SCALE

STRENGTHENING CIVIC ADVOCACY AND LOCAL ENGAGEMENT

Second Organizational Development National Summit

LEADERSHIP AND ORGANIZATIONAL RESILIENCE

Title of Abstract

By

Names of abstract presenters and organization

Date: 21 and 22 June 2023

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In the ongoing 2nd national Organizational Development Sum

The Thematic area chosen for presentation is:

Strategic Planning and Resilience for Sustainable Organization

Presentation is by Virtual.

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Objectives of the Abstract

- **GOALS AND OBJECTIVES**
- Develop goals, strategies and tactics in the form of planning as a key road map that introduces an accountability component to the strategy to be developed.
- To maintain a twin Engine jet.
- Work with an eye toward piloting what could be incorporated.
- To encourage passion power dynamics.
- To build a culture of storytelling; Feed the website with events, activities and information.
- To tell compelling stories by storytellers.
- Growing resources.

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- **Strategic Planning and Resilience**
- Strategic planning is an organization’s process of defining its strategy or direction and making decision on allocating its resources to attain strategic goals.
- Strategic planning is a process and thus has inputs, activities, outputs and outcomes. This process, like all processes, has constraints. It may be formal or informal and is typically iterative, with feedback loops throughout the process
- Michael Porter wrote in 1980 that formulation of competitive strategy includes consideration of four key elements.

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1.Company strengths and weaknesses
2.Personal values of the key implementers (i.e., management and the board)
3.Industry opportunities and threats
4.Broader societal expectations.

Tools and approaches in strategic planning

A variety of analytical tools and techniques are used in strategic planning. These were developed by companies and management consulting firms to help provide a framework for strategic planning. Such tools include:

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- PEST analysis, which covers the remote external environment elements such as political, economic, social and technological (PESTLE adds legal/regulatory and ecological/environmental);
- Scenario planning, which was originally used in the military and recently used by large corporations to analyze future scenarios. The flowchart to the right provides a process for classifying a phenomenon as a scenario in the intuitive logics tradition.
- Process for classifying a phenomenon as a scenario in the Intuitive Logics tradition.

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- Porter five forces analysis, which addresses industry attractiveness and rivalry through the bargaining power of buyers and suppliers and the threat of substitute products and new market entrants.
- SWOT analysis, which addresses internal strengths and weaknesses relative to the external opportunities and threats.
- Growth-share matrix, which involves portfolio decisions about which businesses to retain or divest; and
- Balanced scorecards and strategy maps, which creates a systematic framework for measuring and controlling strategy.

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- Responsive evaluation, which uses a constructivist evaluation approach to identify the outcomes of objectives, which then supports future strategic planning exercises.
- VRIO Framework, which determines the competitive advantage of a product or a service through evaluating four elements such as value, rarity, imitability and organization.
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- **Resilience**
- According to the British Standard, BS65000 (2014), organizational resilience is defined as the organizational ability to anticipate, prepare and respond as well as adjust for ever-increasing changes due to sudden disturbances in order to survive and be good or prosperous.

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- An organization’s ability to withstand a change or challenge, then emerge stronger from it. Organizations that champion resilience are best positioned to absorb shocks and navigate trials with a pragmatic plan.
- Cultivating such a capability has become increasingly difficult given the compounding disruptions that organizations have encountered. And yet, these are the times that organizations can benefit most from resilience.
- **Strategic Planning and organizational resilience**
- Organizations are all subject to a diverse and ever changing and uncertain environment. Under this situation organizations should develop a capability which can resist the emergency and recover from the disruption. Base on lot of literature, the paper provides the main concept of organizational resilience; construct the primary theoretical model and some implications for management.

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- Organizational resilience are influence by many factors: The paper thinks an organization need become resilient at individual level, group level and organization level. The factors of every level are different. Resilient individuals as part of the whole organizational system are expected to be a positive factor for organizations to develop their resilience capacity. The Personal character such as confidence, optimism, faith and belongingness are contributed to individual resilience (Luthans et al., 2006 [21] ; Cunha et al., 2013 [19)). Resilient groups developed the capacity to see failures and imperfections as sources of learning and progress.

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- Edmonson (2007) [22] thought that a combination of psychological safety and accountability are critical ingredients for the group level. For the organizational level, the adaptive structures, improvisation, social capital and the attention to failure are the main factors. In addition, there is a mutual influence between different levels.

- We think there is a “ level transition “ phenomenon from the low level to high level. The relation interaction between members can promote group resilience and organizational learning can help group to form organizational resilience. The above model is only a preliminary idea, especially the impact of each dimension factors needs to be determined, the overall follow-up also needs to be adjusted and improved in next work.

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- I believe firmly that there are two core ways to run life. You can either:
- Plan everything to the north degree, and hope nothing upsets your plan
- Expect that something will happen to ruin what you are doing, and be able to bounce back
- This is the same scenario in organizational planning and readiness to cope with adversity. An organizational survival and resilience depends entirely on how strategic the planning phase was.

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- *Spaniol, Matthew J.; Rowland, Nicholas J. (2018). "Defining Scenario". Futures & Foresight Science. **1**: e3. doi:10.1002/ffo2.3.*
- *^ Ferreira, João J. M.; Fernandes, Cristina I.; Ferreira, Fernando A. F. (2022-02-01). "What makes organizations unique? Looking inside the box". Journal of Business Research. **139**: 664–674. doi:10.1016/j.jbusres.2021.10.017. ISSN 0148-2963. S2CID 239371863.*
- *Researchgate available on:* https://www.researchgate.net:/: Theoretical model of organizational resilience Combined with the work... | Download Scientific Diagram (researchgate.net).

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Key issues and focus of the abstract

- This article uses both a systematic literature search and personal leadership experience to investigate the specific relationship that exists between strategic planning and organizational resilience. It found evidence that the academic literature has reached a shared consensus on a stronger relationship between strategic planning and resilience. The paper explores tools to achieve strategic planning and links up with organizational resilience.

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- It itemizes the different analyses for improved planning that leads to resilience and correlates vision and strategic thinking to organizational resilience. The paper believes that strategic planning alone cannot yield the desired organizational resilience but the synergy of innovation and effective monitoring to ensure that the organization is still on the course to fulling its vision, mission, and mandates are required.

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- A well-articulated goal with a well thought resource mobilization strategies places the organization on the path of sustainability and resilience. The paper identifies a viable and functional board and various sub-committees within the organization and other critical stakeholders as crucial to building a veritable organization that outlives the Founder. The paper encourages the use of the power of storytelling to ignite passion in relevant stakeholders: line ministries, staff, beneficiaries, volunteers, and board members as well as donors for the accomplishment of the organization’s goals.

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- Conclusively, the paper adjures leaders to ask the rhetorical question of why anybody should be led by the leader. Also, staff development and personal fulfillment allow staff to give their best towards the achievement of the organization’s goal which will culminate in resilience are part of the strategic planning processes for achieving an enduring organizational resiliency model.

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- The paper identifies from the literature reviewed that most of the ailing organizations and even the seemingly successful organizations, which success momentum cannot be sustained beyond ten years is because of a lack of proper planning for resilience.

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Lessons drawn from the abstract for the summit

- Dedication to specific organization objective address it by:-
- Key activities/ Strategies
- Bring the vision to life
- Stay true to the original mission
- Map out revenue size
- Staff size
- Make a significant impact through revenue.

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- Board partnership-: build, cultivate and nurture a true partnership with the board of directors built on mutual respect and trust.
- Provide the board of directors with resources, information and training necessary to fulfil their duties and to be organizational ambassadors.
- Actively engaged with the governance committee to help identify prospective board members who bring the skills attributes and life experience necessary for the board to be the best partner it can be.

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RESPONSIBILITY

- Leadership
- Using the power of story telling, ignite and kindle the passion for our mission with all organization stake holders, staff, board , volunteers, donors- propelling them to invite and join in our work.
- Build a real Sense of belonging for those who have found their way to our organization
- Model the leadership you look forward to see in others by tending to your own self.

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Conclusions

- The twin engine method of leadership seem to be the lead track record of organizational growth and resilience.

- The synergy between the CEO / ED, and the board working passionately, individually and as a group, speaking with one voice creates proactivity in all segments of the organization. The vision and mission of the organization is well understood by the board, the staff, even the volunteers; This gears towards the achievement of the organization’s goals, which will culminate in resilience and achieving an enduring organizational model.

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