

SHAPING OF ORGANIZATIONAL RESILIENCE IN AN UNSTABLE WORLD: POSSIBILITY OR NECESSITY?

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Increased complexity of economic, social and technological systems cause that crises, uncertainty and risk have become an integral part of modern world. Undoubtedly, today's organizations face the necessity of dealing with a growing number of various risk factors-generators: disasters, sudden bankruptcies of key participants of supply chain, loss of reputation, highly innovative products/technologies entering the market or risk resulting from introducing new legal regulations (Gorzeń-Mitka, 2015). Thus, U.Beck's statement that the 21st century can be described as the century of risk seems right (Beck, 2009). Operation of companies in the current environment requires effective trade-offs among economic, environmental and social outcomes while maintaining the longevity of organizational efficiency (Eltantawy, 2016). For example, Maslaric et al. (2013) indicate that, modern trends in new business models, which assume a strive for continuous improvement in efficiency by cutting costs and reducing waste in every supply chain processes, create a new risk perspective. In this situation, striving to achieve balance between organizational efficiency and organizational resilience is more than a necessity. This has caused seeking for new approaches to protect value and results of our activities. One of them is creation of resilience. According Oxford Advanced Learner's Dictionary word "resilience" has two meanings: *the ability of people or things to feel better quickly after something unpleasant* and the ability of a substance to return to its original shape after it has been bent, stretched or (Oxford Advanced Learner's Dictionary, 2016).

Resilience is a multidisciplinary concept. It has become very interesting for researchers in recent years. It is finding application in several scientific fields such as social sciences (Walker & Cooper, 2011, pp. 143-160; Pike, et al. 2010, pp. 59-70; Martin, 2012, pp. 1-32), medicine, psychology (Toland & Carrigan, 2011, pp. 95-106), environmental science (Folke, et al. 2010; Miller et al., 2010), engineering (Steen & Aven, 2011, pp. 292-297), agricultural and biological sciences (Dakos et al. 2015), disaster risk reduction, economy or organizational management (Wardekker et al., 2010, pp. 987-998; Burnard & Bhamra, 2011, pp. 5581-5599).

The concept of resilience was adopted to management research as a practical response to the decreasing lifespan of organisations. Organizational resilience is nowadays also widely researched in the management literature. As suggest Lengnick-Hall et al. (2011), resilient organizations thrive despite experiencing conditions that are surprising, uncertain, often adverse, and usually unstable. As such, it is not surprising that many definitions of organizational resilience have been offered. For example, British Standard, BS 65000 (2014) defines organizational resilience as "ability of an organization to anticipate, prepare for, and respond and adapt to incremental change and sudden disruptions in order to survive and prosper. According to Australian Government "resilience is an organizational approach that embraces asset and resource protection, performance and strategic leadership, organizational

development, and a responsive and adaptive culture". McManus et al. (2008), in turn, define this concept as "a function of an organization's situation awareness, management of key stone vulnerabilities and adaptive capacity in a complex, dynamic and interconnected environment".

In academic literature we can find a few leading trends, how to create an organizational resilient. Some researchers identify the organizational resilience as variety of approaches: risk management, crisis management or business continuity management. But others propose to develop an organization's capacity for resilience as through evaluation resilient indicators (McManus, 2008; Seville et al., 2008), strategically managing human resources (Lengnick-Hall et al., 2011), develop a tolerance to risk (Mitchell & Harris, 2012) and create risk-aware culture (Gorzeń-Mitka, 2015).

Organizational resilience has become as a key competitive factor. Some researchers suggest, that, especially in risk management and crisis management context, good risk taking and communication on risk they are the leading factors to create enterprise resilience. Some researchers (Seville et al., 2008; Lee et al., 2013) point out that organizational resilience is stimulated by the crisis. It initiates by a short period of rapid change (i.e. the adaptive cycle), that can be a source of the system reorganization and its renewal. It's very important to remember, that resilience is not only the ability of an organization or community to rebound following a crisis or a disaster event. It is also the ability to absorb strain and withstand destructive disasters. As points out McCreight (2010), building resilience may often require a shift from a reactive to a proactive approach for risk/crisis management and business continuity /emergency planning. In the opinion of the author, although McCreight (2010) discusses the resilience problems with respect to the city, state or region context, it may be adapted to the situation in enterprises.

As indicate, in turn, Burnard and Bhamra (2011) through proactively adjusting to environmental uncertainty and building a risk-aware culture, organisations will not only be better positioned and prepared to deal with the demands of high-impact events, but also seek opportunity and gains through uncertainty. As such, through resilience, organisations may be better placed to take and manage risks. A properly implemented proactive resilience strategy should above all create and protect value, i.e. protect the achievement of objectives and increase an organization's effectiveness (Gorzeń-Mitka, 2008, p. 395-402).

Most academic studies on resilience in different areas highlight that resilience has become a critical element of value protection in an organization. But some of them added, that resilience especially in organizational context can effectively enable the use of additional opportunities.

The concept of organisational resilience is still a largely undeveloped area that yields an interesting stream of research. But, to recap, in my opinion, it can be accepted that organizational resilience is not only NECESSITY, but it is also POSSIBILITY and the way to create additional value in enterprise.

I hope that these few remarks on resilience will encourage you to getting acquainted with the latest studies of the of shaping of resilience issues in modern organizations and that you will find "added value" in them for yourselves.

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