

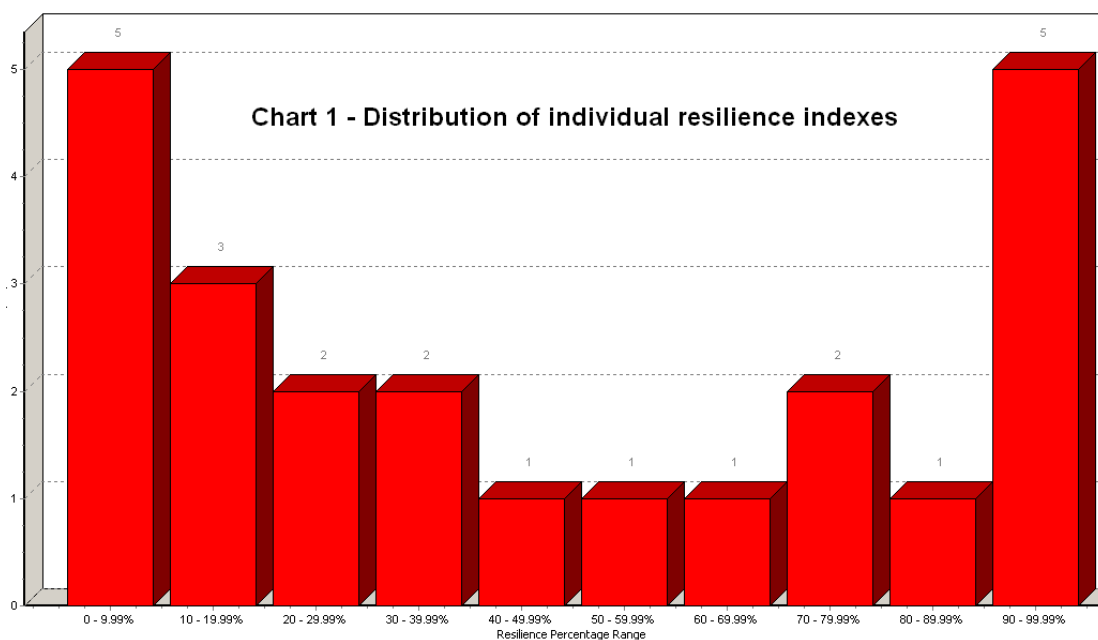
Where is your organisation on the resilience chart?

An important research project conducted by *University of Westminster, Magus Toolbox Ltd and Basis Ltd* is determining the features of organisations that are highly resilient – and those that are less so.

The resilient organisation is one that has a high level of capacity to adapt to a changing environment, internally or externally. A key consequence of the adoption of the management practices indicated in earlier research as being appropriate for a change enabled organisation is that all employees are players. Especially operational people – 'the sensors at the periphery of the organisation' – engage in sensing signals coming in from the world outside the organisation that imply the need for change; all play their part in interpreting these signals; at the very least, these people are able to get items placed on the strategic agenda. Frequently, they are able to act in accordance with their interpretation of the signals.

Organisational resilience has long been an issue for business managers; in 2011 and 2012, after the 2010 Spending Review, it will be vital. The level of turbulence in the environment has never been higher. Survival and continuing growth will depend on the organisation's ability to adapt

The chart below is taken from an interim report published in October 2010.



The most interesting feature of this chart is the way it is polarised towards both ends. There are five examples of highly resilient organisations and five with little or no capacity to adapt to a changing environment. In particular there are few organisations in the mid-range of indexes.

One possible interpretation of this is that organisations either 'get it right in a big way', or the reverse. Probably, when the management of an organisation adopts a driving philosophy about the design and application of management processes and practices, that philosophy is likely to be applied 'across the board' - not in just some aspects of organisation management.

If you would like to know the resilience index of your own organisation, and have access to information on how to improve it, quickly and easily, please let us know and we will sign you up as a participating organisation – with full access to the detailed final report.

To register, please visit us at <http://www.magus-toolbox.com/kcp>