



THE IVEY
ACADEMY

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:

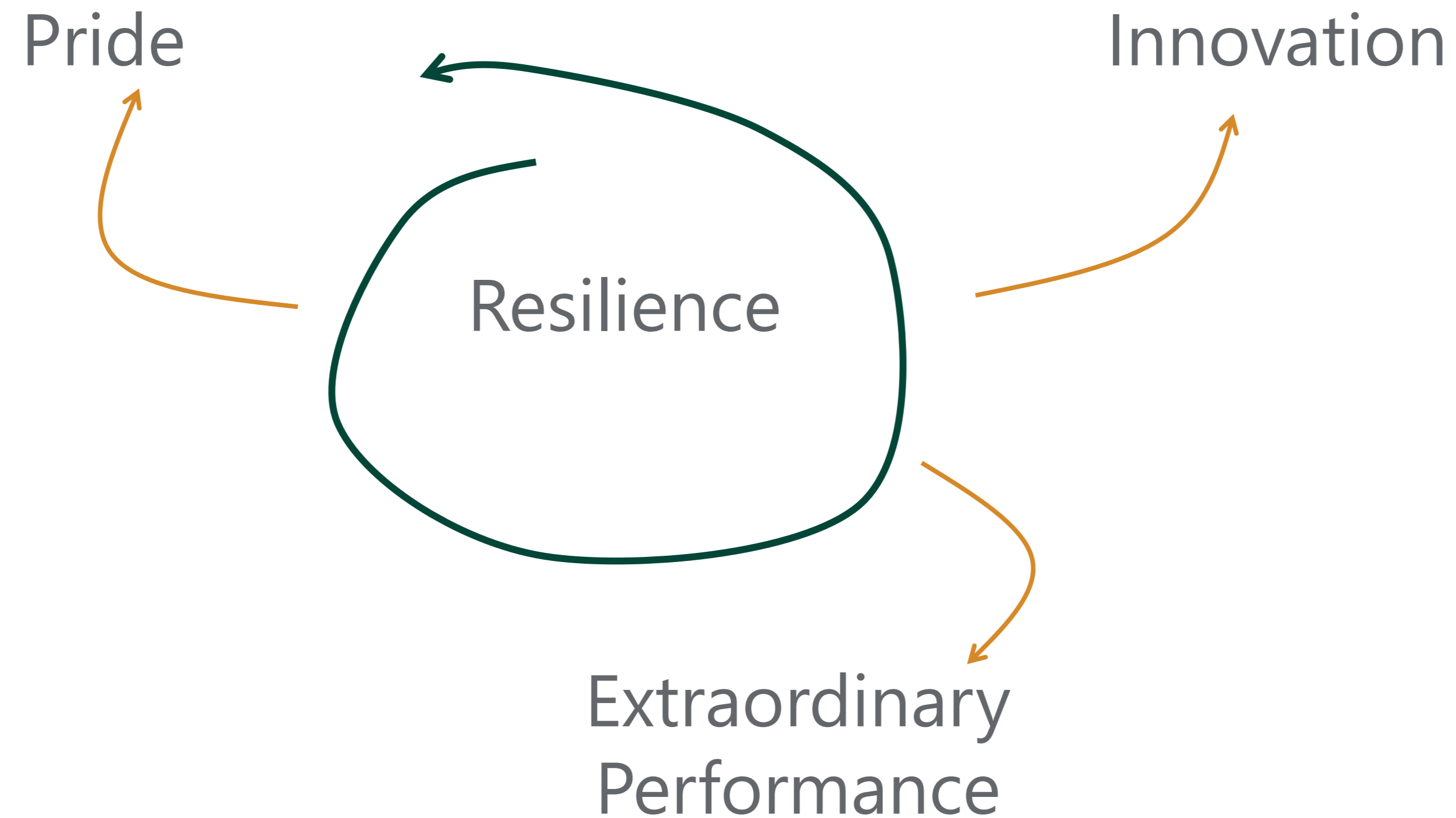
- bringing your values to life helps people see the real reason for existing
- stories are great ways to shift values from theory to reality

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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