THE NEW COMPETITIVE ADVANTAGE: ORGANIZATIONAL RESILIENCE

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Resilience - grounding

Long stretch of research on resilience as an individual attribute

Much of it rooted in trying to understand how some people survived imprisonment in WWII concentration camps, while others did not

Threading together streams of research, resilient people are thought to possess three core attributes:

• unwavering acceptance of reality -- optimism matters but delusion doesn’t help
• deep belief that life is purpose-driven -- less “Why ME?”, more “Why am I here?”
• uncanny ability to improvise -- make do with what you have!

Coutu, HBR, 2002

Not much of a leap to see how these factors apply to organizations as well
Three Pillars of Organizational Resilience

**Facing down reality**
Organizations can provide and disseminate information about what an organization’s environment is REALLY telling them:
- customer satisfaction,
- current levels of talent motivation and engagement,
- even the broad macro trends happening in their industry.

**Search for meaning**
Organizations can establish, define, and deeply embed their values into every dimension of their operations:
- bringing your values to life helps people see the real reason for existing
- stories are great ways to shift values from theory to reality

**Ritualized ingenuity (Bricolage)**
Forward-thinking organizations can increase bricolage within their coaching and development programs to build creativity and innovation skills in people:
- not just about “making-do”
- also about “dropping your tools”
“Nobody ever out-performed for rational reasons. That kind of extraordinary performance takes emotion.”
Thank you for joining us.

We hope you and your loved ones stay safe and well.
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