

Domains of Organizational Resilience



Connection to Mission, Vision, & Values

This domain focuses on the impacts of an organization having a mission and vision that is well reflected across the organization. Additionally, there is a unified connectedness of staff at all levels to that mission and vision, particularly in the face of a challenge. Strength in this domain contributes to staff engagement and empowerment to stay motivated and committed to the organization's goals.

Key Elements:

- Clearly articulated, strong mission, vision, and values that align with the culture of the organization
- The mission, vision, and values are communicated and reflected consistently in the language, policies, procedures, and services provided by the organization
- Staff see themselves in the organization's mission and values
- Staff see how their work contributes to the organization's vision and goals

Situational Awareness

This domain focuses on how an organization understands and perceives its entire operating environment, both through an awareness of what is happening around the organization and what the information means for the organization from present to future. A resilient organization has to simultaneously see itself as a part of a wider network and as a network itself.

Key Elements:

- Understanding of organizational strengths, opportunities, weaknesses, and vulnerabilities
- Analysis of hazards and associated consequences to the operating environment of the organization
- Monitoring and interpreting emerging trends, and how these impact the organization (current and future) to understand the external environment
- Ability to anticipate potential crises or challenges

Planning & Adaptability

This domain recognizes that resilience is a function of planning for future crises and adapting to the stress and shocks brought on by these challenges.

Key Elements:

- Formalized plans for anticipated crises (risk management and business continuity plans)
- Spontaneous creativity, flexibility, and embracing proactive approaches
- Long-term learning, organizational advancement, and reflection that results in the development of new norms and practices
- Challenges are seen as opportunities to create new capabilities and support innovation which is conducive to adaptability

Distributed Leadership

Distributed leadership refers to the distribution of control, as opposed to a top-down hierarchy of leadership. The importance of this domain revolves around the empowerment of team members and employees to collaboratively make decisions in uncertain circumstances, in a timely manner and communicate these decisions effectively.

Key Elements:

- Empowerment of staff to make on the spot, timely decisions
- Collective sense-making to achieve shared consensus
- Collaborative leadership style that utilizes effective communication
- Assessing problems quickly and accurately through collective sense-making
- Decentralized delegation of power and an exploration of non-hierarchical leadership structures

Collaborative Networks

System coordination and strengthened networks are critical to organizational resilience because they enhance efficiency, eliminate silos, and act to connect organizations in times of crisis. Organizations that are coordinated and well-positioned within sector networks have higher levels of trust, transmission of information, and resource-sharing networks.

Key Elements:

- Development of relationships and collaboration with diverse organizations
- Leveraging networks and collaborations through reliable information sharing, and resource sharing, and interdependence
- Continued expansion and development of new networks

Resource Management, & Support

This domain focuses on the availability and efficient use of resources to turn a crisis into an opportunity. In the context of this domain, resources refer to and include informational, material, human, financial, relational, emotional, and technological resources.

Key Elements:

- Availability and efficient use of resources (material, human, financial, technological)
- Adequate resources to turn crises into opportunities (informational, financial, relational, emotional)
- Investing in human capital: strengthening employee skills, supporting well-being, fostering growth, creating an environment where staff are able to exercise judgment and provide feedback
- Improvisation and creativity in the allocation of resources to respond to crises



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