



Welcome to the world of continual surprise!

Do you know what is coming next? If you ask your colleagues, they very well may tell you that what is next is like what has just happened but maybe a little different. But what happens when what is next is quite different? Ask the former executives of Kodak, a formerly strong company that no longer exists. How would your company respond to economy-driven extreme events (e.g. European Monetary Union collapses), technological shocks (e.g. internet collapses), political surprises (e.g. Crimea conflict and related trade wars), environmental changes (e.g. tipping points of the climate change process) and social disruptions (e.g. company specific boycotts)?

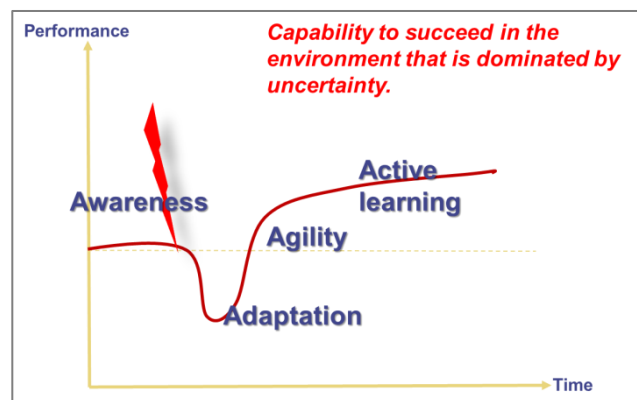
Simply increasing company efficiency may prove to be a bad strategy in a global environment full of sudden twists, turns, surprises and shocks. In such a situation, decision makers have two possible strategies: collect more information and invest in anticipatory systems, or when there is no historical data upon which to base decisions, accept the uncertainty of the environment and manage by resilience.

What is the Global x-Network

The Global X-Network is a group of multi-disciplinary researchers and scientists from more than ten countries dedicated to studying extreme events, uncertainty and resilience. Our research, tools and methodologies can help you make difficult strategic decisions, determine new courses of action and build resilient systems in order to weather uncertain times .

Resilience is a competence that enables an organization to succeed in an environment shaped by uncertainty and surprise. Four competencies form the core of resilience management:

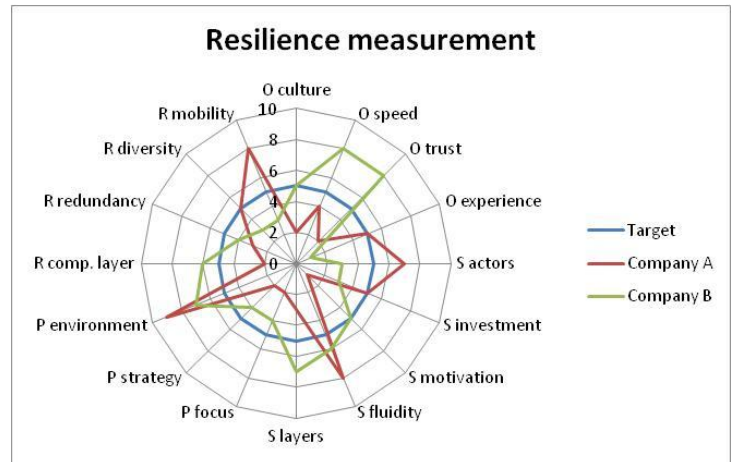
1. **Awareness** of uncertainties. This is essential due to the fact that awareness leads to better long-term decision-making.
2. The capability for fast **Adaptation** after the shock occurs.
3. **Agility** to benefit from the changed situation in the global market arising from the shock.
4. **Active learning** using the shock experience as a source for learning and development.



In order to understand the phenomena of resilience, we have to be able to measure it. Our step-by-step process for measuring resilience is based on our empirical research and a proven theoretical framework.

We are offering the board of directors and key executives of a firm a resiliency review of their corporation. This review will cover the following dimensions and will look at a total of 16 factors within those dimensions.

1. **Operations resilience**
 - a. Culture
 - b. Speed of reaction
 - c. Trust
 - d. Shock experience
2. **Structural resilience**
 - a. Balance and role of actors
 - b. Resilience of investments and their usage
 - c. Systems motivation structure
 - d. Interaction flows, fluidity
 - e. Number of layers
3. **Perceptual (thinking) resilience**
 - a. The way the system has defined its focus (scope)
 - b. Resilience of strategy
 - c. Perception of environment and relationship to the environment
4. **Resource resilience**
 - a. Means of competition
 - b. Redundancy of resources
 - c. Diversity resources
 - d. Mobility of resources



Methodological Tools Employed in the Review Process

We perform this review using six independent sub-studies and three one day workshops. Most of the analysis is done via interviews and web based data collection tools requiring fairly small amounts of time from your personnel.

1. **Self Assessment Test**
Introduction to resilience and its implications for your company. Examination of your own perception of your strengths and weaknesses regarding resilience.
2. **Culture Resilience Test**
Identification of your internal flexibility and the values that guide your organization in a shock situation.
3. **Game Changer Test**
Strengths of your current strategy from a resilience perspective. Examination of potential vulnerabilities.
4. **Shock Test**
A portfolio of concrete development actions to enhance resilience.
5. **Network Structure Test**
Weak nodes of existing operations. System description of the operations.
6. **Complexity Test**
"Fit to existing markets" -elaboration

Feedback from Participants

- One CEO reported that he went thru a "Mindset Change" and this gave them a new framework to look at their strategy and continuity management
- Others reported that the process generated the best internal discussion they have had with the management team
- Some came to realize they had strengths they had not recognized before which allowed them to consider new services and products
- One team reported that they saw how they could save a lot of money AND improve resilience when they developed a new portfolio of actions during the process
- The 7 Shock process that used different shocks to collect insights about our own degree of resilience proved extremely beneficial to our strategic planning process

If you are concerned about the unknown unknowns that may be around the corner, maybe we can help.

CONTACT US

Brenda J. Fox [fox@xevents.com]
Dr. Leena Ilmola [ilmola@xevents.com]
Dr. John Casti [casti@xevents.com]
Visit us on the web: www.globalxnetwork.com