

# Resilience Benchmark Tool

2018 Pilot Project with  
the College of Arts and Sciences

Presented by:

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National Disaster Resilient Universities (DRU) Network®

## Why Resilience?

# We live in a VUCA world!

## **V**OLATILE

The environment demands you react quickly to ongoing unpredictable changes for reasons outside of your control

## **U**NCERTAIN

The environment requires you to take action without certainty

## **C**OMPLEX

The environment is dynamic, with many interdependencies

## **A**MBIGUOUS

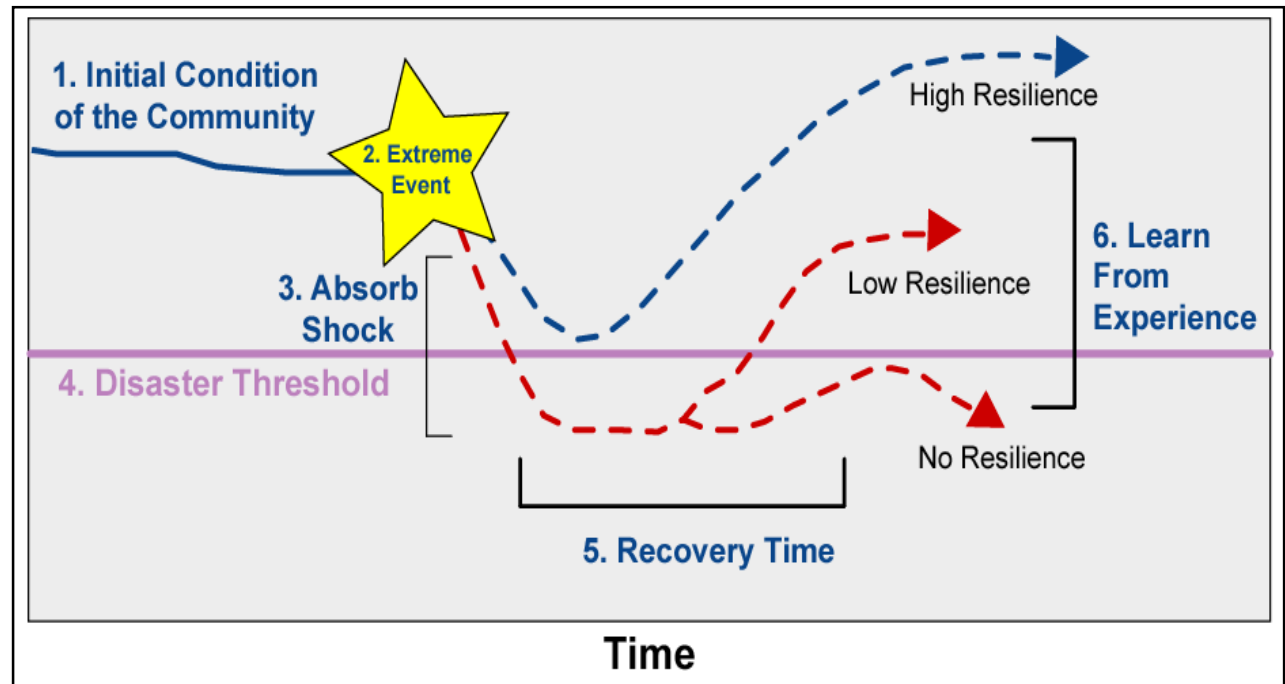
The environment is inherently unfamiliar outside of your interpretation and experience

# What is Organizational Resilience?



Building an effective  
organization **now** that  
will be ready for  
**future** change

# Graphing Resilience

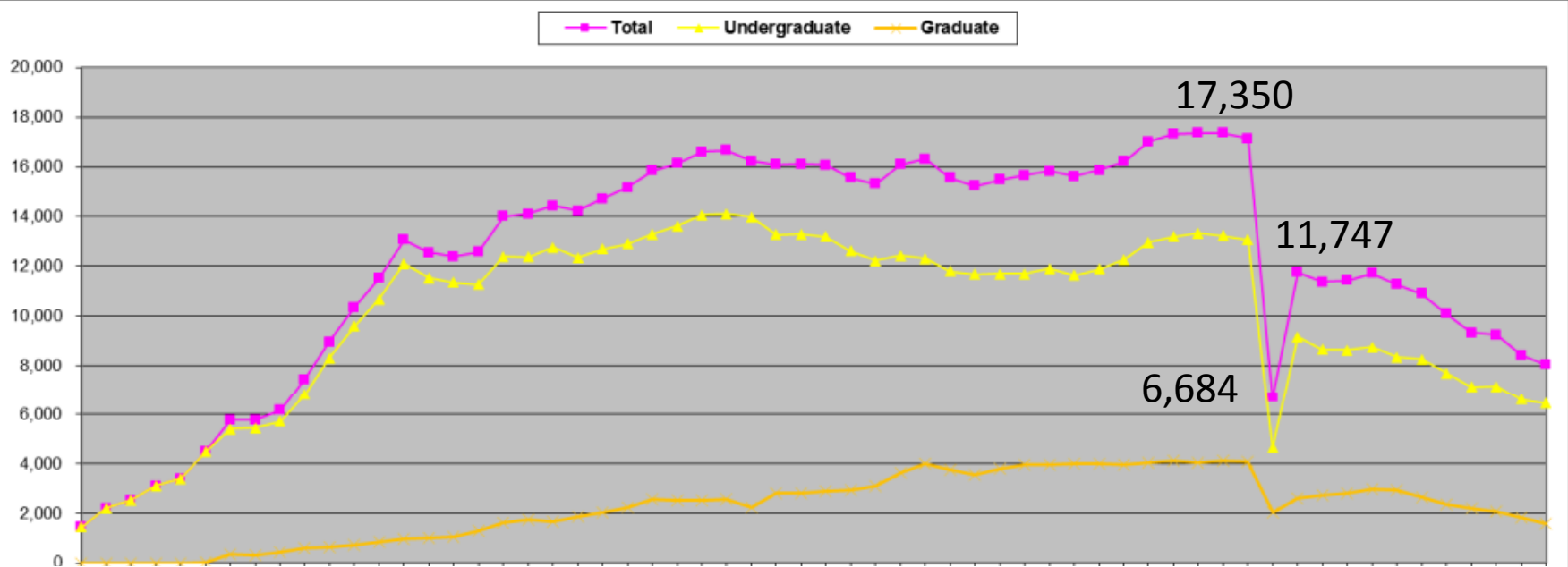


Source: USGS - University of Oregon Research Collaboration, 2006)

1. Initial condition
2. Extreme event
3. System shock

4. Disaster threshold
5. Recovery time
6. Lessons learned

# An example of the impact of a major event on a university



Enrollment trends Fall 1958 – Fall 2016

Can you guess the University?

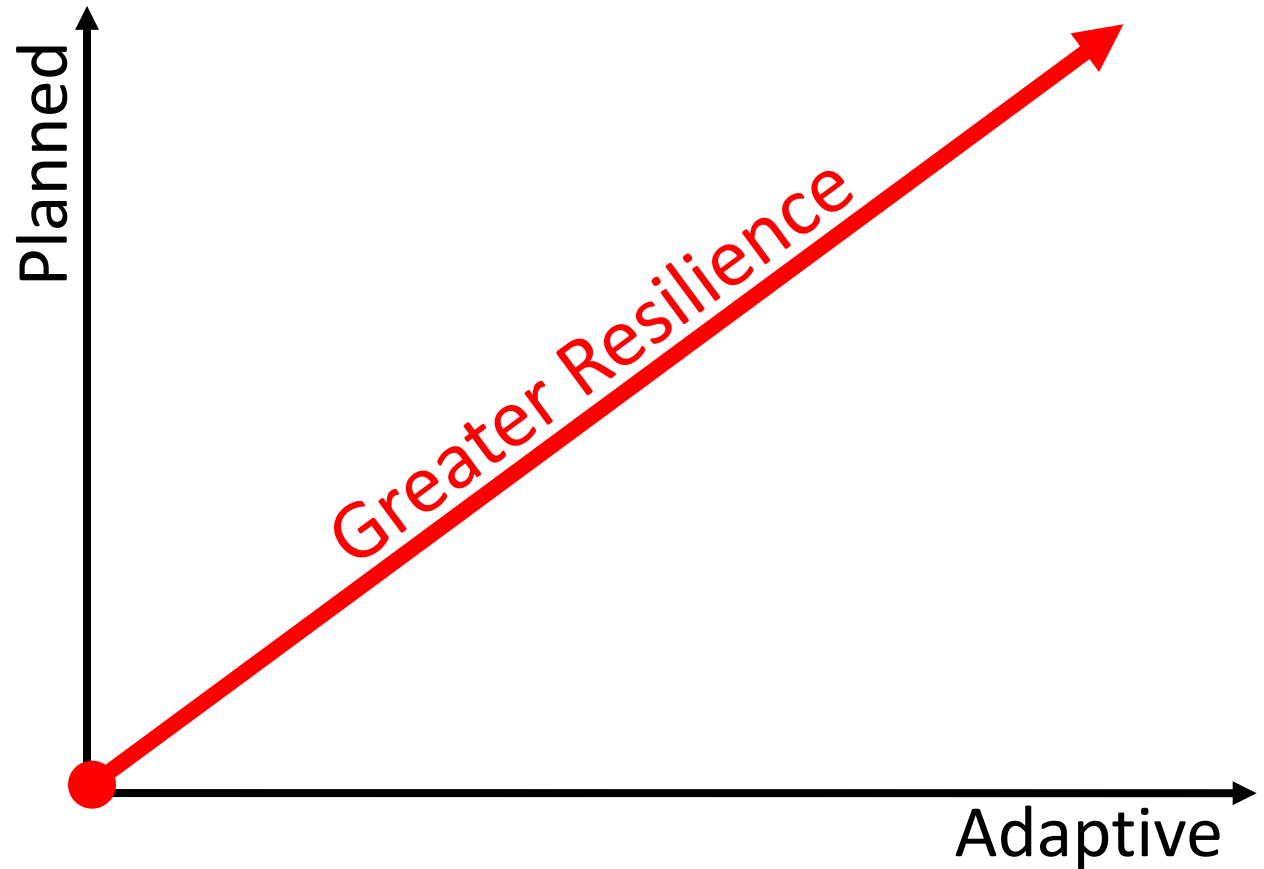


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# Planning And Adaptive Capabilities

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## Outcomes for a resilient organization

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*In an age of turbulence, the greatest assets an organization can have are:*

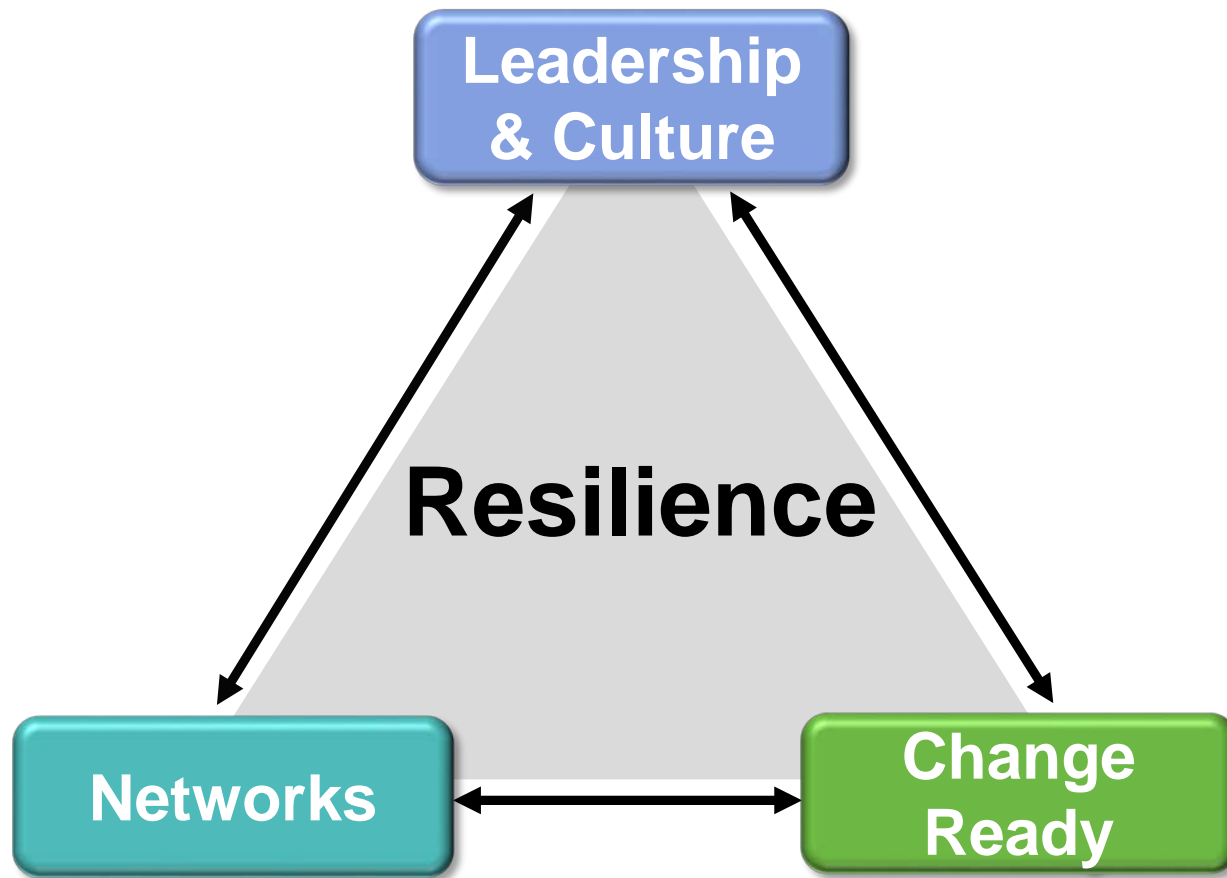
- 1. The ability to seize opportunity during adversity,*
- 2. The agility to survive unexpected crises, and*
- 3. The capacity to thrive in the face of extreme change*

# Resilience Organized!

3	Attributes
13	Indicators
3	Cultures



# Attributes of Resilience



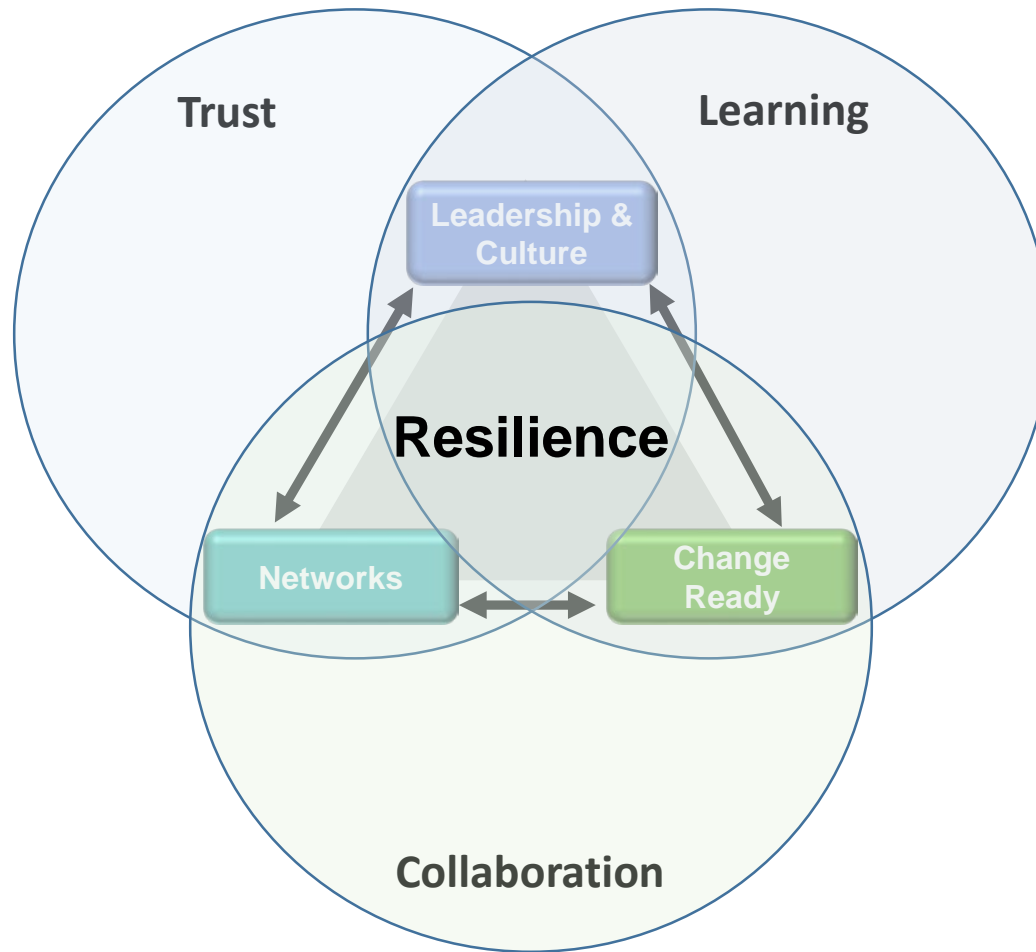
# Indicators of Resilience



# Some indicators are more impactful



# Cultures of Resilience



# Benchmark Resilience Process



- Developed and refined over nearly a decade at University of Canterbury in New Zealand
- The data collection tool and findings are robust and benefit both large and small organizations
- A combination of an organization-wide survey and subsequent focused discussions with subsets of the organization's population

# Part one: Survey

## Decision making

**Staff have the appropriate authority to make decisions related to their work, and authority is clearly delegated to enable a crisis response. Highly skilled staff are involved, or are able to make decisions where their specific knowledge adds significant value or where their involvement will aid implementation.**

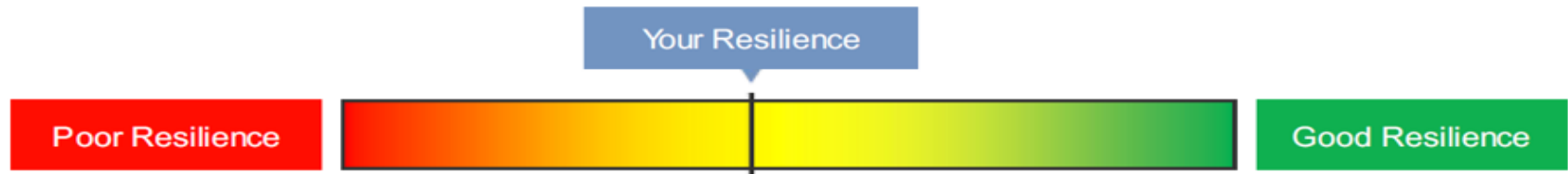
\* 23. To what extent do you agree or disagree with the following statements for your organisation?

	Strongly disagree 	-----	-----	-----	-----	-----	-----	Strongly agree 	Don't know
Should problems occur, staff have direct access to someone with authority to make decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
We can make tough decisions quickly.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
In our organisation, the most qualified people make decisions, regardless of seniority.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

# Part two: Workshop

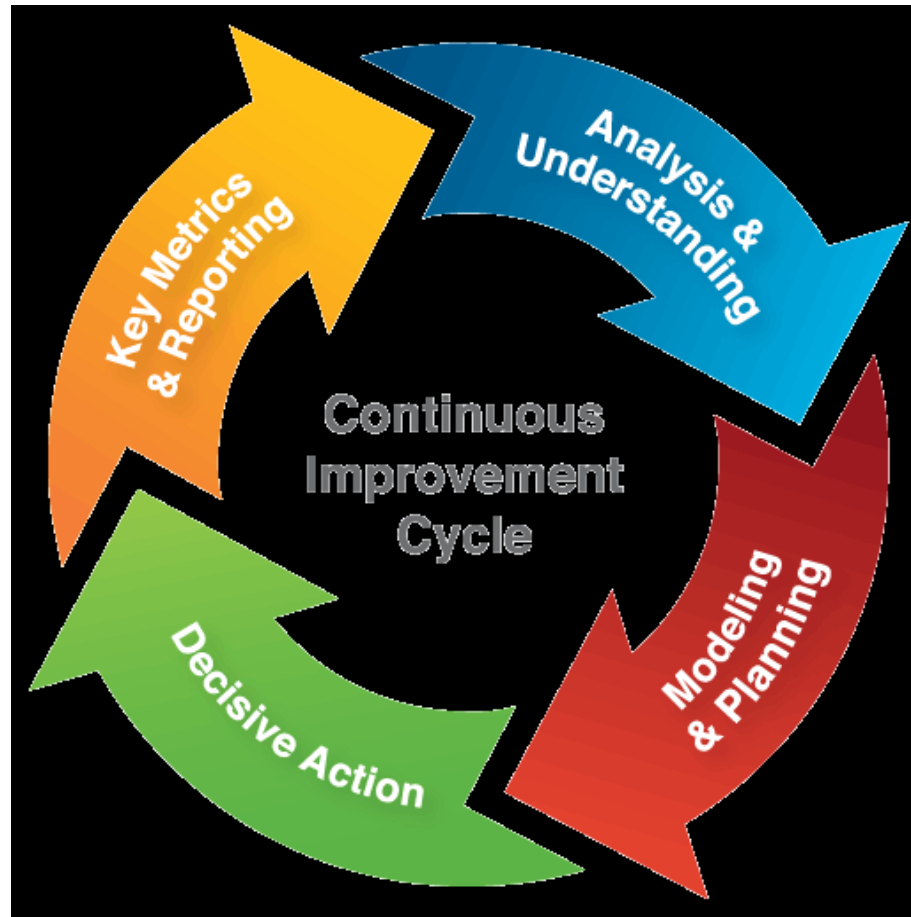


# Outputs: Where are we now





# Outputs: Where do we go next



# Proposed Project Timeline

## Timeline

- October 2018:
  - Implementation of the survey tool within CAS
- December 2018:
  - Focus groups with self identified CAS staff
- February 2019
  - Presentation of final report to CAS leadership

## Project Staff:


Dr. John Vargo

*Executive Director*

Kaylene Sampson

*Senior Research Consultant*

**Resilient**   
ORGANISATIONS



Resilient organizations have the  
ability to **survive** a disaster and  
**thrive** in a volatile and uncertain  
world

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