

Chapter 11

Organizational Resilience Capability and Capacity Building

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ABSTRACT

The objective of this chapter is to analyze the implications of organizational resilience capability and capacity building and development processes and the posed challenges to its design and implementation. It is based on the conceptual and theoretical assumptions underpinning the capabilities of resilience that can be learned and designed by organizations to be implemented and applied to adverse conditions. These underlying assumptions affect the organizational resilience capabilities building. It is concluded that building and developing organizational resilience capabilities has increased the research agenda on the theoretical and conceptual literature and the notions, factors, elements, and challenges.

INTRODUCTION

Organizations are subject to complex, uncertain, ever changing, and diverse environment which require to develop resilience capabilities to manage and recover from disruptions. Resilience remains a problem in practice as the organizational capability to alleviate the effects of disruptions and to bounce back from a crisis (Hamel and Välikangas 2003; Salwan and Gada 2018).

Many organizational threats require different types of resilience of the system by making decisions on the best resilience way to approach the operational environment depending on the mission characteristics. To achieve this requires balancing all the specific elements of organizational resilience such as the objective, the mission capability, and the operational environment to avoid, mitigate and recover from the impact. Resilience capabilities avoid and limit the impacts of adverse events (Sheffi and Rice 2005; Jüttner and Maklan 2011).

Unfortunately, the organization science has developed a lot of inadequate conceptual assumptions and frameworks that fail to contribute to find solutions. Organizational resilience can be studied as a capacity and capability-based concept (Duchek, 2020; Williams *et al.* 2017). This processual perspective

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concerns the phases of crises as an integral model of organizational resilience that acknowledges the inherent uncertainty (Williams et al., 2017). Organizational resilience is being studied by the resilience capabilities and processual approaches. At the organizational level, organizational resilience derives from a set of organizational capabilities, processes, practices, routines orienting the organization and acting forward to create a setting of diversity and adjustable integration (Lengnick-Hall *et al.* 2011, p. 246).

Organizational resilience may be considered the ability, capability, and property which can be improved over time despite the difficulties to find the right elements that may contribute to handle disruptive events. Organizational resilience is a desirable property, an ability, capacity, and capability to deal with changes, jolts, and risks. Some characteristics of organizational resilience are the potential capability and capacity under emergent, disruptive, and discontinuous internal and external environment not always perceived in operational activities. Some characteristics of organizational resilience are the development of potential capabilities that take advantage under emergent and discontinuous, emergent, and disruptive environment. The essence of organizational resilience capabilities is the dealing with change, risks, and environmental jolts.

Organizational resilience behaviors are explained by the resilience capabilities, practices, and routines to cope with unexpected threats and events. Behavioral resilience enables the organization to learn about the situation, use resources and capabilities in collaborative actions.

CONCEPTUALIZATION

The conceptualization of organizational resilience considers capabilities, awareness, perceptions, planning, etc. (De Florio, 2013). There is little consensus about the meaning of organizational resilience, what are its elements, what are the organizational capabilities and conditions needed and how they are composed. The conceptualization of organizational capabilities to develop resilience are required despite the existing inconsistencies in the literature. The organizational resilience literature is based on turn-around the resources and capabilities advancing from different disciplines such as psychology, ecology, engineering, and organization science, etc., for building new theory.

Resilience is conceptualized as a meta-capability formed by a set of organizational capabilities and routines. The organizational capabilities and meta-capability that underlie resilience are complex, embedded, and dependent on social context factors. Resilience capabilities become effective when leveraged on complexity (Birkie et al. 2017).

The integral and capability-based resilience model provides a frame of reference structure to ongoing debate. The capability-based perspective contributes to organizational resilience capabilities for the organization for survival and prosperity despite the adversity and turbulence. Resilience based on the perspective of capabilities that become effective in situations of complexity of risks contributes with applying stability while addressing the disruptions through incorporating non-linearity quantum thinking replacing the Newtonian thinking (Pellissier 2011, 2012). Organizational resilience capability building is context-dependent on the specific exposure to desirable characteristic dealing with unexpected, abrupt, and extreme change (Linnenluecke and Griffiths 2012).

The conceptual development of organizational resilience remains underdeveloped based on assumptions about the nature of capabilities (Limnios et al., 2014), which can incorporate other dimensions used in disciplines that have adopted the resilience construct as it applies within each domain in psychology, engineering, ecology, management sciences, etc., with an intention to further developing organizational

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