


Chapter 9

Innovative Adaptation in Strategic Organizational Resilience

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ABSTRACT

This chapter has the purpose to analyze the implications of innovative adaptation in strategic organizational resilience. It is assumed that organizational resilience has a strategic role designed and implemented to promote organizational community resilience to survive, adaptive innovation, and achieve success after a disaster. The method employed is the reflective and analytical review of the theoretical and empirical literature to clarify the relevant issues of innovative innovation in strategic organizational resilience. It is concluded that innovative adaptation and engineering resilience strategies achieve organizational resilience as the capability to self-renew through innovation.

INTRODUCTION

Organizational resilience is defined as capacity, capability, behavior, strategy, outcome, performance among other concepts. Organizational resilience has a strategic role (Carmeli and Markman, 2011; de Oliveira Teixeira and Werther, 2013; Hamel and Välikangas, 2003) and also has a relevant role at operational-level such as the supply chain to maintain service delivery and functionality (Jüttner and Maklan, 2011; Pettit *et al.* 2010; Ponomarov and Holcomb, 2009; Sheffi and Rice, 2005; Zsidisin and Wagner, 2010).

Organizational resilience is being analyzed from the systemic, psychological, social, and strategic management perspectives. Resilience is an organizational capability based on culture of change considered as the ability to make sense of the environment to realign resources aimed to strategic options to develop and advantage (Ates and Bititci 2011).

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Resilience is the capability of strategic awareness linked to management to face in advance any disruption of internal and external shocks and unexpected events (Annarelli and Nonino 2016). At organization level, resilience can adjust under challenging conditions (Sutcliffe and Vogus, 2003) involving the ability to bounce back from risk and disorder event to maintain the capacity of functioning, considered as a strategic advantage (Gittel *et al.* 2006; Cheng, 2007). Strategic organizational resilience is an imperative for the survival inputing applications to deal and mitigate with risks.

Resilience theories suppose resilience to be a trait inherent to personality (Fletcher & Sarkar, 2013) and includes protective factors for a coping strategy that allows to bounce back from any psychological stressor (Earvolino-Ramirez, 2007; Rutter, 2012). The literature on resilience draws upon theories of resources-based view (RBV), capability -based and strategy (Barney 2001a, 2001b).

Resilience as a property is related to negative events such as surviving and adapting to disruptions (Bell, 2002; Horne III & Orr, 1998; Hu and Holloway, 2008 Lengnick-Hall *et al.*, 2011; Sheffi & Rice Jr., 2005), threats (Bhamidipaty *et al.*, 2007; Dewald & Bowen, 2010) disasters and catastrophes (Tierney, 2003; Alblas & Jayaram, 2015); challenging conditions (Sutcliffe & Vogus, 2003; Vogus & Sutcliffe, 2007); disturbances (Hollnagel, 2010; Linnenluecke & Griffiths, 2010; Mamouni Linnios *et al.*, 2014; Tillement *et al.*, 2009); or changes (Fiksel, 2006; Grøtan & Asbjørnslett, 2007; Mafabi *et al.*, 2015; Milanzi & Weeks, 2014; Stewart & O'Donnell, 2007).

Resilience is more that the property of a system to adaptation and response. Adaptation and resilience as responses are dependent on the type of change. Resilience directs towards accelerated change (Linnenluecke *et al.* 2012). Organizational resilience has as potential sources for effective responses in the case of unexpected events the bricolage, wisdom, virtual role systems and interactions (Weick 1993).

Resilience is the capacity for an enterprise to survive, adapt and grow even in times of turbulent change (Pettit *et al.* 2010, 2013). Resilience is the ability of systems to anticipate and adapt to potential failures. Resilience is the ability to adapt to new and complex problems without disrupting the operation of the system (Borges and Menegon 2012). Resilience is defined as the ability to focus on adaptation and derive the resilience dimension of flexibility, vulnerability, adaptability, efficiency, and other indicators.

Resilience is the ability to adapt and change behavior focusing on adaptation (Huber *et al.* 2012; Øien 2013; Bhamra *et al.* 2011). Organizational adaptation to environmental changes requires resilience (Collis 1991). Resilience is also a desirable strategy organization. Resilience is the positive adaptation despite diversity (Fleming and Ledogar 2008). Resilience must reflect social and human factors as the agility, adaptation, and rapid response of organizations in developing an enduring, diverse portfolio despite a turbulent and stressful environment (Coullahan and Shepherd 2008). Resilience is the capability of recognizing, adapting to, and coping with the unexpected (Woods 2006).

Resilience is the capacity and capability of a system to develop foresight, to anticipate and manage risk (Hollnagel *et al.* 2006; McDonald 2006) through adaptation of actions and processes to ensure functioning in disruptive events (Dalziell and McManus 2004). Resilience is the ability to cope with and adapt to risk, disaster, or crisis stress to survive and reduce damage (Pelling 2003). The perspective of safety and reliability relates to the concepts of anticipation or awareness and adaptability to resilience.

Increasing organizational resilience requires innovation and creativity to make new ideas characterized by originality of thought and imagination. There are factors and mechanisms contributing to resilience despite the use of different terms such as creativity and innovation, improvisation, building situation awareness, vulnerabilities, improvisation capacity, resiliency of individuals, flexibility, robustness, and redundancy. Organizational resilience is a strategy designed and implemented to promote organizational community resilience to survive and achieve success after a disaster (Bhamra *et al.*, 2011; Lee *et al.*, 2013).

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