence are maintained by minimizing reliance on debt.

Continuum of behaviors

**STINGY** ◄·····► **WASTEFUL**

## ARE WE RESILIENT WHEN IT COMES TO OUR AUTOMATION INFRASTRUCTURES?



Expect the best, plan for the worst and prepare to be surprised.

Denis Waitley



## SUCCESS FACTORS

- Technological developments are monitored and assessed from the business perspective.
- Automation initiatives are guided by business needs, not merely by the availability of technology.
- Automation infrastructures are modular, scalable, and adaptable to evolving demands.

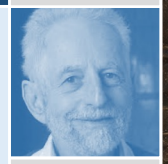
Continuum of behaviors

**IGNORANT** ⟷ **CONVINCED**

# ADAPTABILITY

IX

## DO WE LEARN AND CAN WE ACT ON WHAT WE HAVE LEARNED?



Unless you move the place where you are is the place where you will always be.

Ashleigh Brilliant



## SUCCESS FACTORS

- Complexity, ambiguity, and shifting assumptions are embraced rather than resisted.
- Adaptive efficiency is driven by continuous learning from both past experiences and future scenarios.
- Change is achieved by changing organization itself through learning and intentional adaptation.

Continuum of behaviors

**PLIABLE** ◄·····► **RIGID**

DRIVERS OF RESILIENCE AND SUSTAINABILITY




THANK YOU

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