

THE RESILIENCY PLATFORM:

A Solution for Modern
Business Challenges

PARIVEDA

Have you ever said a word so often that it starts to sound like it has completely lost its meaning?

It's a psychological phenomenon called semantic satiation, and in the world of business, "resiliency" became the corporate buzzword of late, especially with the onset of the pandemic. Business leaders across all different disciplines were talking about it, and resiliency suddenly became a word without clear meaning. Like all words in the human language, the meaning of "resiliency" in relation to business has evolved.

Previously, company executives consistently shared with their teams the need to retain market share amid steep competition, ride the waves of an unpredictable market and bounce back from setbacks both big and small. But in that context, resiliency becomes much more reactive. It's about preservation, not proactive adaptation. These days, being a highly resilient organization means a lot more than searching for stability amidst the change all around us. It means redefining your resiliency to constantly adapt to industry and market changes.

Today's business challenges are intricate and ever-evolving. They can't be addressed on a one-off basis. Instead, capitalizing on dynamic business conditions requires a multifaceted approach to solving problems without a clear solution – one in which you can recognize and even anticipate threats and opportunities in real time and adapt accordingly.

Introducing the Pariveda Resiliency Platform™

At Pariveda, we are comfortable navigating the complexity of modern challenges and specialize in solving the most complex business problems. Like any other organization, we've had to find new ways to navigate the waters of this tumultuous new decade, which includes refining the ways we work and adapting the way we interact with our clients to ensure lasting success through a focus on the human experience.

As we started seeing our clients faced with ever-increasing market forces, we recognized the need for a different path to long-term sustainability. Today, we focus on making sure our clients are equipped to know when, how and where to move – regardless of the situation. Our main goal is to enable organizations to recognize the constraints and more readily see the opportunities in order to adjust more rapidly and take advantage. That's no small feat.

To aid in the pursuit of this goal, we developed the Pariveda Resiliency Platform to help our clients confront the three catalysts that call for a resiliency reboot. They are:

- **The compression of change**
- **The confluence of disciplines**
- **The increase in complexity**

Let's explore each of these catalysts and understand how they impact your business.

THE COMPRESSION OF CHANGE

If it feels like technology is advancing more quickly than ever, it's because it is. Cycles of innovation have shrunk considerably over the past 100 years. Whereas technological breakthroughs used to take place over the course of 50 years – or even 10, for that matter – we now see groundbreaking innovation occur every year, if not every month.

For example, think about the capabilities of today's smartphones compared to those of 10 years ago. The humble mobile phones of yesteryear could do little else than call and text, at best. But today, smartphones are a one-stop shop for most users, essentially functioning as pocket-size computers. And just about everyone has one, according to [Pew Research Center](#).

This innovation means new products are rapidly introduced and the life cycle of certain products is shortened – from ideation to marketing to delivery. Rapid innovation leads to altered standards and expectations for consumers, which in turn has created increased competitive pressures for businesses to deliver on the ever-changing consumer expectations. Consumers and businesses alike have barely any time to study new innovations before the next advancement enters the marketplace. That compression of change sets off coincidental shifts in business models, markets and consumer behavior, which is why having a defined purpose is more important than ever.

Your business's purpose is its foundation and North Star. With solid footing and an eye on your future, you can be intentional in your choices. Truly resilient companies understand this. They stay on top of innovation and technology advancements, and then are intentional in investing time and money when the innovation fulfills their mission. As a result, they are better able to leverage innovations to anticipate and meet customers' needs in alignment with their purpose, profiting from the adaptation and becoming more resilient.

THE CONFLUENCE OF DISCIPLINES

Some combinations just make intuitive sense. But increasingly, we're seeing once-unrelated fields come together in new and exciting ways. These unlikely pairings open the door to fresh problem-solving approaches and business opportunities.

For instance, neurohacking merges [neuroscience and engineering](#) to enhance human potential. Notable entrepreneurs like [Elon Musk and Ian Pearson](#) are positioning themselves to be the best-in-class in neurohacking.

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Additionally, [circular economies](#) combine sustainability and manufacturing – two disciplines that once seemed at odds but, when combined, hold the promise of a healthier ecosystem.

Companies like [Dolly](#) are combining the best bits of the gig economy with the moving and delivery industry to create a help-for-hire marketplace.

We'll continue to see the confluence of disciplines. As we do, **resilient businesses will be able to accomplish a range of goals**, from improving operational efficiencies and saving money to developing ingenious products and better human experiences.

The challenge, however, is predicting which disciplines will intersect and how they'll do so. Capitalizing on this catalyst, then, demands domain expertise, extensive research and a healthy dose of curiosity. You have to be keen on learning about unconventional disciplines that may not seem related to your business offerings at first glance. Applying a model from one discipline to another can create lateral innovation. Leaders who can remain open-minded, engaged and inquisitive will ultimately benefit from this pursuit. The rest will be less resilient to the inevitable change that will affect their competitiveness.

THE INCREASE IN COMPLEXITY

The Cynefin framework is a conceptual framework utilized to pinpoint and differentiate between simple, complicated, complex and chaotic systems to aid in better decision-making. At Pariveda, our use of the Cynefin framework has allowed us to recognize that as the pace of change has continued to accelerate, our decision making has fallen more frequently into the chaotic and complex categories. Clearly our business environment has become more complex.

Once-complicated challenges that might have been resolved by applying adapted frameworks now necessitate different – often completely new – approaches. At the same time, we've seen corresponding increases in volatility, uncertainty and ambiguity. All that together has created a whole new reality for businesses.

To illustrate, consider the Great Resignation. When voluntary turnover began climbing in mid-2021, most companies tried to fix the issue with time-tested strategies – they dug into engagement numbers, increased recruitment efforts, and offered better pay and benefits. But none of these solutions could alter the mass exodus because none acknowledged the true complexity of why people were leaving.

Simply put, organizations need to embrace change. The habits they've historically depended on to respond to complicated conditions will no longer serve them in complex, volatile environments. Solving the challenges at hand requires lengthier mental cycles and plenty of patience, but it also demands new skills, processes and practices.

The most resilient businesses will meet that challenge head-on. They'll adopt practical techniques for distinguishing between classes of issues, and they'll boldly pursue experiments that investigate their hypothesis and uncover patterns that are not evident in the symptoms of complex challenges. In the case of the Great Resignation, for instance, how would companies fare when they take the time to examine the variety of areas that impact turnover – including market, political and family dynamics?

Empowering a Mindset of Resiliency

At the very center of it all sits our updated definition of resiliency: *always sensing, always learning, always adapting*. But really, it's more than a definition. It's a people-centric philosophy that marries purpose and technology to solve pressing problems, drive continuous innovation, empower people across the company and create adaptive strategies and processes.

We said it earlier, but it's worth repeating. Resilient companies embrace change. [Pariveda's Resiliency Platform](#) empowers this perspective in numerous ways. By instituting sensors in critical systems, for example, you're encouraged to create and implement feedback loops, which you can use to collect data, garner essential insights and become a more confident decision maker.

The Resiliency Platform also leverages practices like triple-loop learning, which you can use to drive incremental growth and change. By conducting small experiments, you can examine the dynamics of change. As a result, you'll better understand whether you are adequately addressing the problem or opportunity. An added benefit of experimentation is that it helps you understand how to absorb and accept a large-scale change before you're in the thick of it.

But more than that, our platform helps reshape a company's culture into one that expects change and embraces it. Change isn't always easy or comfortable. At times, it even feels threatening. However, by outlining clear expectations and boundary conditions, **you can help cultivate a workplace that feels safe and growth-oriented.**

That is a 21st-century business imperative.

Consider one company that enlisted us to help with their digital transformation. On the surface, it seemed like their main hindrances were operational cost pressures and a constrained ability to scale, but upon closer examination, we saw a real lack of alignment between people and purpose.

The leaders had their reasons for the transformation, but they were not clearly articulated or mirrored in their decisions and methods. What's more, we found that the company's employees felt lost. They didn't know how to adjust to the transformation, nor did they feel empowered to take ownership in the process of transformation.

Pariveda is not your typical consulting company, so what began as a technology transformation morphed into a purpose and people transformation. Using the principles of the Resiliency Platform, we first emphasized the vision of the transformation as it related to the company's purpose and the value it provided. We enhanced the communication, incorporated process changes and made sure decision-making was more transparent. **By fostering a safe environment for learning and empowerment, we started to see employees lean into the transformation and adapt their behaviors.** By the time our engagement came to a close, the company was more resilient because its people were more resilient.

Leadership Strategies to Promote Resiliency

At its core, resilience will always be about people. To become genuinely resilient, employees must feel valued and empowered. Leaders can create conditions for their employees to become more resilient.

Use these four leadership strategies to get started.

1. BALANCE AUTONOMY AND ACCOUNTABILITY

Many leaders fail to give their employees the autonomy they deserve. But they're often closest to the situation at hand and, therefore, have the insight to make business-critical decisions.

Allow employees to maximize their contributions by giving them the decision-making autonomy they deserve, making sure to balance that autonomy with accountability. Set expectations around how employees' performance will be measured and what they're responsible for. With clear expectations and more control over their own roles and decisions within the company, you'll find that most people will thrive and begin sharing ideas and perspectives on improvements and innovations.

2. OUTLINE STANDARDS OF WORKPLACE BEHAVIOR

You won't achieve resilience if any behavior is acceptable within the organization. Your culture will suffer, and employees will be disconnected. There needs to be a level of respect and trust across the organization so that employees are engaged and have strong relationships with one another, especially during perilous moments. It is critical to create a set of expected behaviors and community values that are rooted in empathy,

collaboration and transparency to build your company's culture. It is equally important for leadership to then lead by example.

3. EXHIBIT YOUR BRAVERY THROUGH HUMILITY

There isn't a finish line to resiliency. Resilience is not a destination; it's a journey. It takes courage to experiment and try something new on your journey. Inevitably, you will have setbacks, even failures, along that journey of sensing, learning and adapting. There will be times when something you try will fail and the situation will be highly visible to your team and stakeholders. That is the time to be humble and reflect.

As the leader of your company, you will need to reflect and learn from setbacks with grace. If you have the courage to be humble and learn, you will gain the trust and support to try your next experiment. Your humility will lead you and your team to the next adaptation to build your resiliency.

4. ACKNOWLEDGE AND REWARD PERFORMANCE

When you invest in your people, you'll also find that they invest in you. Establish a system for acknowledging the hard work they do, the courage they showcase in tackling tough challenges and the accountability they accept. Celebrate the behavior that aligns with your company's core values and purpose. Reward your employees for having a growth mindset. In doing so, you'll fortify the foundation of resilience and build an organization that's made to last.

Conclusion

Surviving and thriving during unprecedented times hinges upon exploring new ways of operating. It also involves rethinking what it means to be resilient. If that sounds like a challenge you're up for, download our [Resiliency Platform one-pager](#) to learn more. If resiliency – sensing, learning and adapting – is a challenge you would like to address, reach out at resiliency@parivedasolutions.com, and let's talk about your organization and leadership principles.

That's our passion. That's Pariveda.

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About the Author

Margaret Scovern brings strategic leadership and practical problem solving to all the roles she has filled as a Vice President at Pariveda. For more than 25 years, her commitment to a value realization approach to engagements has solidified unwavering, trusted relationships across many industries and functions. Margaret's innovative approach to our ever-changing business environment has led her clients to a better, more sustainable outcome.

About Pariveda

Pariveda is a consulting firm dedicated to solving complex business problems by aligning our people-development focus with the mission of our clients. We desire to help our clients achieve lasting success now and into the future. As an employee-owned company, our naturally curious people have strong technical, business and strategic skills to help our clients identify, architect and develop custom solutions. We believe in challenging our clients' thinking, and we are comfortable solving problems without a clear solution.

Our solutions create new opportunities for our clients, and we manage the change each solution brings to their company. If resiliency – sensing, learning and adapting – is a challenge you would like to address, reach out at resiliency@parivedasolutions.com, and let's talk about your organization and leadership principles.