Businesses & Resilience
A Case Study from Christchurch, NZ

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Resilient Organisations
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What can Christchurch teach us?

- **Resilience** is a useful concept for businesses in unpredictable environments.

- The processes and systems that **helped** business recover.

- The **implementable actions** for building resilience.
The Earthquake Series

Seismicity to 19th September, 2012

- Magnitude:
  - 3.0 - 3.9
  - 4.0 - 4.9
  - 5.0 - 5.9

- Events:
  - Mw 5.9 23/12/2011
  - Mw 6.2 22/02/2011
  - Mw 6.0 13/06/2011
  - Mw 7.1 04/09/2010

- Aftershocks:
  - 23/12/2011
  - 22/02/2011
  - 13/06/2011 - 22/12/2011
  - 04/09/2010 - 22/02/2011

- Faults:
  - Sub-surface fault rupture
  - Greendale Fault
  - Active faults
Greatest Challenges for Businesses

Staff Wellbeing

Cash Flow

Customer Loss

Supply Chain

Site Access

Relocation

Logistics

Customer Wellbeing

Insurance Claims

Loss of Productivity

Non-Structural Damage

Utilities Disruption

Structural Damage

Neighbourhood Damage

Increased Demand

Road Access

Aftershocks

Staffing Requirements

Productivity

Public Perception
Resilience: The Organisational Immune System

• The ability **survive** a crisis **AND** **thrive** in a world of uncertainty.
• Foster resilience as a **strategic capability**.
Indicators of Resilience

Leadership & Culture

Leadership
Staff Engagement
Situation Awareness
Innovation & Creativity
Decision Making

Resilience

Networks
Change Ready

Effective Partnerships
Proactive Posture
Stress Testing Plans
Leveraging Knowledge
Breaking Silos
Unity of Purpose
Planning Strategies
Internal Resources
What Factors Helped Organisations Recover?
Social Capital
Bridging, Bonding, and Building

A business’s greatest renewable resource is its staff.
Strong Institutions and 3 a.m. Friends

INSTITUTIONAL TRUST & THE EARTHQUAKE SUPPORT SUBSIDY
Local roots can tap community resources.
The Adaptive Snowball

- **Prepare** to adapt
- Be prepared to **keep adapting**
Implementable Actions

• Integrate concepts and tools that build a **culture of resilience** in businesses into our current Business Continuity Planning Suites and other programs.

• Foster business **place-attachment** and local social capital.
  • Tools of the trade: **Trust. Transparency. Reciprocity.**
Resilient ORGANISATIONS
A collaboration between research & industry

www.resorgs.org.nz

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