Thriving Through Resilience

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The Quest for Resilience:

"A turnaround is a transformation tragically delayed."

Gary Hamel & Liisa Välikangas, Harvard Business Review, 2003

“The time will come!” they said.
And waited with hope.
But when the time came, how many of them,
How many of them, were already gone.”

A. Minhajeva, Tatar Poet.



Why strategic resilience?

"We're in this kind of lull period where our plans are not clear…One of these days we'll break out."

"Impossible to call"

"No visibility" "End of free fall"

"In-between the old and new strategy"

"Strategy is sense making in retrospect."

Perspectives on Corporate Performance:

1. Customer relevance: How engaging are you to the people you wish to do business with?
2. Operational efficiency: How productive are you? How efficient in terms of resources consumed?
3. Strategic Resilience: How often are you able to turn threats into opportunities before they have become obvious?

How to Build Resilience into the Organization (Step 1):

1. Manage the consequences of past performance.

L. Välikangas: The Resilient Organization, McGraw-Hill, 2010



“Arrested decay”





Bodie, CA

“Lemme tell ya, these ain’t no ordinary finches we’re talkin’ about. These here are the Angry Birds, the ones that’s gonna kick you in the ‘nads. And they’re the ones on your side. They must be from Galapadapados, or sumptin’.” – Col. Angus, Bird Expert.



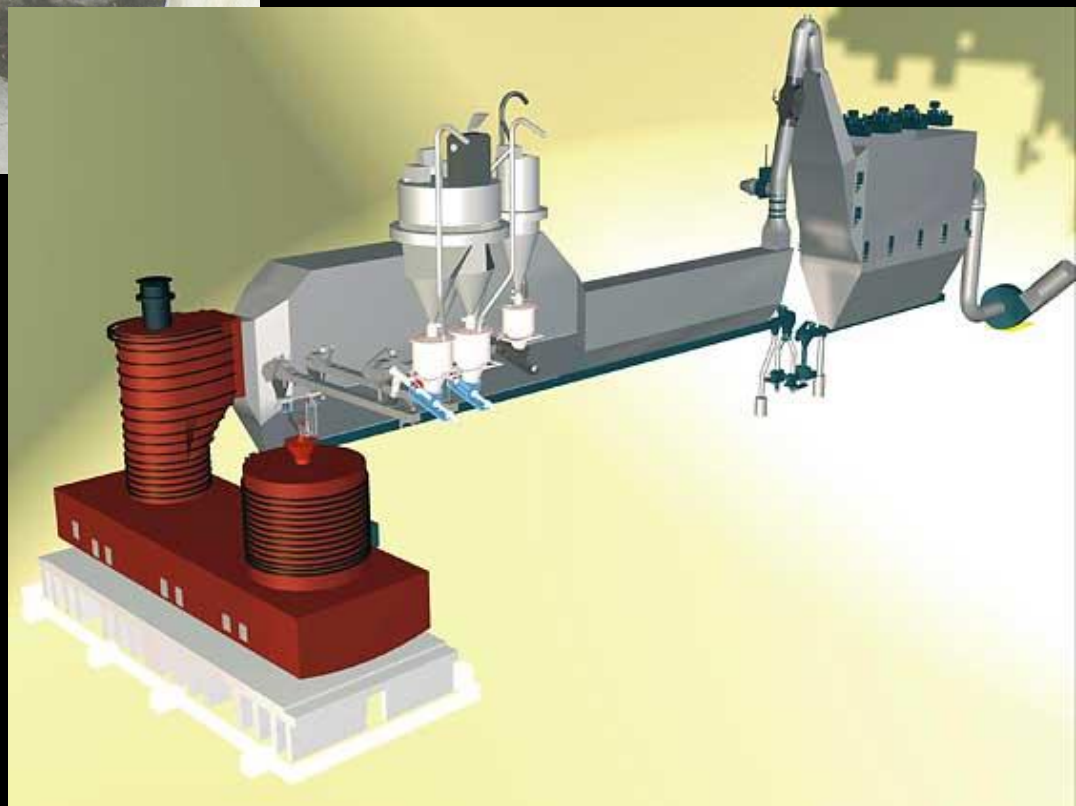
Source: Rovio Mobile

How to Build Resilience into the Organization (Step 2):

1. Manage the consequences of past performance.
2. Support resourcefulness, robustness and adaptiveness.



Kabul, 2006



Outokumpu, 1948 - 2010

Resource-rich, imagination-poor?

Development (aid) should try and foster local solutions to overcoming resource constraints, paradoxically by using these very constraints as inputs to innovation processes, rather than creating temporary resource abundance (relatively speaking), which has exactly the opposite impact of lifting the very need for local innovation and entrepreneurship. End funding, the resource constraints – and thus the poverty – soon re-emerge."

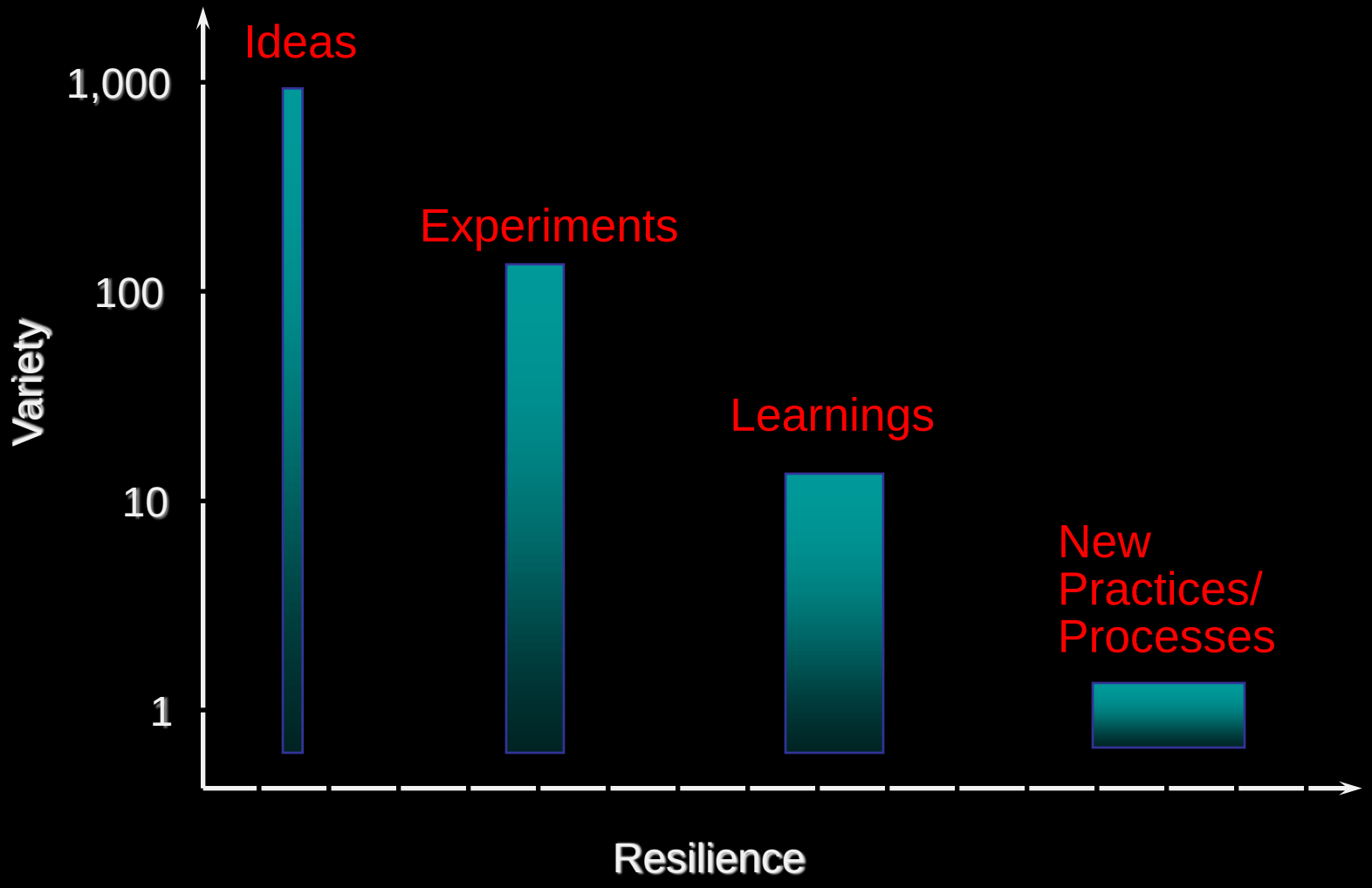
Välikangas,L and Gibbert, M.: Less is More, Stanford Social Innovation Review, Summer, 2008.

How to Build Resilience into the Organization (Step 3):

1. Manage the consequences of past performance.
2. Support resourcefulness, robustness and adaptiveness.
3. Rehearse resilience; build reservoirs for change.

L. Välikangas: The Resilient Organization, McGraw-Hill, 2010

Build reservoirs for change:



Then…



Now…

"Fools pinpoint absurdity by acting out the absurd", explains Paul Birch, British Airways' first corporate jester. "They act as a mirror in which people see their mistakes without having to admit to them. This enables Fools to challenge accepted wisdom and create new alternatives..."

BRITISH AIRWAYS

Thank you

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