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# Understanding the drivers of Organizational Resilience

How to prepare your Organisation to bounce back from turbulence?



*CIRERO*

Centre d'Ingénierie et de REcherche en Résilience  
Organisationnelle

Engineering and Research Center for Organizational  
Resilience



# Association CIRERO

Centre d'Ingénierie et de REcherche  
en Résilience Organisationnelle  
Organisational Resilience Engineering  
and Research Center



- Study and investigation of concepts and theories about Organisational Resilience (OR)
- Experimental research within organisations and companies concerning the concept of OR
- Publication of articles and works under Peer Committee and Review Committee concerning OR
- Participation in seminars and lectures in partnership within others organisations or Think Tanks in order to present researches made in OR
- Site Web : [www.resilience-organisationnelle.com](http://www.resilience-organisationnelle.com) (site en révision)
- Vidéo sur Youtube

[gilles\\_teneau@yahoo.fr](mailto:gilles_teneau@yahoo.fr) (Président de  
CIRERO)

# A definition of Organisational Resilience (OR)

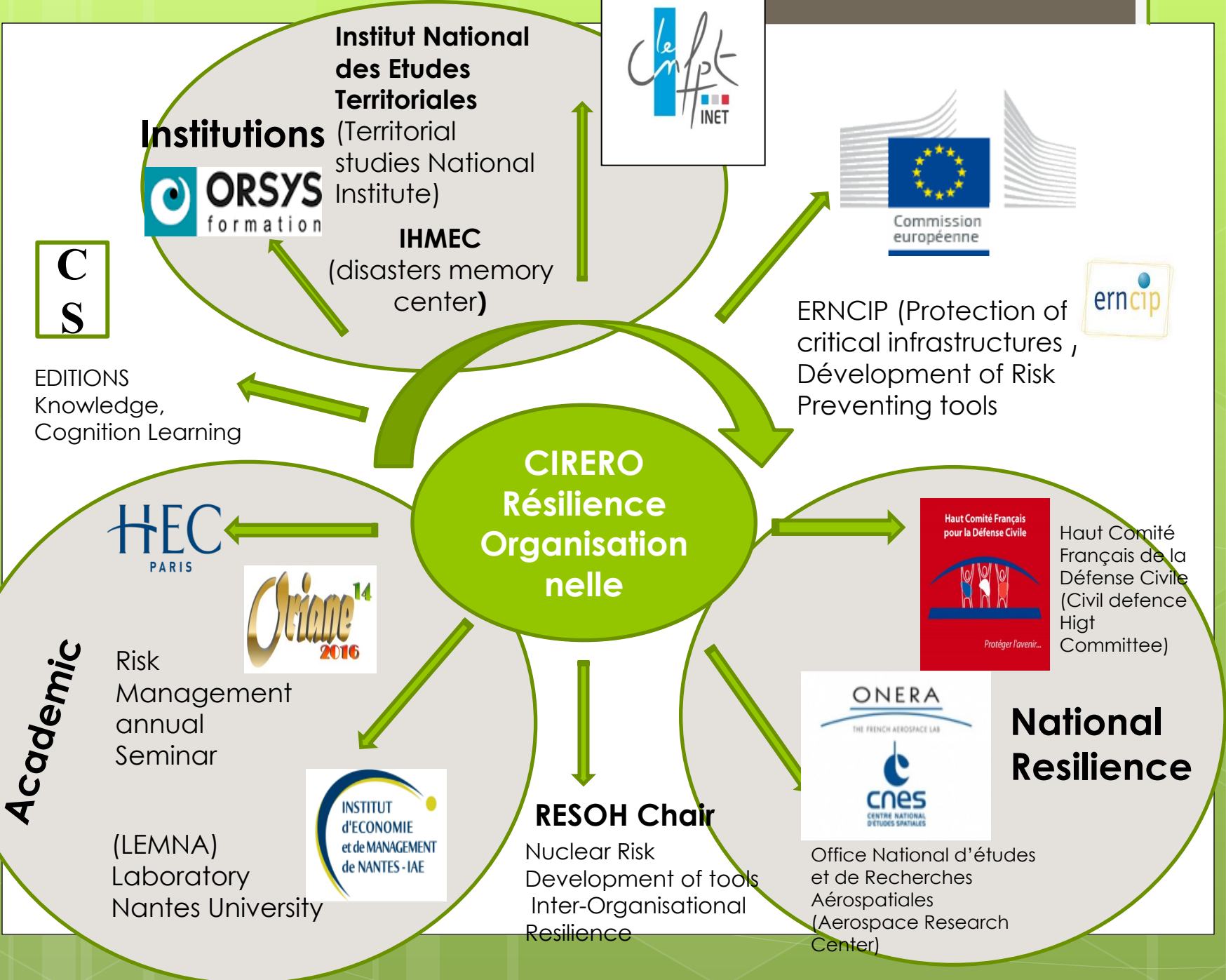
OR is capacity of a system ( human, community, organisation..) faced with destabilizing event or catastrophic crisis to mobilize resources in order to maintain objective according to 3 scenarios:

- implementing necessary arrangements before the crisis
- maintain continuity of activity
- re deploying in other activity

☐ OR building processus is based upon preventive or defensive strategies, by means of measure and indicators tools , operationnal cells , actors and feedback (lessons learned)

Teneau, Koninckx. Résilience organisationnelle. In : Serban Ionescu. Résiliences. Odile Jacob. 2016.

[gilles\\_teneau@yahoo.fr](mailto:gilles_teneau@yahoo.fr)(Président de CIRERO)



# Some publications about OR

- ☒ Teneau, Lemoine. *Toxic Handler, les absorbeurs d'angoisse*. Préface Serge Tisseron. Odile Jacob. 2017.
- ☒ Teneau, Koninckx. Résilience organisationnelle. In : Serban Ionescu. *Résilience*. Odile Jacob. 2016.
- ☒ Teneau, Koninckx. *La résilience organisationnelle, rebondir face aux turbulences*. De Boeck. mars 2010
- ☒ Teneau, Calame. « Manager avec la résilience de compassion : apport des Toxic Handlers au secteur médico-social ». In : Andesi. *Les chefs de services à l'épreuve du changement*. Dunod. 2015.
- ☒ Teneau. *Empathie et compassion en entreprise*. ISTE. 2014
- ☒ Teneau, Dufour. L'organisation de la compassion en entreprise, un rôle managérial émergent. *Revue Management & Avenir* (août 2013).
- ☒ Teneau. « Application de la résilience de compassion à la psychologie positive ». In : C-M, Krumm, C. Tarquinio, M-J Shaar. *Psychologie Positive, en environnement professionnel*, De Boeck. 2013.
- ☒ Teneau, Dufour, Moulin. De l'erreur humaine à la faute managériale. *Revue Management et Sciences Sociales* (en coll. N. Dufour) (décembre 2012).
- ☒ Teneau, Dufour, Moulin *L 'erreur humaine: modèles et représentations*. L 'Harmattan 2015
- ☒ Teneau. « La résilience des nations ». *Rapport 2011 par le HCFDC sur les risques technologiques et naturels en France*. 2012.

# Contact CIRERO ([www.résilience-organisationnelle.com](http://www.résilience-organisationnelle.com))

## **Bureau de CIRERO**

- ☒ Président : Gilles Teneau, LEMNA associated Researcher
- ☒ Vice Président : Guy Koninckx, consultant in charge of GIROS , Systémic specialist
- ☒ Général Secretary: Hervé Deliaune, CREG Researcher
- ☒ Treasurer : Marianne Malle, project manager, specialist in events organisation

## **Administrateurs,**

- ☒ Claude Pautet, Consultant and Trainer in organizations strategy, expert for local authorities
- ☒ Dominique Jamois, Lawyer at the Paris Bar and Notary Public
- ☒ Max Moulin, Navy capt (Rtd), nuclear engineer , consultant

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# Understanding the drivers of Organisational Resilience

How to prepare your Organisation to bounce back/  
forward from turbulence?

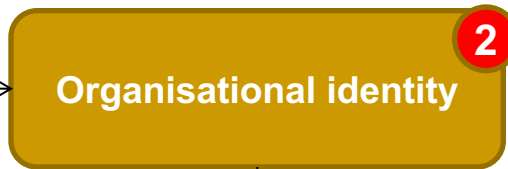
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# The Organisational Resilience (OR) process

OR is a driver

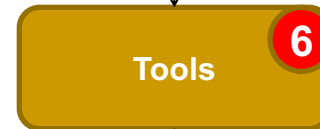
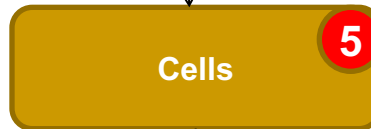
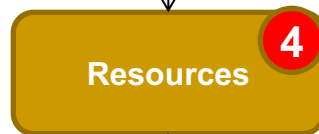
For individuals



In the face of crises



OR uses a tool box



RESILIENCE trajectory

Theory and concept

Application



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# 1. Resilience: general characteristics

- Originally, resilience was only associated with physics and engineering.
  - Le Petit Robert, édition 2000: « Resilience characterises the **resistance to shock/impact**».
  - Le Petit Robert, édition 2002: « The **ability to live, to develop**, by overcoming traumatic shocks, adversity ».
- Nowadays: resilience is both a human being's capacity to reduce the effects of trauma and **to rebuild after a shock**.
- *Concept of Resilience is now currently (unformally) extended to human and technological organizations: human communities, companies, technological complex systems, Society, Civil Defence, Military Defence, Nuclear Deterrent, State (COG), Nation (National Resilience)*

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# Origins of Organisational Resilience

- Organisations (complex systems) are made up of **interacting elements** (structure, strategy, management, culture ...).
- Coping with new technologies, transforming oneself, **dealing with crisis** (Shrivastava, 1993).
- Building Critical Infrastructure Resilience (UN 2005)
- A **resilient organisation** is able to:
  - Design and implement effective measures,
  - Ensure the survival of the organization,
  - Advance the development of the organisation (Mallak, 1999).

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# What does OR bring to organizations ?

## OR as an observer of a crisis

- Understand the organisational behaviours in a turbulent situation.
- **Put into place the conditions necessary** for resilience.
- Develop **tools to measure** the crisis and resilience.

## OR as an ACTOR in the crisis

- Be able to act in the face of « **abnormal** »  
(unexpected, unexplained..) crisis (thanks to **organisation resilience**)

## The capacity of resources to bounce back/bounce forward

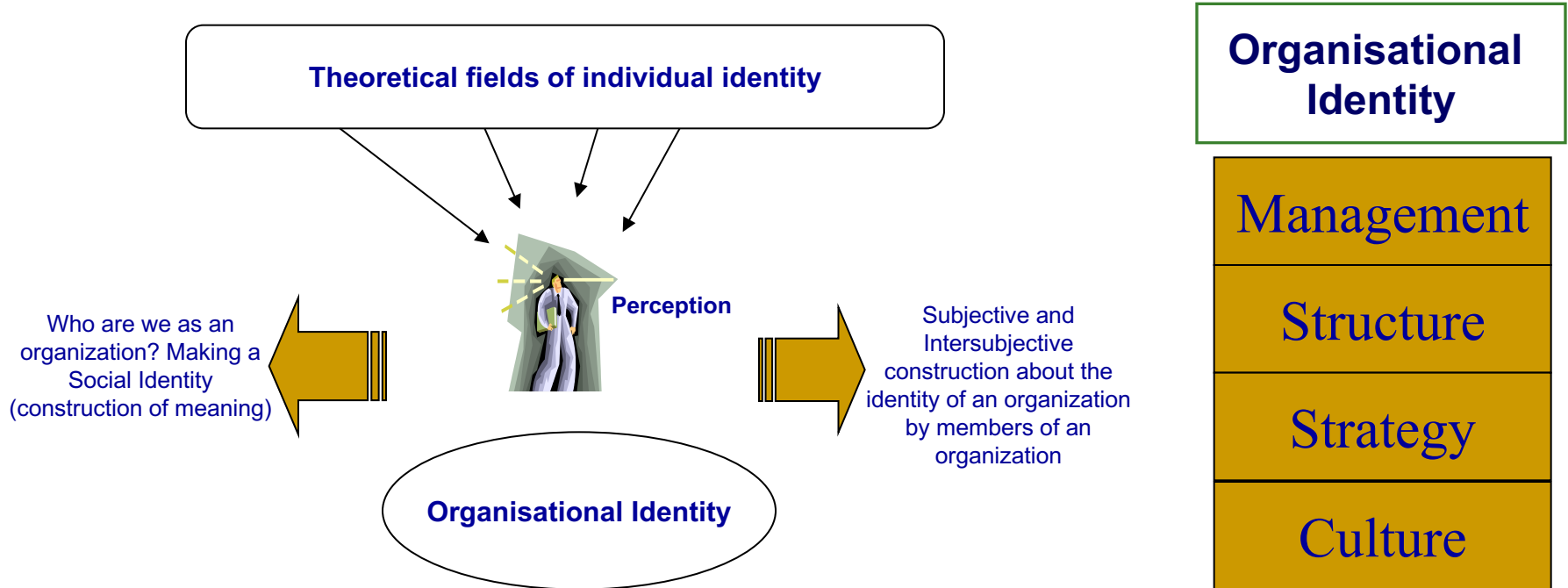
- Approach the **ability to bounce back** of actors in the face of adversity.
- Develop **new skills**
  - Of Individual, Collective and Organisational Resilience
  - A resilient management style.

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# Organizational Resilience: definition

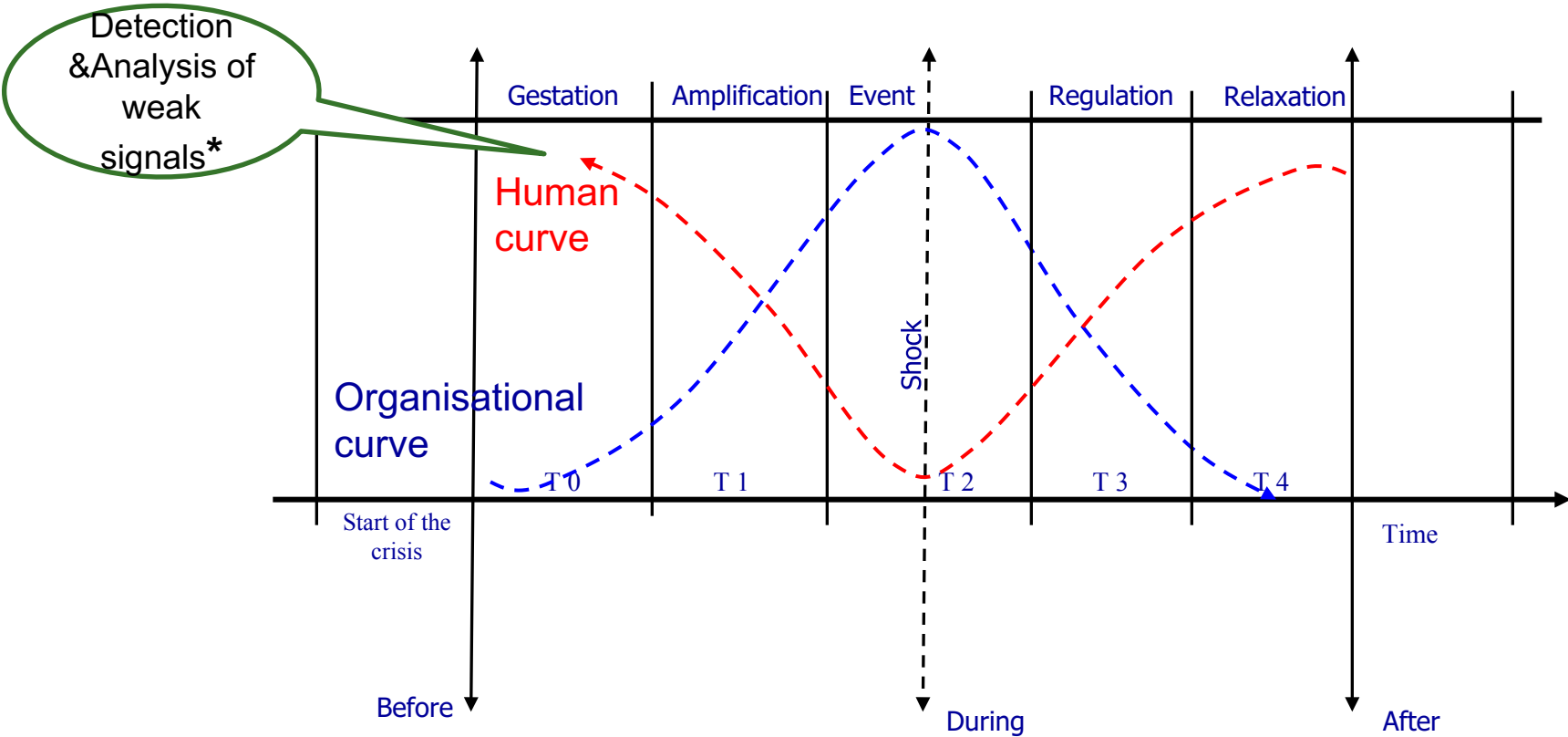
- Ability of an organization to implement its resilience capabilities prior to the crisis and to develop its resources.
- Organizational resilience interacts with other forms of resilience (psychological, social, economic, engineering).

# 2. Organisational Identity



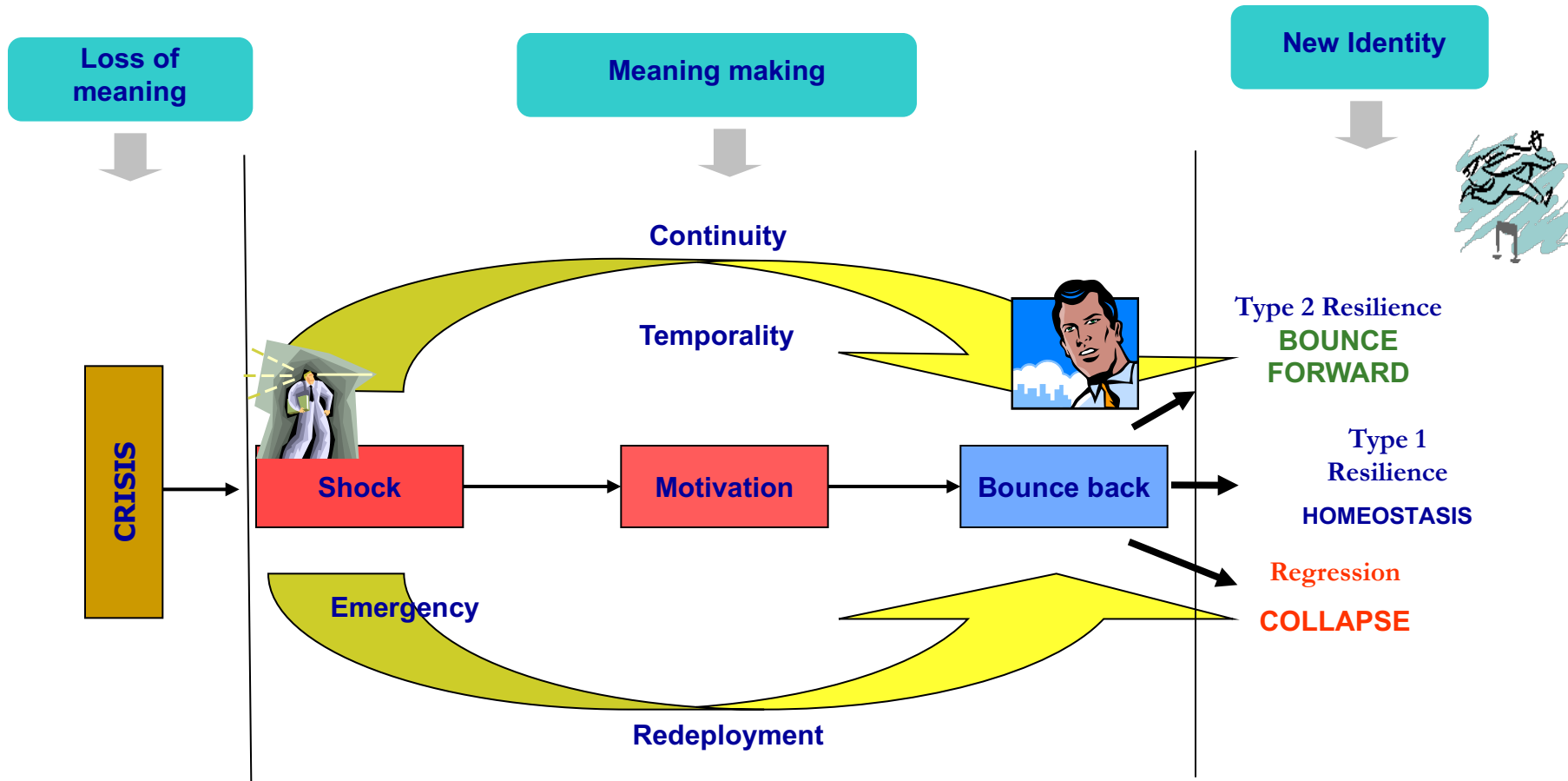
# 3. Life cycle of a crisis

The word « crisis » has a double meaning: danger and opportunity



\* Les signaux faibles, collectif CIRERO, en partenariat avec EM Lyon (prévu 2017)

# Resilience trajectories



# 4. Rare resources

Resource theory was developed in the field of **strategic management** (Barney 1991)

According to this approach, a company bases its development on **strategic resources** (Arregle, 1996). VRIO model (**V**alue, **R**rarity, **I**nimitability, **O**rganiz..)

## ■ Value creation

- Improves the quality of the company
- Helps to seize opportunities
- Able to neutralise threats

## ■ Rarity **Scarcity**

- Exception qualities (« The 5-legged sheep with a red tail »): *Toxic Handler, natural leadership, clear-mindedness...*,

## ■ Inimitability .Hard to **imitate**

- Unique
- Desired (everyone wants it)

## ■ Organizational **efficient** use:by the **Organization (company,community ..)**

- The company must be organised in such a way to accommodate this type of resource (CSR)(Barney 1991)



# Toxic Handler

## Absorbs anxiety/suffering

This reveals relationships between individuals that have the effect of facilitating the resilience of firms during crises (Teneau, 2010)



# Toxic Handlers: 3 types

## ■ The Trusted Carer

- inspires **trust**: others can talk to him or her easily, expressing their doubts or questions, and this holds true in familial or friendly settings as well as for professional ones. The trusted carer will give good advice, which is valued by others. However, when confronted with danger, the trusted carer will separate himself from it, protecting himself.

## ■ The Pain Bearer

- acts, when confronted by the suffering of others, with an **empathic** response and may have difficulties in detaching emotionally or separating himself from the affects generated by stories of difficulties. The Pain Bearer can even undergo stress himself if/when rubbing shoulders with victims becomes unbearable.

## ■ The Compassionate Carer

- The Compassionate Carer has arrived at a level of development known as “**mindfulness**”. His main feature is **compassion**. It is a real desire to do everything in their power to reduce the suffering of others. This type of Toxic Handler really knows himself (thanks to meditation, yoga, etc.) The Compassionate Carer does not hold onto the suffering of the people whom they are helping, which distinguishes him from the pain bearer, who can become fatigued.

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# The trusted carer – form 1

- Inspires trust: others can talk to him or her easily, expressing their doubts or questions, and this holds true in familial or friendly settings as well as for professional ones. The trusted carer will give good advice, which is valued by others. However, when confronted with danger, the trusted carer will separate himself from it, protecting himself.
- The trusted bearer's action is considered proactive, because it is a so-called "intelligent" trust, meaning it is based on a high analytical capacity, that the person has developed all throughout their personal and professional life.

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# The pain bearer– form 2

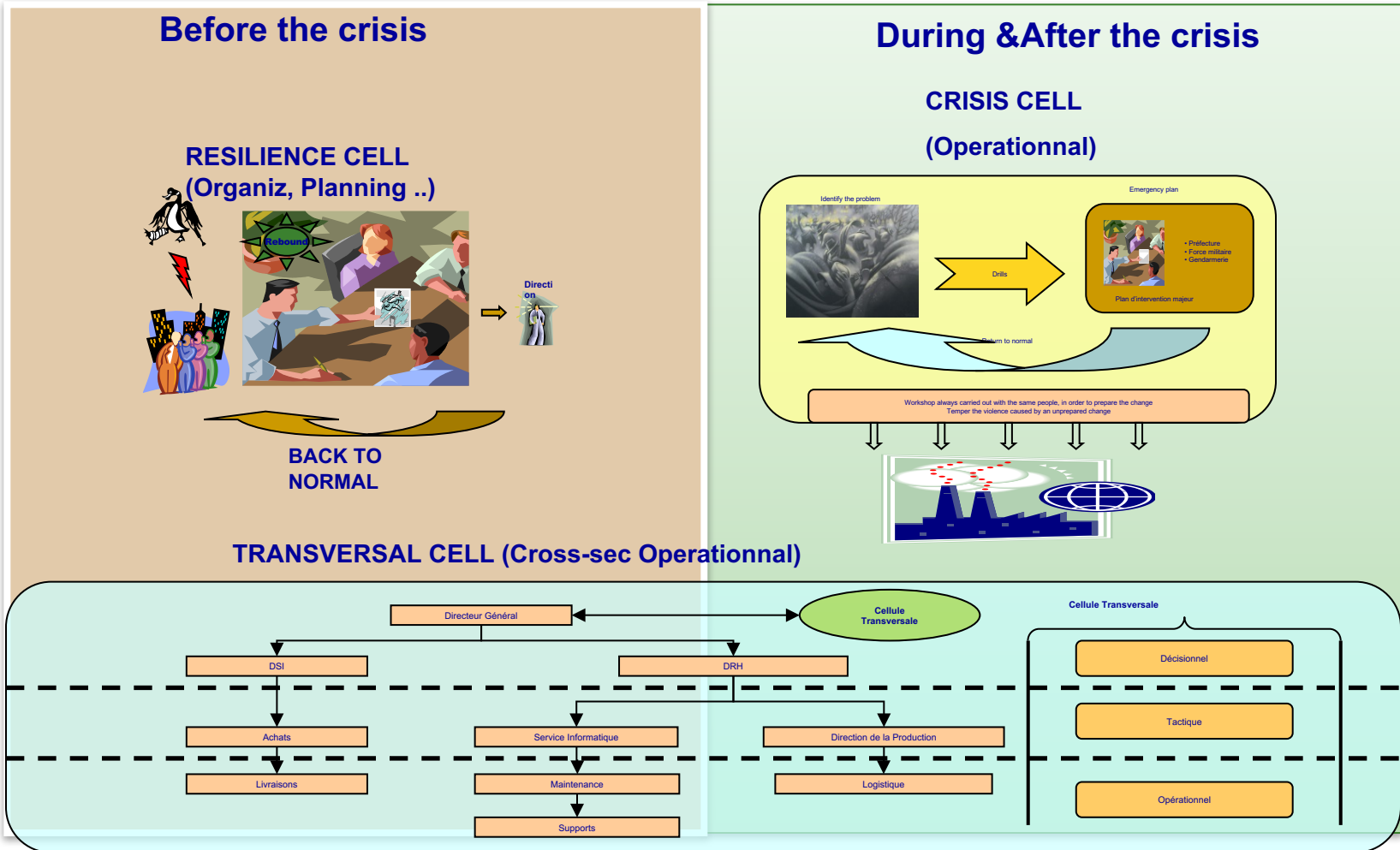
- The pain bearer acts, when confronted by the suffering of others, with an empathic response and may have difficulties in detaching emotionally or separating himself from the affects generated by stories of difficulties.
- The pain bearer can even undergo stress himself if/when rubbing shoulders with victims becomes unbearable.

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# The compassionate carer – form 3

- Rinpoché (1992) defines compassion as the step beyond sympathy and empathy. It is a real desire to do everything in their power to reduce the suffering of others. When I am compassionate, I am an emotional being in tune to the emotions of others.
- The compassionate carer has arrived at a level of development known as “mindfulness” (Teneau, 2011). His main feature is empathy. This type of toxic handler really knows himself, and is often bettering himself through disciplines such as meditation, yoga, and relaxation techniques. This allows him to reduce stress and anxiety, and to continue to improve on the "work" of a compassionate carer.
- The compassionate carer does not hold onto the suffering of the people whom they are helping, which distinguishes him from the pain bairer, who can become fatigued.

# 5. Cells



# Example of OR: Warship Battle Damage Organization

## Navy level

### **Organizational Cell : Damage Control Department of Navy general Staff:**

Run general Lessons learned(RETEX), Navy Doctrine & Regulations  
Prepare future: Adapative Long Term Planification

## Shipboard level

### **Organizational Cell : Damage Control Shipboard Department :**

Run shipboard lessons learned and maintain Crew & Shipboard ability

### **Crisis Cell: Damage Control Central (DCC) (permanent CP 24/24)**

Alternate DCC ( Contingency DCC or Back Up DCC)

Manage Crew **DC teams** for emergency & immediate direct actions

### **Transversal Cell:Assessment Cell ( MACOPS in French Navy)**

Staying back out of direct immediate action:

CO advisor, XO assistant ,coordinate and prepare « bounce back/forward »  
for restore ( re set up ) ship operationnal capacities and Continuity of  
Mission

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## Example of OR: EDF

FARN : Force d 'Action Rapide Nucleaire

Permanent Rapid Intervention Team in case of nuclear accident, to help local Teams

FIRE : Force d 'Intervention Rapide Electricite

Permanent rapid Intervention Team to help restore electrical distribution network



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## 6. MIRO (Mesure des Indicateurs de Résilience Organisationnelle/ Measurement Indicators for Organisational Resilience)

- This operational model (CIRERO) is used to understand and evaluate the level of OR
- It is made up of 81 questions
- Based on the lifecycle of a crisis (Before, During, and After).
- Corresponds to a type of resilience: « collapse » « type 1 » « type 2 »
- Integrates the three components of the Organizational Identity (Structure, Strategy, Management).
- This model is computerized, an interpretation sheet makes it user friendly.
- MIRO allows one to know the most impacted component of the Organizational Identity (Structure, Strategy, Management, Culture); The type of resilience (Collapse, Type 1, Type 2) and the impact on the life cycle of the crisis (Before, During, After).
- It is used in France by various territorial administrations

# MIRO

Click

Questionnaire

1

|   |     |
|---|-----|
| niveau de confiance mutuelle permet de surmonter les moments difficiles   | non |
| lorsque les crises se présentent, les personnes peuvent compter sur leur encadrement pour leur donner des repères de sens et d'action         | non |
| passer son temps de travail fait partie de la culture de l'entreprise, le contraire est généralement mal perçu par les managers               | oui |
| l'adaptation aux situations nouvelles fait l'objet de formations d'appui  | non |
| avant de s'engager ou de s'impliquer sur une tâche, les collaborateurs attendent des directives à suivre, ce qui induit un manque d'autonomie | non |
| la culture de l'organisation permet de mieux comprendre l'arrivée d'une crise   | non |
| le management encourage la coopération interne entre les personnels   | non |
| en cas de besoin, il est facile d'accéder aux ressources "personnes" gérées par d'autres entités internes                                     | non |
| la culture de l'organisation valorise la collaboration (travailler ensemble)  | non |
| des comportements "heurtants" conséquents à une crise sont souvent observables dans les relations entre les personnels                        | oui |
| des situations de crise amènent régulièrement à passer outre des principes éthiques   | oui |
| des imprévus dans l'organisation sont générateurs de tensions   | oui |
| des événements particuliers ont amené à faire fi des valeurs habituelles  | oui |
| en situation de crise, les employés se retrouvent, avec surprise, incapables de faire face  | oui |
| des signes annonciateurs de crise sont détectés et traités par l'encadrement  | non |
| des équipes disposent de "ressources rares" (personne à valeur ajoutée pour l'organisation) pour faire face aux crises                        | non |
| la cellule transversale permet de redistribuer les équipes selon les facteurs de crise du moment  | oui |
| des équipes sont motivées pour affronter les turbulences  | oui |
| en situation de crise, certains personnels vont plutôt chercher à partir du service   | oui |
| après une période d'instabilité, l'encadrement continue à jouer de la confiance des employés  | non |
| après une crise, les personnes ont été amenées à de nombreux renoncements (compétences, lieux de travail, collègues...)                       | non |
| en période de crise, certains modes de fonctionnement bien établis ont été remis en cause facilement  | non |
| en période d'instabilité, les valeurs centrales de l'organisation ont été respectées par le management  | non |
| après une crise, les collaborateurs parviennent rapidement à fonctionner sur des bases différentes ?  | oui |
| celles que soient les turbulences, les femmes et les hommes sont considérés comme une ressource à valeur                                      |     |

Management  
Strategy  
Structure  
Culture

2

Results page

|  |   |  |   |
|--|---|--|---|
| Total Management avant :<br>si < 5 Attention alerte en vue<br>GA =                   | Total Stratégie avant :<br>si < 5 La stratégie choisie doit être revue<br>GD =  | Total Structure avant :<br>si < 5 Risque de changement structurel<br>GG =              | Niveau Organisation AVANT<br>si GV < 14 la crise n'est pas encore perceptible, elle est<br>il des signaux faibles (GV)  |
| 1  | 4   | 2  | 7   |
| Total Management pendant :<br>si < 5 Il faut agir immédiatement<br>GB =              | Total Stratégie pendant :<br>si < 5 Il faut faire appel à un expert<br>GE =     | Total Structure pendant :<br>si < 5 Certaines entités seront transformées<br>GH =      | Niveau Organisation PENDANT<br>si GW < 14 Est-ce le moment le plus important de la<br>crise, ou la manifestation n'est pas encore arrivée (GW)  |
| 2  | 3   | 4  | 9   |
| Total Management après :<br>si GC < 5 Est-ce vraiment terminé?<br>GC =               | Total Stratégie après :<br>si GF < 5 utiliser comme retour d'expérience<br>GF = | Total Structure après :<br>si GI < 5 Ne pas avoir peur de changer sa structure<br>GI = | Niveau Organisation APRES<br>si < 14 la crise est-elle vraiment terminée (ou quelle<br>est la situation) (GI)   |
| 3  | 6   | 5  | 14  |
| Total Management :<br>< 14 Les ressources rares sont-elles prises<br>en compte<br>GS | Total Stratégie :<br>si < 14 Il faut revoir la stratégie<br>GT                  | Total structure :<br>si < 14 Est-ce la bonne structure<br>organisationnelle<br>GU      | Niveau de résilience de l'organisation (GZ)<br>< 20 Organisation non résiliente<br>21 à 40 Organisation très peu résiliente<br>41 à 60 Organisation moyennement résiliente<br>> 61 Organisation très résiliente |
| 6  | 13  | 11   | 30  |
| si GI < 5 Risque de fuite de personnel<br>GI   | si GM < 5 La stratégie choisie n'est pas la<br>bonne<br>GM                      | si GP < 5 Attention à des fermetures de<br>services<br>GP                              | Niveau EFFONDREMENT<br>si < 14 Risque d'effondrement<br>GY1   |
| 1  | 4   | 4  | 9   |
| si GK < 5 Nécessité de se renouveler<br>GK   | si GN < 5 Ne pas hésiter à investir<br>GN                                       | si GQ < 5 Faire évoluer les structures<br>GQ   | NIVEAU Résilience de Type 1<br>si > 14 Homéostasie possible<br>GY2  |
| 2  | 3   | 4  | 9   |
| si GL < 5 Il faut changer de modèle<br>GL  | si GO < 5 Appliquer la stratégie utilisée aux<br>autres entités<br>GO           | si GR < 5 Trouver la bonne structure pour<br>l'avenir<br>GR                            | Niveau Résilience de Type 2<br>si > 14 Entreprise apte au Rebond<br>GY3   |
| 3  | 6   | 3  | 12  |

Before  
During  
After

Résilience  
Level

Collapse  
R1  
R2 rebound

3

Monitoring page

|    |                    | Situation critique | Situation améliorable | Situation sereine |
|----|--------------------|--------------------|-----------------------|-------------------|
| N1 | Total organisation |                    | 42                    |                   |
| N2 | Avant              | 9                  |                       |                   |
| N2 | Pendant            |                    | 13                    |                   |
| N2 | Après              |                    |                       | 20                |
| N2 | Effondrement       |                    | 13                    |                   |
| N2 | T1                 |                    | 11                    |                   |
| N2 | T2                 |                    | 18                    |                   |
| N2 | Management         | 8                  |                       |                   |
| N2 | Stratégie          |                    | 17                    |                   |
| N2 | Structure          |                    | 17                    |                   |

# 7. Implementing resilience

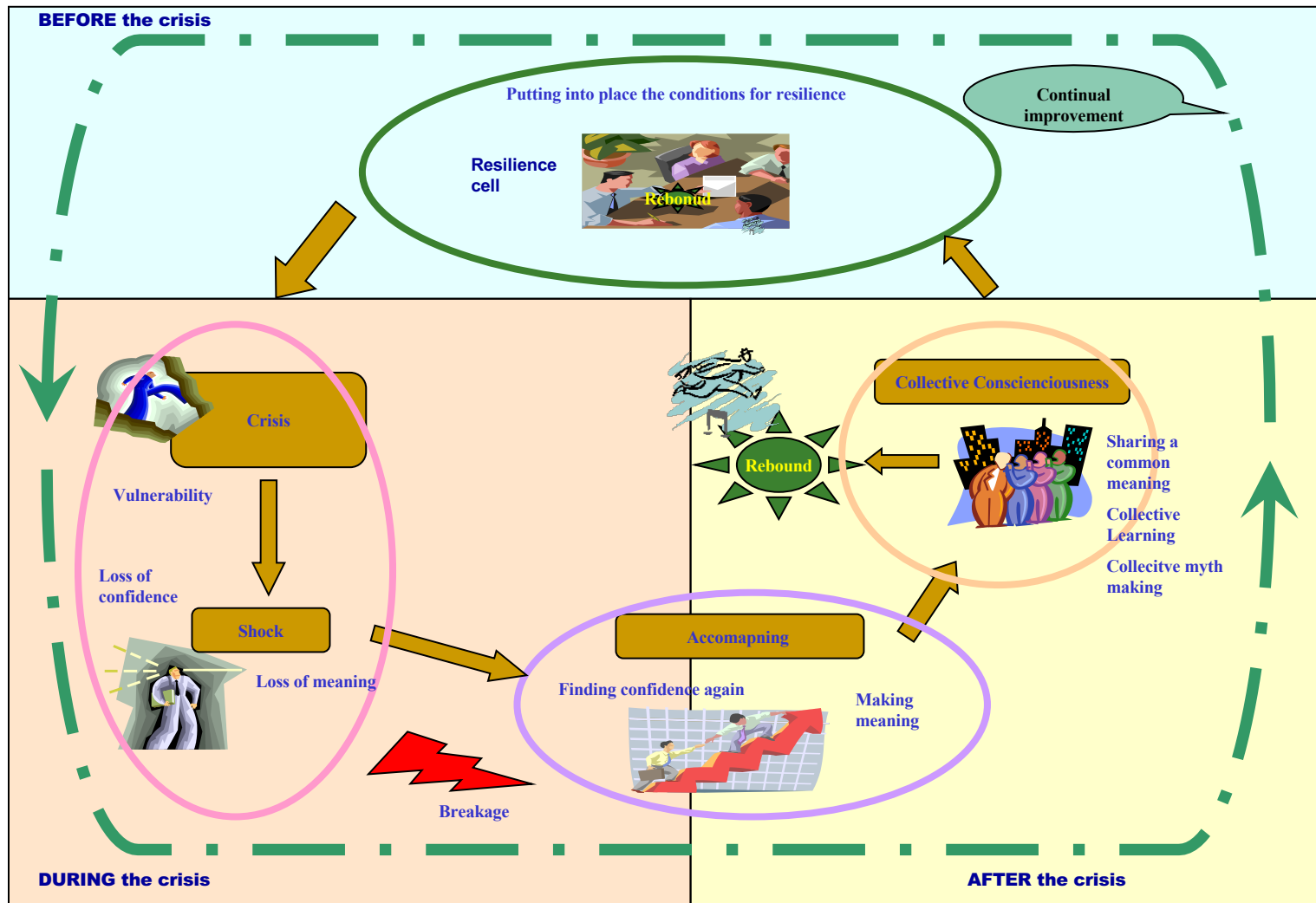
## Structuring the organisation

- ❑ Identify the scarce resources
- ❑ Identify the toxic handlers
- ❑ Identify all the actors (responsible for the cross-sectional unit and the crisis unit)
- ❑ Set up a Resilience Cell and a Transversal Cell (coordination)
- ❑ Name a rare resource responsible for these cells
- ❑ Develop their resilience and that of their colleagues

## Analysing the organisation

- ❑ Use the MIC (Measurement of Crisis Indicators) model to detect weak signals
- ❑ Using MIRO to measure organizational resilience
- ❑ Depending on the life cycle of the crisis, set up a crisis unit
- ❑ Putting in place the conditions of resilience

# Putting into place the conditions for resilience



# 8. Becoming a type 3 Toxic handler (compassionate carer)

I am not a type 3, how can I become one?

- Go through hard times
- Learn about oneself, ones relationship with oneself
- Your personal history



## Relevant questions

- What happens in an organisation without toxic handlers?
- I do not have any toxic handlers, how can I recruit one?
- How does a toxic handler act in family situations (with a spouse, children), with their friends or within a group?

Organizational resilience is based on " HUMAN" individual resilience

THE END

