

Navigating the Strangeness of Organizational Resilience

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RISK
AWARENESS
WEEK²⁰²²



Agenda

- Rocks Aren't Resilient
 - Startups, Scaling, and Control
 - Unleashing Capital
 - Liberating Crews
 - Extricating Culture
 - Untying Leaders
 - Can Organizations Afford to be Resilient?
-

Building Resilient Organizations through Change, Chance, and Complexity



David Lindstedt

“Like a Rock,” Bob Seger 1986

Like a rock
I was strong as I could be
Like a rock
Nothin' ever got to me
Like a rock
I was something to see
Like a rock

<https://www.azlyrics.com/lyrics/bobseger/likearock.html>

Photo credit: Lindstedt, Anderson Gardens, 2014





Rocks aren't resilient

- Solid
- Strong
- Unchanging
- Unaffected
- Unmoving

Photo credit: Lindstedt, Anderson Gardens, 2014



Organizational resilience: a capability-based conceptualization

Stephanie Duchek¹ 

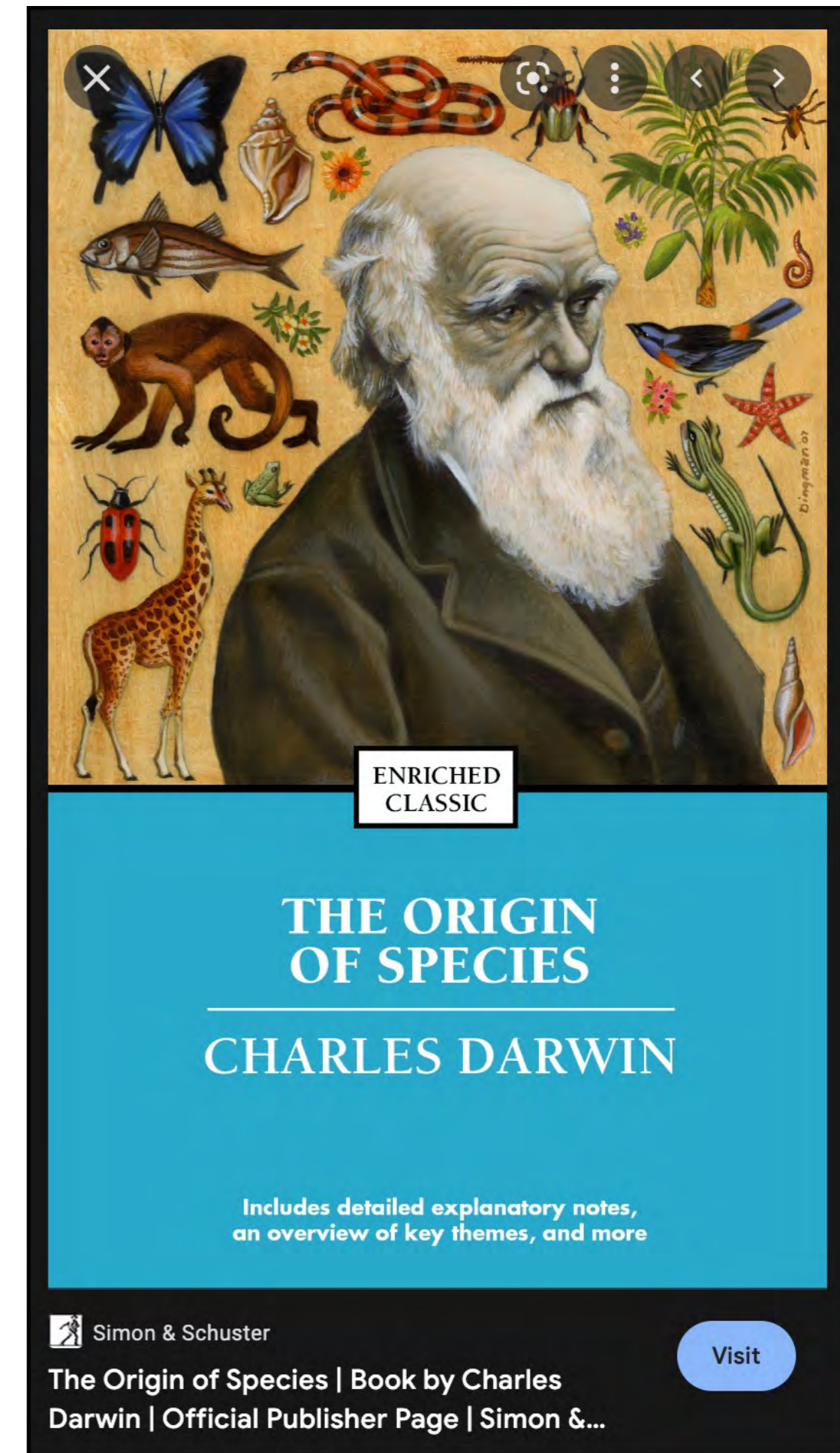
Received: 29 May 2017 / Accepted: 4 January 2019

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Although the academic interest in organizational resilience has steadily grown in recent years, the conceptualization of the complex construct is still in its infancy. There is no consensus about what resilience means and which elements it contains.

What things DO we admire for being resilient?

- Organisms / Species / Ecosystems
- Systems
- Organizations
- Teams (sports and other kinds)
- Individuals



<https://www.simonandschuster.com/books/The-Origin-of-Species/Charles-Darwin/Enriched-Classics/9781416561477>

Dastgir, though, was determined to keep it alive, to have it continue to serve, he said, as a rare symbol of unity in a country often divided along ethnic or linguistic lines. So a few weeks ago, he picked up the phone and arranged a friendly match — the first since the Taliban took over — against Indonesia. That was the easy part. He then had to find a site for the game, arrange flights and visas for players and source coronavirus tests for everyone. With the Afghan soccer feder

successfully petitioned I

With no kit man, Dastgir also had to ship 450 pounds of training gear himself, and then persuade his brother-in-law to help him wash it. He bought soccer balls, arranged referees and — without a communications team — promoted the game on his private social media accounts. He even negotiated a broadcasting contract to make sure the maximum number of people back in Afghanistan could watch the match. And then, with all that done, he still had to find time to coach the team.



Nation

week. But
are they



Afghanistan is ranked 152nd in the world.
And it has never qualified for a major tournament.

Definitions

Working Definition:

“Evolving to flourish in the face of dramatic change.”*

*Lindstedt, 2022

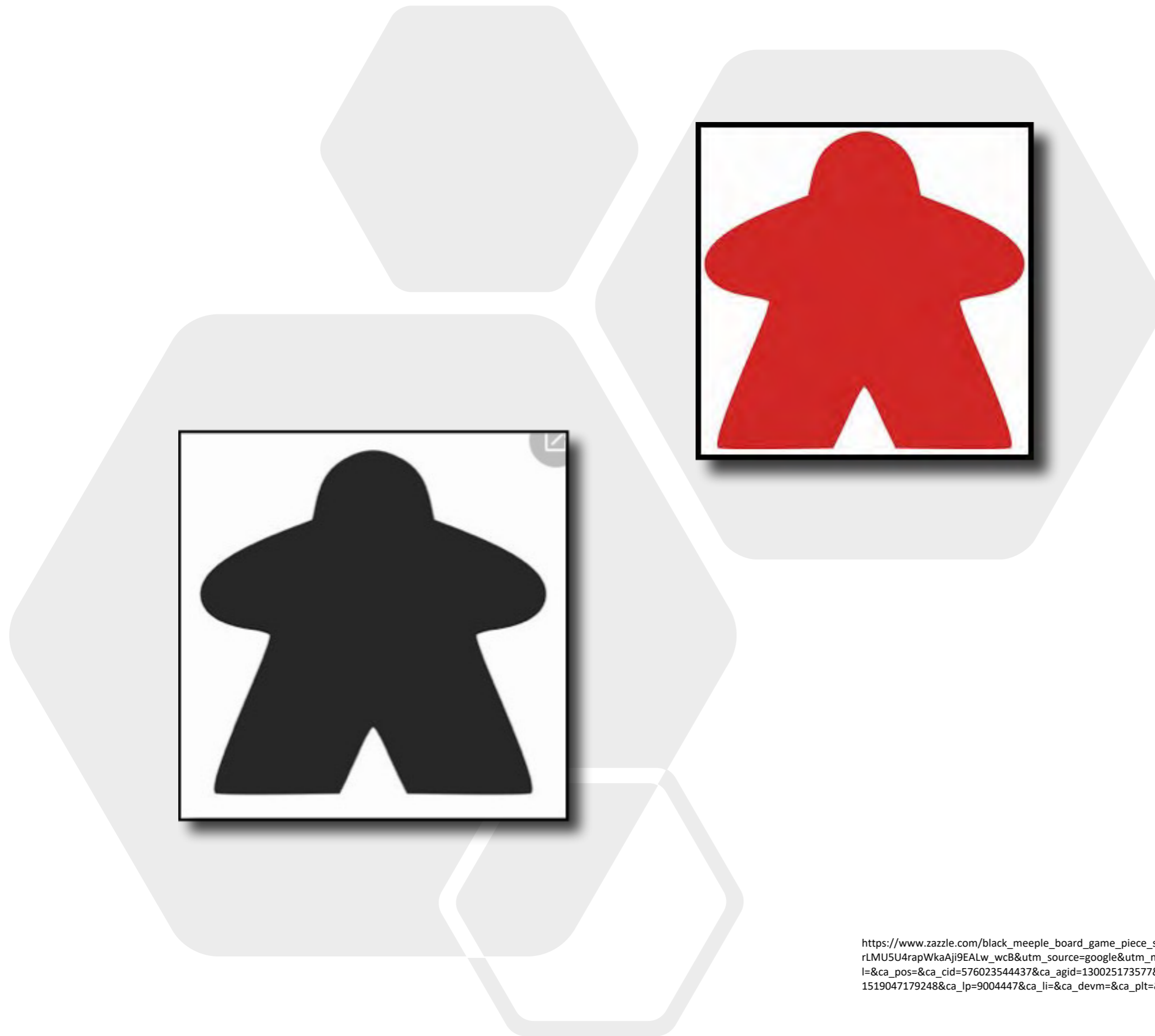
**Dàvid Kollár and József Kollár, “The Art of Shipwrecking: The Information Society and the Rise of Exaptive Resilience,” 2020

Academic Definitions:

- “...the ability of a complex self-organizing system to produce new previously untreated patterns in response to exogenous effects.”**
- “The ability of a complex self-organizing system to transform by way of adaptive and/or exaptive strategies that produce new patterns of behavior that allow it to survive and, ideally, thrive, in anticipation of or response to significantly changed conditions.”*

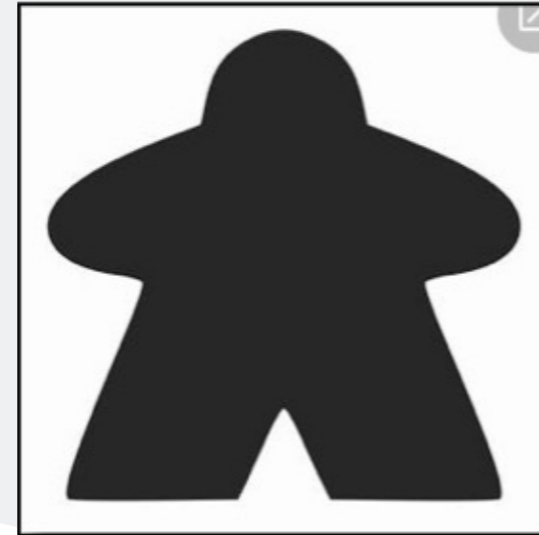
A 3D rendering of a warehouse conveyor belt system. The scene is viewed from a low angle, looking down a long, straight conveyor belt. Several cardboard boxes are positioned on the belt, moving away from the viewer. The boxes are brown with white labels and some have 'FRAGILE' markings. The floor is a dark blue-grey color, overlaid with a grid of red laser lines that create a perspective effect, receding into the distance. The lighting is bright and even, highlighting the textures of the cardboard and the metallic components of the conveyor system.

A Story of Startups, Scale, and Control



Starting Up

https://www.zazzle.com/black_meeple_board_game_piece_square_sticker-217651161073530109?rf=238042806156835444&tc=Cj0KCQjw08aYBhDIARsAA_gb0cRFdEj373_wAbdZBxGxxSpjB1_gmln7ouMhiT3b-rLMU5U4rapWkaAji9EALw_wcB&utm_source=google&utm_medium=cpc&utm_campaign=us_shopping&utm_term=z217651161073530109&ca_chid=2001810&ca_source=gaw&ca_ace=&ca_nw=g&ca_dev=c&ca_pl=&ca_pos=&ca_cid=576023544437&ca_agid=130025173577&ca_caid=15870387794&ca_adid=576023544437&ca_kwt=&ca_mt=&ca_fid=&ca_tid=pla-1519047179248&ca_lp=9004447&ca_li=&ca_devm=&ca_plt=&gclid=Cj0KCQjw08aYBhDIARsAA_gb0cRFdEj373_wAbdZBxGxxSpjB1_gmln7ouMhiT3b-rLMU5U4rapWkaAji9EALw_wcB



Starting Up

https://www.zazzle.com/black_meeple_board_game_piece_square_sticker-217651161073530109?rf=238042806156835444&tc=Cj0KCQjw08aYBhDIARIsAA_gb0cRFdEj373_wAbdZBxGxxSpcjB1_gmln7ouMhiT3b-rLMU5U4rapWkaAji9EALw_wcB&utm_source=google&utm_medium=cpc&utm_campaign=us_shopping&utm_term=z217651161073530109&ca_chid=2001810&ca_source=gaw&ca_ace=&ca_nw=g&ca_dev=c&ca_pl=&ca_pos=&ca_cid=576023544437&ca_agid=130025173577&ca_caid=15870387794&ca_adid=576023544437&ca_kwt=&ca_mt=&ca_fid=&ca_tid=pla-1519047179248&ca_lp=9004447&ca_li=&ca_devm=&ca_plt=&gclid=Cj0KCQjw08aYBhDIARIsAA_gb0cRFdEj373_wAbdZBxGxxSpcjB1_gmln7ouMhiT3b-rLMU5U4rapWkaAji9EALw_wcB



Growing

https://meeplesource.com/prodimages/2inchMeeplesEdited_large.jpg



Scaling

Letting Go of Control



Cynefin[®]
Sense-
making
Model, David
Snowden
(2020
version)



How Successful People Become
Even More Successful!

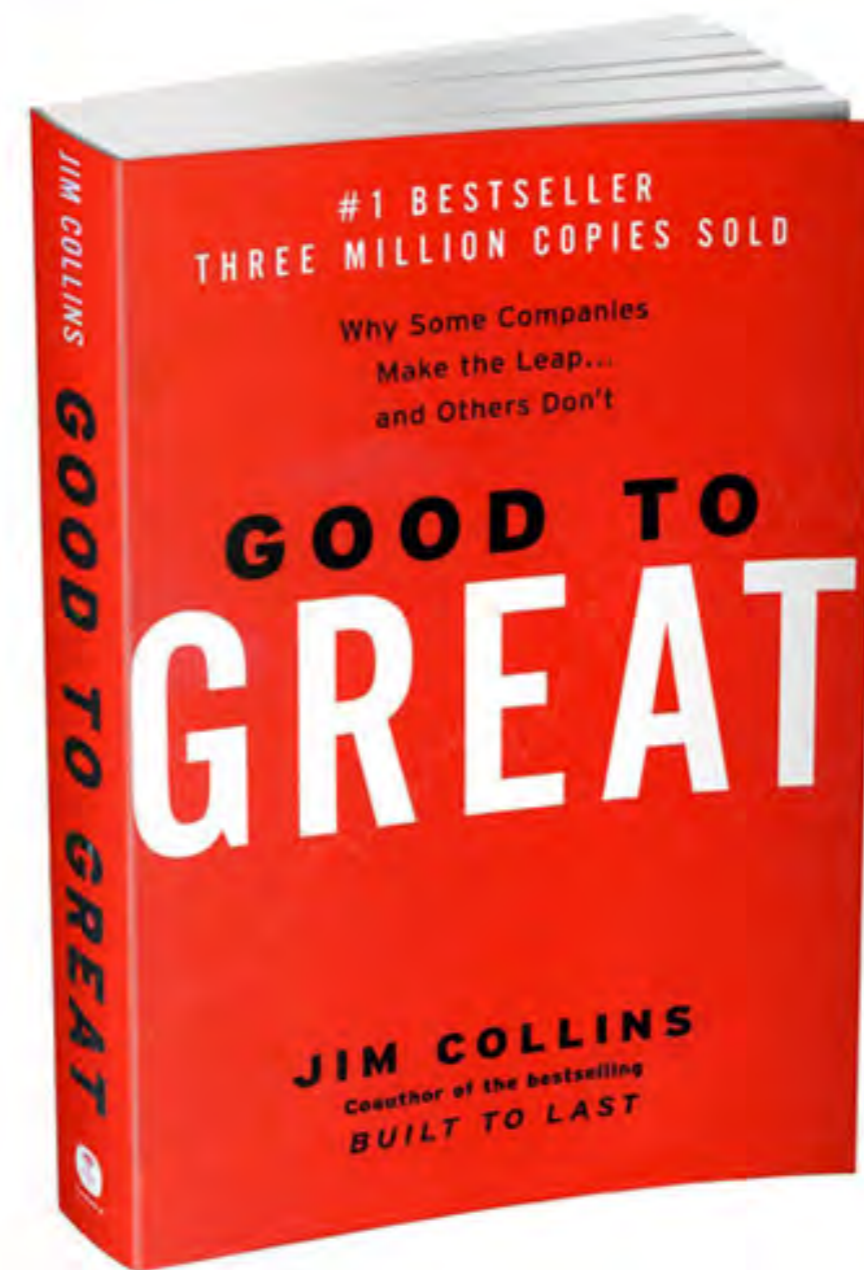
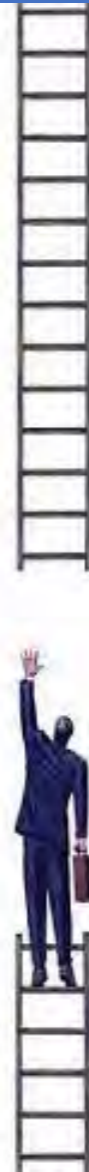
What Got You Here Won't Get You There

Discover
the 20
Workplace Habits
You Need to
Break

MARSHALL GOLDSMITH

"...Marshall's proven improvement process ROCKS!"
—Alan Mulally, CEO, Ford Motor Company

WITH MARK REITER



Fragile



- Hurt by change
- Tranquility
- Hate mistakes
- Black swans = catastrophic
- Big banks
- Rules
- Insurance

Robust



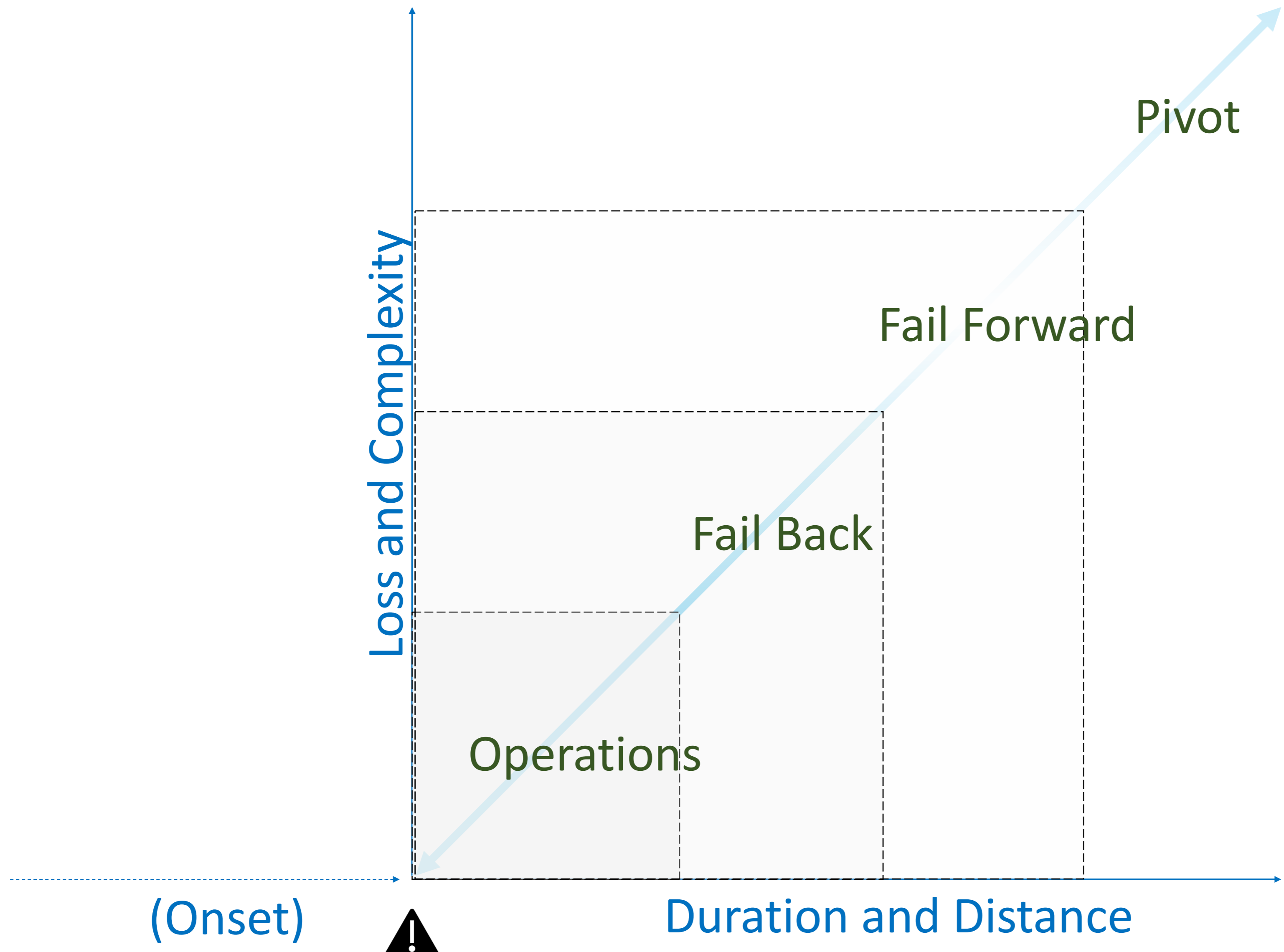
- Resists change
- Indifferent
- [Absorb mistakes]

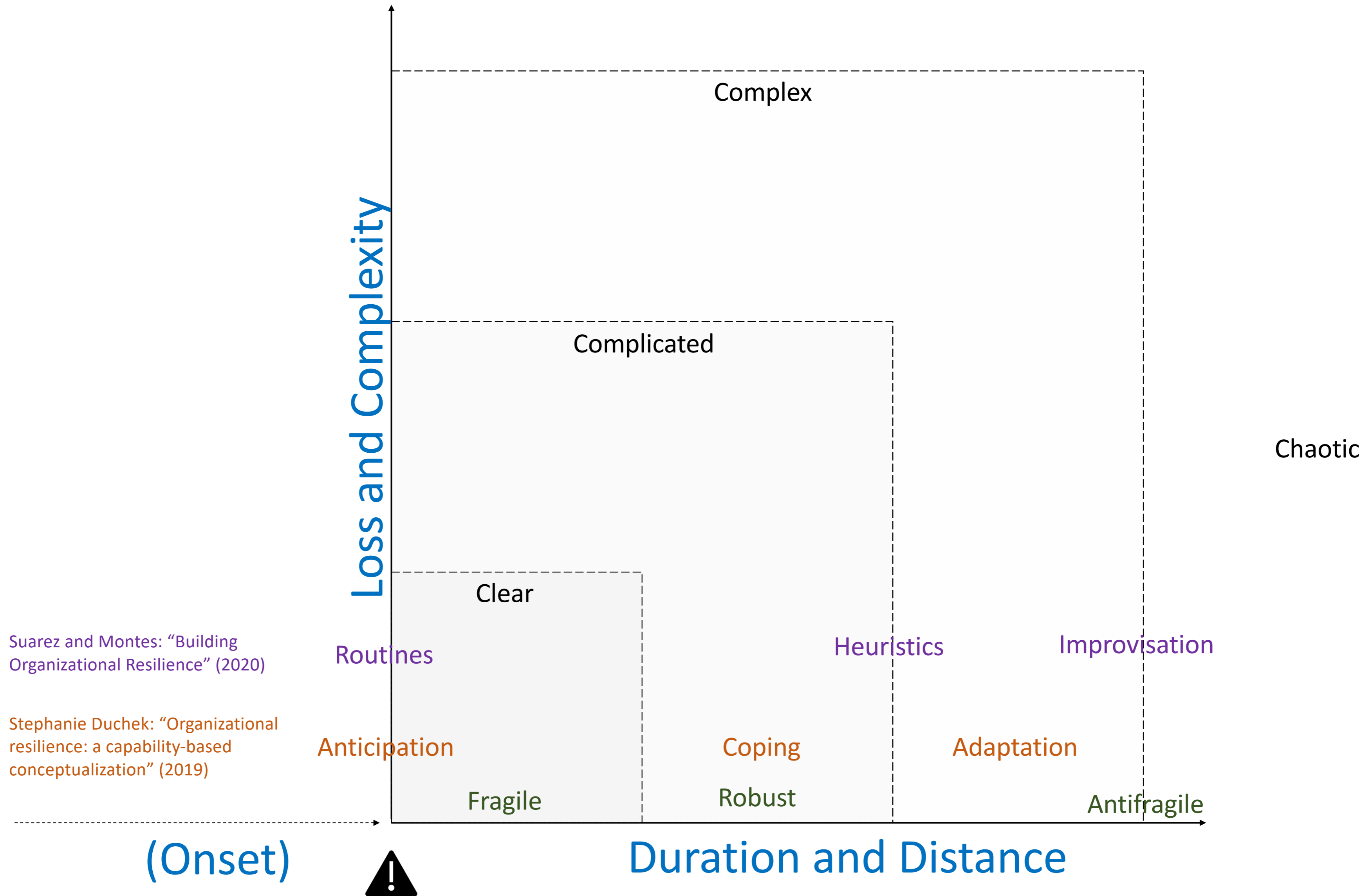
Antifragile



- Benefits from change
- Disorder
- Love mistakes
- Black swans = beneficial
- Silicon Valley
- Value
- Hedge

But the... robust (and company) are items that neither break nor improve... --Nicholas Taleb





Suarez and Montes: "Building Organizational Resilience" (2020)

Stephanie Ducheck: "Organizational resilience: a capability-based conceptualization" (2019)



Fragile



- Just In Time
- Operations
- Org Policies and Procedures
- Safety Protocols
- Six Sigma
- Standard Operating Procedures

Robust



- Cyber Security
- Emergency Management
- Enterprise Risk Management
- IT DR / HA
- Legal Affairs
- Traditional BC
- Waterfall Methodology

Antifragile



- Adaptive BC
- Agile / Scrum
- Entrepreneur
- Intrapreneur
- Lean
- DevOps?

“[W]e can estimate, even measure, fragility and antifragility,
while we cannot calculate risks and probabilities of shocks and rare events...” --Taleb

Years of Research

- ▷ Anecdotes
- ▷ Case studies
- ▷ COVID
- ▷ Experience
- ▷ Interviews
- ▷ Research
- ▷ Etc.

Building Resilient Organizations through Change, Chance, and Complexity



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“Surrender”

SYNONYMS FOR surrender

Compare Synonyms

abandon

quit

entrust

deliver up

pack it in

capitulate

relinquish

fall

eat crow

part with

cede

renounce

fold

eat humble pie

play dead

commit

submit

forego

go along with

put up white flag

concede

succumb

knuckle

go down

roll over

give in

waive

buckle under

go under

throw in the towel

hand over

yield

cave in

knuckle under

toss it in

leave

consign

cry uncle

let go

See also synonyms for: **surrendering**

<https://www.thesaurus.com/browse/>



RISK AWARENESS WEEK 2022
Join The Global Initiative To Promote Risk Based Decision Making

noun delivery; dispensation *noun* publication *verb* let go, let out

SYNONYMS FOR release ⓘ

| | | |
|-----------|------------|------------|
| clear | emancipate | undo |
| deliver | exculpate | unfasten |
| discharge | excuse | unleash |
| drop | exempt | unloose |
| free | exonerate | untie |
| issue | extricate | vent |
| leak | liberate | yield |
| surrender | loose | bail out |
| absolve | loosen | cast loose |
| acquit | manumit | give off |
| commute | spring | give out |
| disengage | unbind | go easy on |
| dispense | unchain | let off |

let it go



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Tools

Collections Saved

- sa
- wallpaper
- you love, let it love
- song
- disney
- idina menzel
- anna
- life
- buddha



Let It Go - Wikipedia
wikipedia.org



FROZEN | Let It Go Sing-along ...
youtube.com



Idina Menzel - Let It Go (from Frozen ...
youtube.com



Disney's Frozen "Let It Go" Sequence ...
youtube.com



"Let it Go" parodies of 2014 ...



What the Disney "Frozen" song "Le...
marandarussell.com



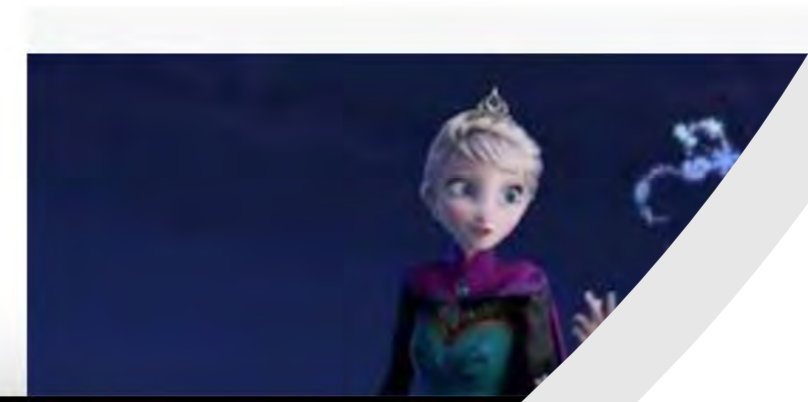
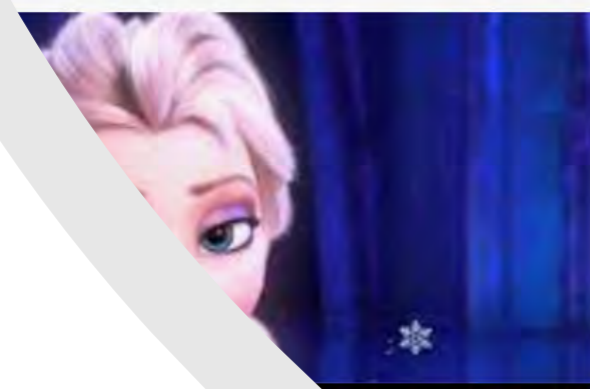
Idina Menzel: Let It Go (Music...
imdb.com



Why 'Let it Go' is loved by prisoners ...
ft.com



Let It Go GIFs | Tenor
tenor.com



Aspects of Resilience

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- ▷ Capital
 - Resource
 - Relationship
 - Information
- ▷ Crews:
 - Entrepreneurial
 - Intrapreneurial
 - Contrarian
- ▷ Culture of Experimentation
 - Reality-seeking experimenters
 - Safe-to-fail
 - Dissimilar
- ▷ Exponential Leadership
 - Situational
 - Purposeful
 - Loss-aware
 - Empowering
 - Caring



Capital: Letting go of assets



Resource



Relationship



Information

**Crews: Letting
go of hierarchy
and tradition**

Entrepreneurial

Intrapreneurial

Contrarian

Culture: Letting go of outcomes

- ✓ Reality-seeking experimenters
- ✓ Safe-to-fail
- ✓ Dissimilar

Leadership: Letting go of prowess

Situational

Purposeful

Loss-aware

Empowering

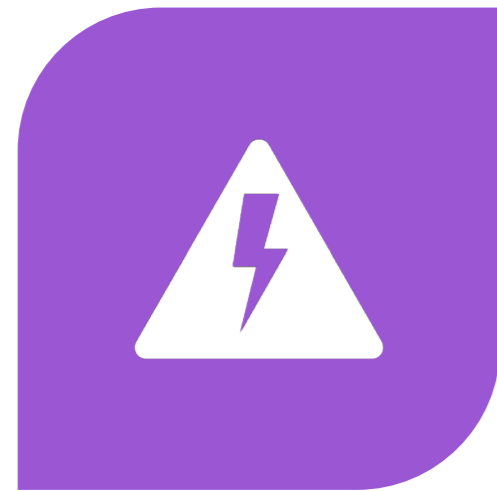
Caring



We are in the unenviable position of trying to ready our organizations for an increasingly volatile, uncertain, complex, and ambiguous (VUCA) world without the proper guidance to do it.

Life in the VUCA world

UNPREDICTABLE,



VOLATILE



UNCERTAIN

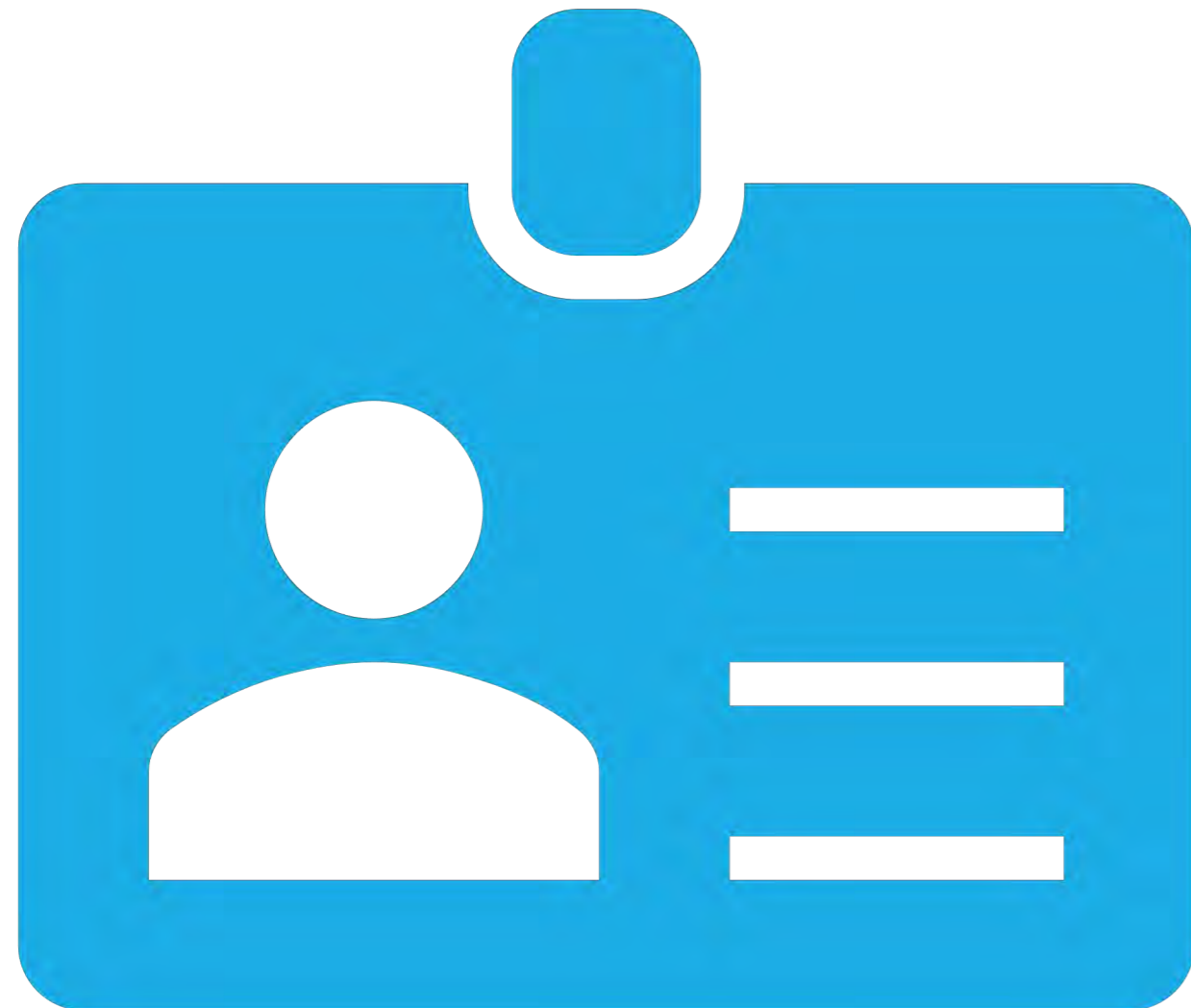


COMPLEX



AMBIGUOUS

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