

## SCRLC 2010 Annual Meeting

### Organizational Resiliency

#### TOP 10 TRAITS OF RESILIENT ORGANIZATIONS

- 1) They entertain the inconceivable, benchmarking themselves not against competitors, but against industries and categories that do not exist yet.
- 2) They build a culture of commitment and accountability, expecting and rewarding no less than the best from their people.
- 3) They move the goalposts, typically every three years, embarking on ambitious new objectives whether or not they feel the hot breath of competitors on their necks.
- 4) They bounce back from adversity, detecting setbacks early and mobilizing resources quickly.
- 5) They show the courage of their convictions, charting a course based not on business fads or Wall Street fancy, but on their best instincts and judgment.
- 6) They think horizontal, flattening their organizations, breaking down silos, transferring best practices, collaborating cross-functionally, and promoting laterally.
- 7) They self-correct, developing and institutionalizing internal mechanisms for correcting problems before they reach profit-warning proportions.
- 8) They listen to complainers, using mechanisms and processes for surfacing and addressing dissatisfaction among customers and employees.
- 9) They put their motivators where their mouths are, designing financial incentives (raises, bonuses, benefits) and nonfinancial incentives (promotions, transfers, exposure) to pull in the same direction and clearly point toward what is valued.
- 10) They refuse to rest on their laurels, resisting or even shunning media praise and hype while pursuing tangible results.

*These traits are distinctive because they're difficult to master, and resilient organizations do not necessarily pursue them directly. Rather, the traits are a natural consequence for any organization that aligns its "DNA" building blocks effectively with its strategic goals.*

Source: Strategy+Business, Fall 2005/Issue 40: The Cat That Came Back/Gary Neilson & Bruce Pasternack <http://www.strategy-business.com/article/05304?pg=8>