![Pinnacle logo] **Pinnacle**
A BETTER YOU, ONE DAY AT A TIME

A WHITEPAPER GUIDE TO

Building a resilient organisation

"

It is not the strongest of the species that survives, nor the most intelligent. It is the one that is the most adaptable to change.

—

Charles Darwin

"

Introduction

> **Why is it that some organisations are more successful at coping with and responding to the volatility and uncertainty of a rapidly changing, complex world and business environment? What enables some organisations to flourish through challenging times, seeing opportunity in the face of adversity. Whilst others become paralyzed, inwardly focussed and victims of a change in circumstances.**

All organisations face disruptions and challenges as a result of economic, social and political changes, supply chain and supplier disruptions, terrorism, global pandemics and more; but only the most resilient go on to thrive and prosper. It is the ability of an organisation to quickly adapt and to successfully manage in a changing environment, that is key to its competitive advantage and future success.

Whilst the need to build organisational resilience is widely accepted, few organisations truly align their daily operations with the culture and behaviours needed to bring about change. Choosing instead to take a more defensive, ad-hoc, process-based approach to resilience.

For the organisations that truly embrace resilience, it is embedded in the very fabric, culture and behaviours of its leaders, teams and individuals; liberating organisational performance and results as a consequence.

If you are looking to build resilience in your organisation, this white paper will help you understand the changes you need to make and provides insights and a practical guide to the steps that will enable your organisation to anticipate, prepare and adapt to a changing environment; in order to survive and prosper.

1. What is resilience?

According to the BSI, Organizational Resilience is "the ability of an organisation to anticipate, prepare for, respond and adapt to incremental change and sudden disruptions in order to survive and prosper".

Historically used in the context of risk management, organisational resilience now encompasses a more holistic view of an organisation's heath and success. It is not a one-off box-ticking exercise. If you approach organisational resilience with the mindset that it's simply a matter of sending individuals on a resilience training course, you will fail to achieve the potential that is possible. A resilient organisation requires the adoption and integration of best practise habits, culture and behaviours to build competencies and capabilities that deliver incremental and step-change improvements in performance.

For individuals, resilience is a mindset. Resilient people have the capacity to deal with and bounce back from adversity, setbacks and trauma. They have the capability to remain calm throughout stressful events, to cope with high levels of pressure and continue to consistently outperform their peers, despite adverse circumstances. Significantly, they also tend to be more positive in their outlook, have stronger relationships and support mechanisms, are able to handle disruptive changes and adapt, and have the ability to flourish and grow as a result. Resilient people are less likely to engage in dysfunctional behaviour or to engage in de-motivating or harming of others.

2. Why is it important for your organisation?

For an organisation to be capable of anticipating, preparing for, responding to and adapting in the face of unexpected events quickly, calmly and rationally, without the need to resort to regressive actions, organisational resiliency is vital. A resilient organisation is willing to learn from its mistakes to ensure improved organisational adaptability and flexibility. It avoids the need to take loss reduction activities to help the organisation recover and, instead, deploys and empowers the organisation to adapt and focus on post-event strategies that will deliver business continuity and growth.

The only certainty is ... uncertainty...

In the face of extreme challenges such as pandemics, natural disasters, global recessions, terrorism, cyber security and a wide range of other social, political and economic events, the value of a resilient organisation is brought into sharp focus. Globalisation, new technologies and environmental factors present both opportunities and threats as products, services, supply chains and people are dispersed across the world; bringing their own organisational challenges and opportunities.

In response, organisations increasingly recognise that organisational resilience is vital for business continuity and growth; anticipating, leveraging opportunities and delivering sustainable performance improvement.

Organisations such as Apple, Amazon, Google, Microsoft and Facebook have become leaders in their fields *because* they embrace organisational resilience. They anticipate market needs, create new markets and are catalysts at disrupting behaviours that bring about change. They are proactive to change and their drive for innovation and ability to disrupt is engrained within their organisational culture, objectives and vision for the future.

As a result, organisational resilience is not only a guideline to best practice but is a tool for disruption and innovation. Organisational resilience isn't about separate processes and functions. Instead it's about building a collaborative approach to mitigate risks and exploit opportunities in new and innovative ways; including the processes that empower them to do so. Crucially, the skills to achieve this can be taught.

The benefits of organisational resilience are compelling...

- Improved business performance and results

- Enhanced ability to anticipate and respond to opportunities and threats

- Improved organisational ability to be adaptive, robust and competitive

- Empowered, agile leadership teams and employees that take responsibility for and manage their actions

- The ability to deliver continual business improvements

- A continual search for learning and innovation

- A strong culture with embedded competence and capability across the organisation

- Improved ability for employees to handle and manage stress

- Improved employee retention, job satisfaction, productivity and motivation

- Improved communication, collaboration and relationships

- Shared values and aims across the organisation

- Improved organisational wellbeing

- Best possible experience (for) and improved retention and loyalty of customers

Building resilience also brings advantages for the individuals within an organisation:

- Improved learning and academic achievement

- Improved physical health and reduced absences from work

- Reduced stress and the ability to handle stress

- Reduced risk-taking behaviours including excessive drinking and smoking

- Greater involvement in the community and / or family activities

- Lower rate of mortality

- The ability to lead a more meaningful and fulfilling life

# 3. How do you change culture & behaviours, to build resilience?

Building organisational resilience is ultimately about making excellence a habit. So, the pursuit of this has to be embedded into the heart of the organisation. This requires the adoption and mastery of excellence and best practice habits at all levels of the organisation and the delivery of business improvements by embedding competence and capability.

3.1 Developing a resilient organisation

Organisational resilience isn't a destination; it's a way of being.

There is no single, definitive model for building organisational resilience. Some take a narrow, arguably more dated view, focussed on operational resilience and the management of operational risk. Whilst others, such as the BSI Group have developed a broader, more encompassing model, to define the **three essential elements** of a resilient organisation; product excellence, process excellence and people excellence.

Achieving the aim of organisational resilience requires the commitment of everyone within the organisation, driven top down with bottom up engagement, to ensure each essential element achieves the best possible experience for customers.
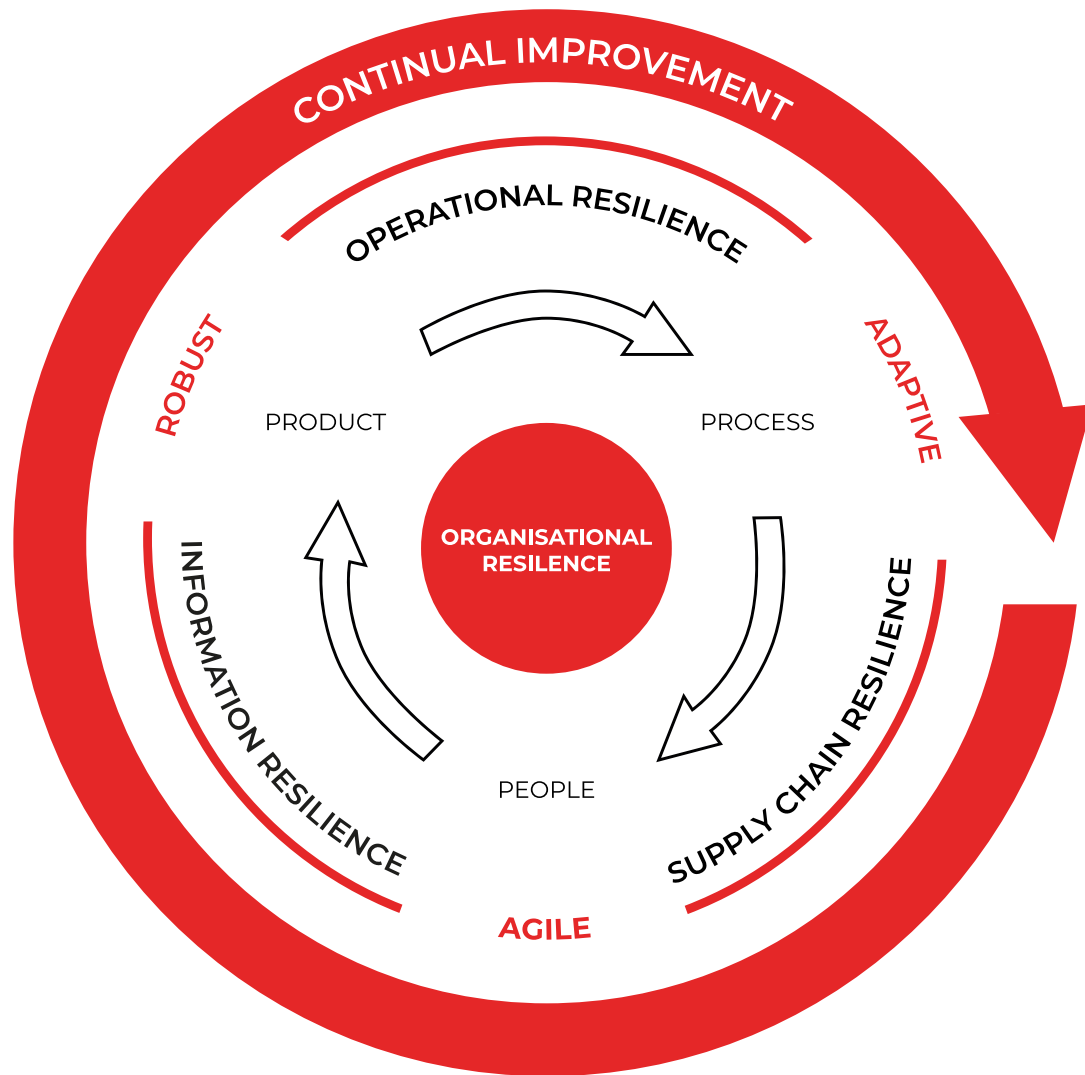
Source: BSI Group organisational resilience model: Three essential elements. British Standard BS65000

Three essential elements:

Product excellence starts by asking fundamental questions about the marketplace in which you operate and (importantly) generate revenues. Do your products and capabilities match the market requirements? And if not, how do you adapt them?

Process reliability embeds the habits of excellence into the organisation to ensure a systematic approach to quality.

People excellence ensures the organisations' people, culture and values are embraced by all within the organisation. By creating a common sense of purpose, with shared ownership, the individual's role clearly aligns the competencies, KPI's and behaviours required to support the organisations goals.

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Three functional domains

The **three essential elements** are supported by three key functional domains; operational resilience, information resilience and supply chain resilience, which are critical in achieving organisational resilience.

Operational resilience depends upon clear intelligence and analysis of the outputs and inputs of products, processes and people to enable the organisation to have a clear vision for the future and the progress that the organisation is making towards it.

Supply chain resilience to enable the management of extended supply chains to identify critical suppliers that pose the greatest risk to enable a targeted, effective way to address compliance, regulatory, continuity and security requirements.

Information resilience is an essential component for maintaining trust and transparency vs cyber threats. Including the ability to gather, store and use data to support organisational decision making.

Developing a no blame culture to drive performance

For an organisation to embrace learning and continuous improvement at the heart of its culture, enforcing and promoting a **no blame culture** is key to enabling it to identify gaps in processes or knowledge that have the potential to disrupt events in the future. Punishment is not embracing learning.

Enforcing a system of no blame reporting enables an organisation to capture any events or activities that go wrong, so that corrective actions can be put in place. Introducing such measures starts with changes to the language used to record to discuss such incidents can help with this transition. For example, changing the wording from 'investigations' to 'conversations' or 'taking statements' and then addressing the issues these raise through positive feedback loops, process improvements (using doctrines such as Kaisen and Six Sigma), performance appraisals and coaching.

Using technology to inform the science of resilience

Information is key to maintaining trust and transparency across an organisation. And is a vital tool for managing performance, maintaining and improving processes and in protecting the quality of the end product. Digitalisation and technology have played a major part in building productivity and boosting shared learning. But brings with it risks in relation to the security of data. Technology isn't just the domain of information infrastructure departments. It's about looking after people and physical security too; so that information security becomes embedded within the organisation's behaviour and is used to scientifically inform an organisation's decisions, to build resilience.

As technological advances rapidly involve, including **artificial intelligence-based** learning hold great promise as mechanisms for identifying organisational strengths and vulnerabilities to enable better informed, targeted strategies and skill development designed to build resilience.

3.2 Developing resilient leaders

To lead others, a leader must first learn to lead themselves and be physically, mentally and emotionally resilient, in order to inspire others with empathy. Resilient leaders shift the mindset of their teams from 'today' to 'tomorrow', to build high energy resilient teams.

Resilient leaders...

Identify the problem. A key role of any leader is to help people understand the challenges facing the organisation, so that appropriate responses can be devised. Strong leaders ask searching questions and connect peoples' interest into solving the problems identified. Rather than the top down approach of agreeing goals, building commitment and providing answers. More organisations fail because they solve the wrong problem!

Empower people to act, rather than simply clarifying roles and responsibilities. Strong appraisal systems that focus on outcomes

Let people experience threat, within a productive range of distress. A collective 'we can solve this' doesn't empower or encourage ownership. Good leaders recognise that stress is not, of itself, inherently harmful. It can energise us to act. Moments of stress can galvanise individuals and teams at a critical point, bringing a sense of urgency when projects are at stake. Returning to a positive state as the 'norm'. Good leaders recognise this balance and ensure individuals don't reach their breaking points.

Challenge norms to encourage ways in which the organisation could be very different. As opposed to trying to fit solutions around current ways of working.

Embrace diversity. Embracing different opinions and scepticism, as opposed to seeking consensus and reducing conflict.

Focus on doing better things rather than 'making what we do better'.

How well leaders cope with stress is a determinant of how resilient they are overall. To enhance their resilience, leaders must develop coping mechanisms that allow them and their teams to relieve tension, so they can regain positive energy. Options include being aware of their own and their teams stress responses, taking responsibility for stress responses, modifying / managing destructive personality traits / negative relationships, establishing priorities and getting jobs done as well as taking personal responsibility for their own and their teams wellbeing including work / life balance, fitness, nutrition and keeping a sense of humour!

Psychologists refer to three "protective or facilitative factors" that predict whether people will have resilience: high levels of confidence in their abilities, disciplined routines in their work, and social and family support. Developing a dashboard, to score each team member against these, is a good way to assess an individual's resilience and to predict where issues may arise.

3.3 Developing resilient teams

Resilient organisations invest in all levels of their workforce. There are many dynamics associated with building and managing high performance teams.

Features of resilient teams:

Clear sense of purpose. Having a clear sense of purpose and being able to envisage a positive future energises and motivates individuals. And it also facilitates a closer connection to the overall aims of the organisation. As a result, they are more likely to be proactive and motivated to persevere despite any setbacks or obstacles, through a shared sense of meaning.

A learning orientation. High performing teams perceive setbacks and challenges as part of the learning process. They reframe challenges into opportunities to learn something they didn't know and use that learning to improve decision making and organisational processes.

Positive relationships within the team. Positive relationships within a team builds trust, honesty and openness. Positive relationships lead to better decision making and an appreciation of the individual qualities each team member brings. They also create a safe environment for risk taking without fear of punishment, embarrassment or rejection and ensure realistic appraisal, debate and discussion.

Diversity within the team. Resilient teams often report diversity in terms of work experiences, skill sets and perspectives amongst team members. By valuing this diversity, it enables members to understand and approach issues from a different viewpoint; leading to a wider range of information and potential strategies that could be applied to find a solution.

Managers play an important role in setting up the structure for teams to enable team members to coordinate individual efforts towards a shared goal. By focussing on learning and providing opportunities to build team relationships (both structured and unstructured e.g. drinks after work), they encourage team members to interact.

As a final point, it's worth bearing in mind that new starters / younger people (18 – early 20s), that are entering the workforce for the first time, are typically less resilient, than older, more experienced workers. When building your teams, take account of the fact that younger people find it difficult to handle criticism / failure and will often leave because they can't cope with the culture.

3.4 Developing resilient individuals

Resilience reduces the effects of stress and allows us to grow through life's challenges. Resilient people show greater flexibility, and consistently outperform their peers. They have stronger relationships and support mechanisms that help them to optimise their performance and productivity.

For individuals, the process of building resilience relies upon having a greater understanding of the impact of stress at any particular moment. By being attuned and 'mindful' they are able to take appropriate steps to manage and contain stress levels at an early stage through a process called "Pattern Interrupt". Based upon the Buddhist practice of Mindfulness, this greater level of awareness is beneficial to an individual in both work and non-work environments.

In the workplace, motivation is directly linked to mindfulness, as a way to re-programme and build our ability to stay focused and flexible in a healthier, less stressful way. Taking a 'mindful' approach can help an individual stay focussed during stressful projects, tight deadlines and events otherwise outside of their control. There are a number of techniques that can be applied to improve mindfulness at work:

- By being **consciously present.** Being mindful means being consciously aware, with your full attention, of what you are doing, whilst you're doing it. Each time your mind wanders, acknowledge the thoughts but bring your mind back to the task in hand.

- Use short **mindful exercises**. You can train your brain to focus better. Spend a couple of minutes each day breathing deeply, counting silently on each exhalation; which will help build your *focus* and *awareness.*

- Become a **single tasker**. Multi-tasking is inefficient, even though you may feel as though you're being more productive. The chances are you're not.

- **Slow down**. Find time for a few mini mindfulness sessions through the day and you'll become even more efficient, focussed and effective.

- **Stress can be your friend.** Change the way that you think about stress. It can energise us to act and give us a sense of urgency when projects are at stake. Using mindfulness notice how your heartrate and breathing accelerate when you are stressed. The process is sharpening your senses and boosting your immune system; preparing you to meet the challenge.

- **Feel grateful**. Don't dwell on what's gone wrong. Actively choose to focus on what's going well. It will bring about a change in your mindset and help improve your resilience.

- **Exercise personal humility**. This should not be confused with weakness. Successful people have a quiet confidence about them, with no need to grab the attention to inflate their ego. Instead they look outside of themselves to congratulate others and benefit from better, connected relationships with others.

- **Accept what you can't change**. Acceptance is at the heart of mindfulness. It doesn't mean giving up. Instead it allows acknowledge what you can't change and move forward to deal with the situation.

- **Develop a growth mindset**. You can improve your intelligence and skills with effort. Adopting this mindset enables you to move on from setbacks as part of the learning experience.

The role of one-to-one coaching

There are several academic research papers that point to one-to-one coaching as being an effective way to build individual resilience, through 'guided conversations'. Whilst guided conversations can be conducted by line managers, they can be equally effective when delivered by other team members; enabling shared experiences when tackling issues and learnings for overcoming them.

4. What are the benefits that you can expect to see?

As organisational resilience ensures that excellence becomes a habit, the organisation is able to flourish and grow over the longer term. There are many other benefits associated with achieving organisational resilience:

For the organisation:

Organisational resilience can develop and strengthen a company in an ever changing, increasingly complex business environment.

- Strategic enablement, allowing the organisation to take measured risks in confidence

- Agile leadership

- Excellence in learning and innovation

- Excellence in operations and supply chain

- Change management mastery

- Improved financial performance and results

- Improved stakeholder and investor confidence

- Product and process excellence

- Improved competitive advantage

- Greater market share

- Satisfied and engaged clients

- Improved employee engagement

- Reduced absenteeism

For the individual:

Building individual resilience develops a protective factor that enables individuals to perform effectively at times of change, high pressure and stress.

- The ability to cope with and manage stress

- Reduced burnouts

- The ability to manage change and setbacks

- Improved health and sleeping habits

- Higher job satisfaction

- Improved communication skills

- Stronger relationships

5. Case studies

At Pinnacle Wellbeing Services we have an enviable track record of helping organisations achieve resilience. These are just a small selection of our success stories.

"Pinnacle Wellbeing Services have been responsible for the review of the Forces Psychological screening programme for at risk roles including risk assessing roles with managers. They have taken an innovative approach and delivered Resilience training with the Tactical Firearms group with excellent feedback. They collaborate well with the Occupational Health team facilitating good communication and action planning. They are constructive in finding solutions and working with the various areas of the business to achieve the best outcomes within often difficult circumstances.

Our work with Pinnacle Wellbeing Services has met and gone beyond expectations. They have achieved this through excellent training and coaching interventions, as well as providing invaluable advice and guidance to managers to inform their decision making in high risk environments.

What we appreciate the most is their ability to access, prioritise and work towards a common goal.

Ginny Giles,
Head of Occupational Health,
City of London Police

"The results all round have been fantastic... The team all get better responses from their colleagues, as well as the broader organisation"

UK Management,
Capgemini

"The Training greatly assisted in raising morale; particularly at a time when large-scale change was underway. This was fundamental in helping us to show that we care about the welfare of our staff. As a result, they feel supported and valued at work. We will be engaging in further training programs with Pinnacle without hesitation. This specialist training and coaching provision is invaluable as a support mechanism in the workplace."

Jon Averns,
Port Health & Public Protection Director,
London Port Health Authority /
City of London Corporation

6. Next steps

At Pinnacle Wellbeing Services, we provide Gold-Standard resilience consultancy that can be tailored to help your teams navigate challenging times and contribute to consistent organisational growth. We help you build the wellbeing and resilience of your organisation, teams and individuals by ensuring they are equipped with the practical tools and experience they can use to immediately improve their performance.

When your business faces unprecedented times or needs to improve its performance, you need your people to be at the absolute top of their game. We're here to help you achieve that.

Schedule a call back now to find out how: https://pinnacle.clickpages.uk/resilience/

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Contact us today and take the first step to improvement

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