Resilience for Organisations

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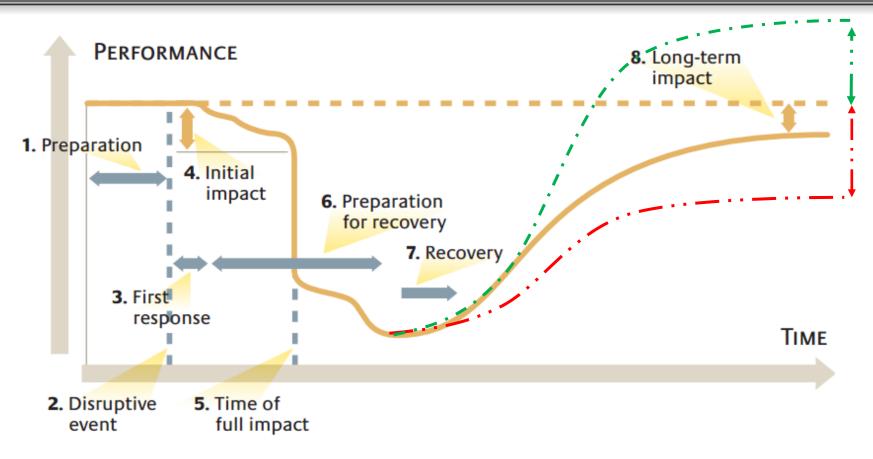UNIVERSITY OF EDINBURGH
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Resilience: How does is it work?

(Sheffi & Rice, 2005)

Water supply, Energy supply, Food supply, Natural resources, Transport and Critical Infrastructures

What does Resilience mean to you?:
(How do you define resilience?)

- ✓ the ability to prevent something bad from happening
- ✓ the ability to prevent something bad from becoming even worse, and
- ✓ the ability to recover from something bad before it becomes even worse than before

(Westrum 2006)

Key Resilience Research Challenges:
(List what you believe to be the key challenges)

- ✓ Measurement of resilience particularly before a disruption
- ✓ Complexity of networks both formal/informal, extrinsic/intrinsic
- ✓ Impact of adjacent resilience domains (scale)
- ✓ Biases and Heuristics of resilience

Your Current Research Focus:
(Identify your areas of research that could be applied to building resilience into risk management)

- ✓ Operationalise resilience with tools and techniques to build understanding, measurement and actions to improve resilience
- ✓ Organisational resilience (Business, not for profit and public sectors)

What would good look like?
(Your view required here – with some context)

- ✓ Resilience as a C level concern alongside finance, operations, HR, shareholder etc.
- ✓ Part of good practice governance for organisations, expected for permission to operate.
- ✓ Explicit part of organisational reporting in legislation such as Sarbanes – Oxley

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Perceived Barriers?:
(Where do you perceive the barriers?)
- ✓ Common frame of reference
- ✓ Lessons learned
- ✓ Policy vs practice
- ✓ Fragmentation
- ✓ Balance between phases
- ✓ Pre / post impact
- ✓ Motivations
- ✓ ROI/Good enough?

(DIEM Resilience, 2017)

What are the consequences - Risks?:
(What happens if no progress is made - ie status quo?)

- ✓ Wasted resource allocation
- ✓ Increased failures of organisation's
- ✓ Increasing instability of networks
- ✓ Likelihood of catastrophic and fatal outcomes as disruptive events increase in frequency and magnitude
- ✓ Resilience weaknesses exploited as deliberate strategies

Envisaged Breakthroughs Required:
(Where do you envisage big/significant breakthroughs?)
- ✓ Risk ≠ Resilience
- ✓ Resilience ≠ N+1
- ✓ Resilience is contextual, and comprises a basket of attributes which vary with context and can be assessed, measured and rationally acted on within a strategic framework
- ✓ Data driven resilience strategies

Who needs to do what?:
(Think here - what would you need and what would you do?)
- ✓ Consider development pathways of Health and Safety/ CSR/Environmental as a route-map for resilience
- ✓ Engage stakeholders beyond academia and across disciplines
- ✓ Create open data sets and a framework for data sharing such as BIM standard

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Thank You

Any Questions?

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