

# Embracing Adaptability – Agile for Resilience

**Dr Simon Gill**

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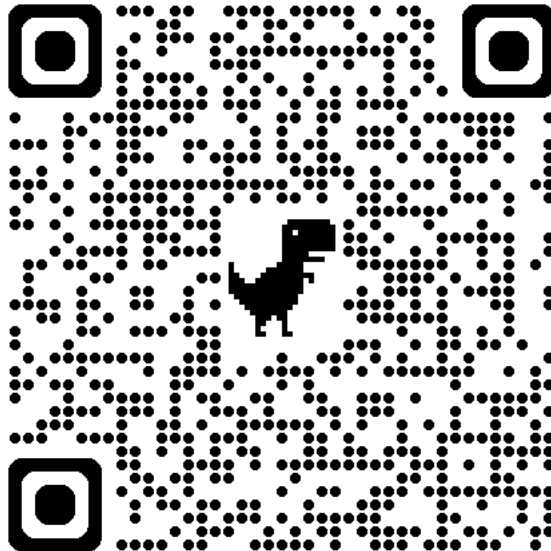
# Embracing Adaptability – Agile for Resilience

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# Embracing Adaptability – Agile for Resilience



Feedback welcome!

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**How do I make things better or easier?**



# The Big World of Small Business...



RETHINK

# Small to Medium sized Enterprises (SMEs)

- SMEs are a significant contributor to the global economy

BUT

- Globally, corporate insolvencies increased by 21% in 2023

[Statistica, 2024]

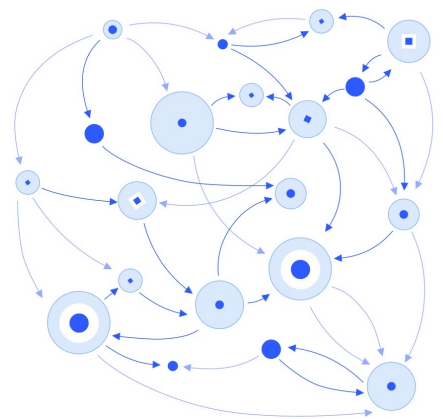
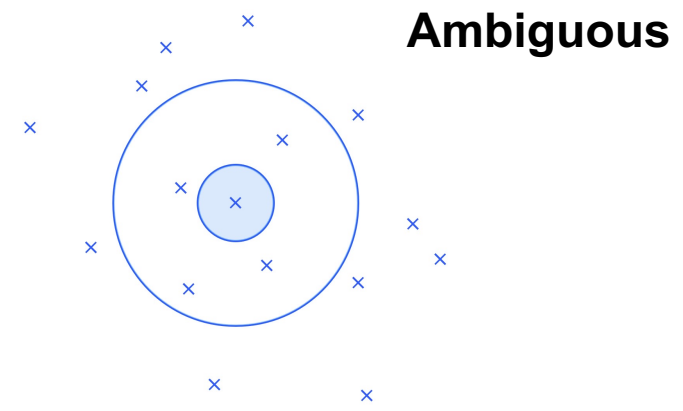
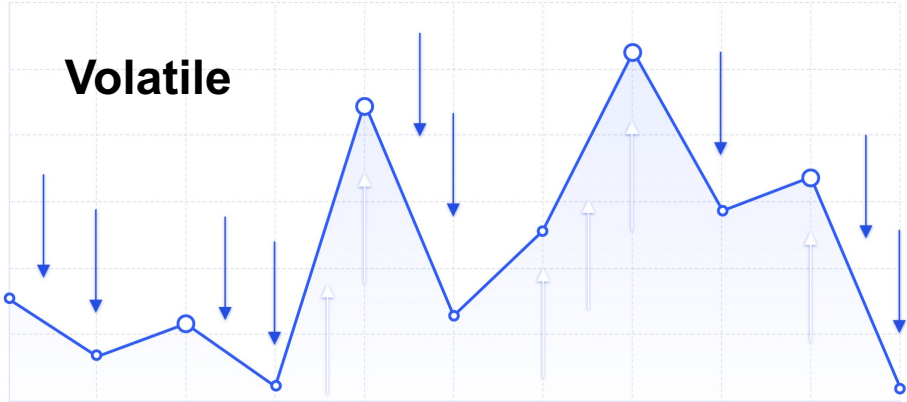


R E T H I N K

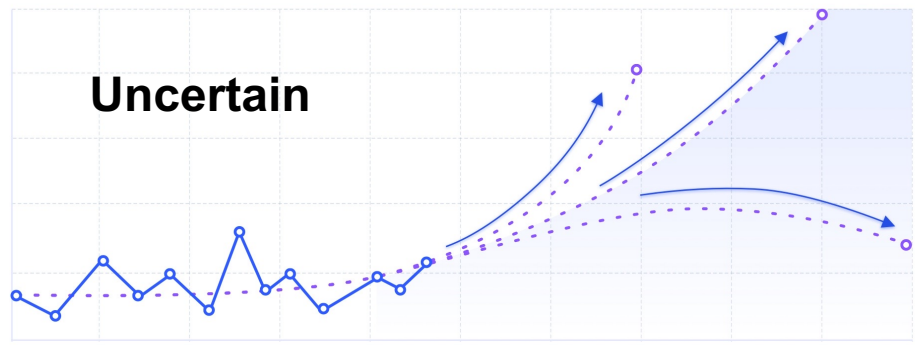
# Why?

- Rising **inflation**
- Rapid need for **digitisation**
- Shift to **remote & flexible working**
- Fluctuating **labour** supply and limited talent supply
- **Downsizing**
- Need to minimise **expenditure**
- Need for new **products/ customers/ business models**
- **Disruptive technology/ competitors**
- Disrupted **supply chains**
- Consumer demand for **sustainability**
- Striving for **Net Zero**





**Complex**

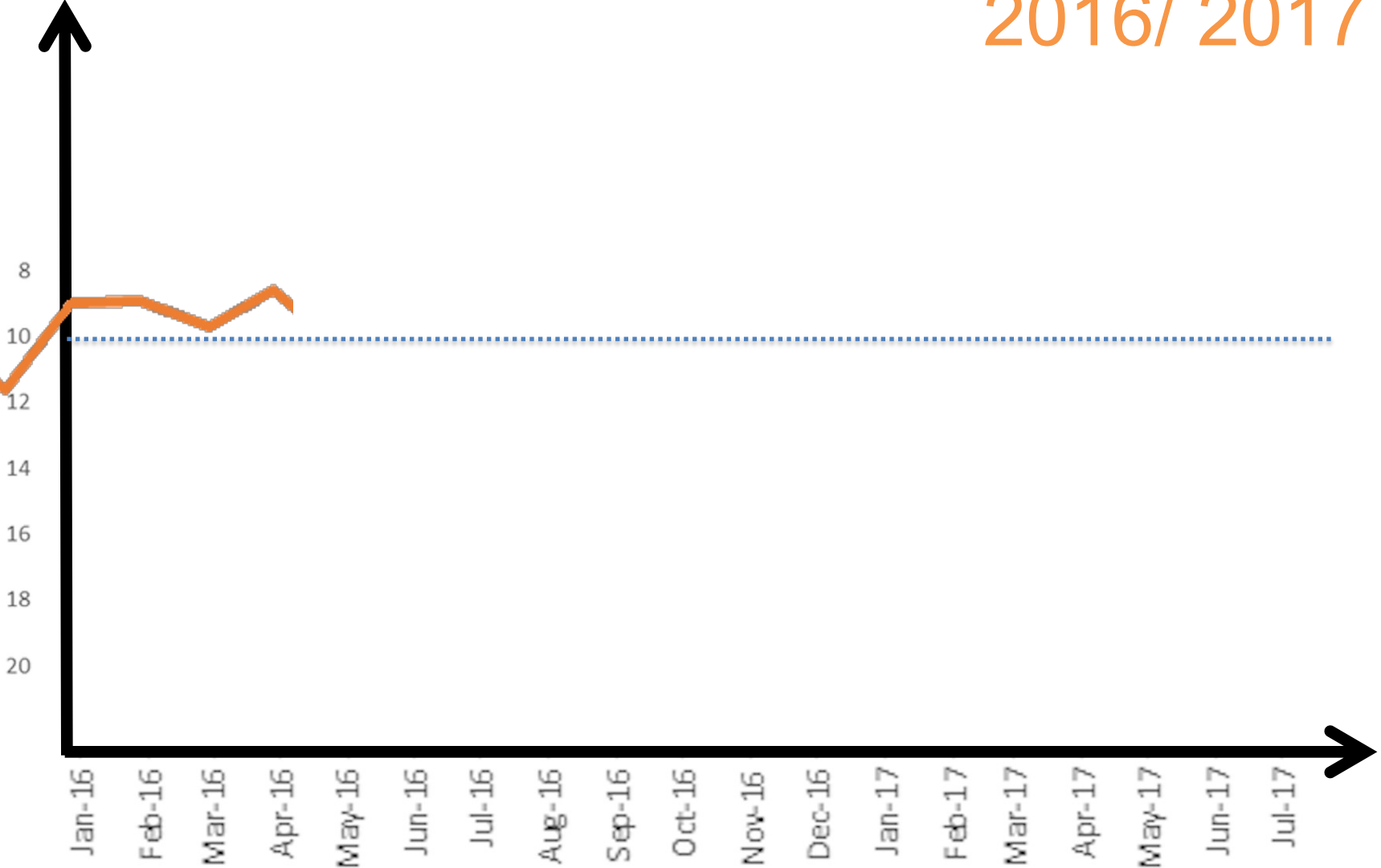


**RETHINK**



2016/ 2017

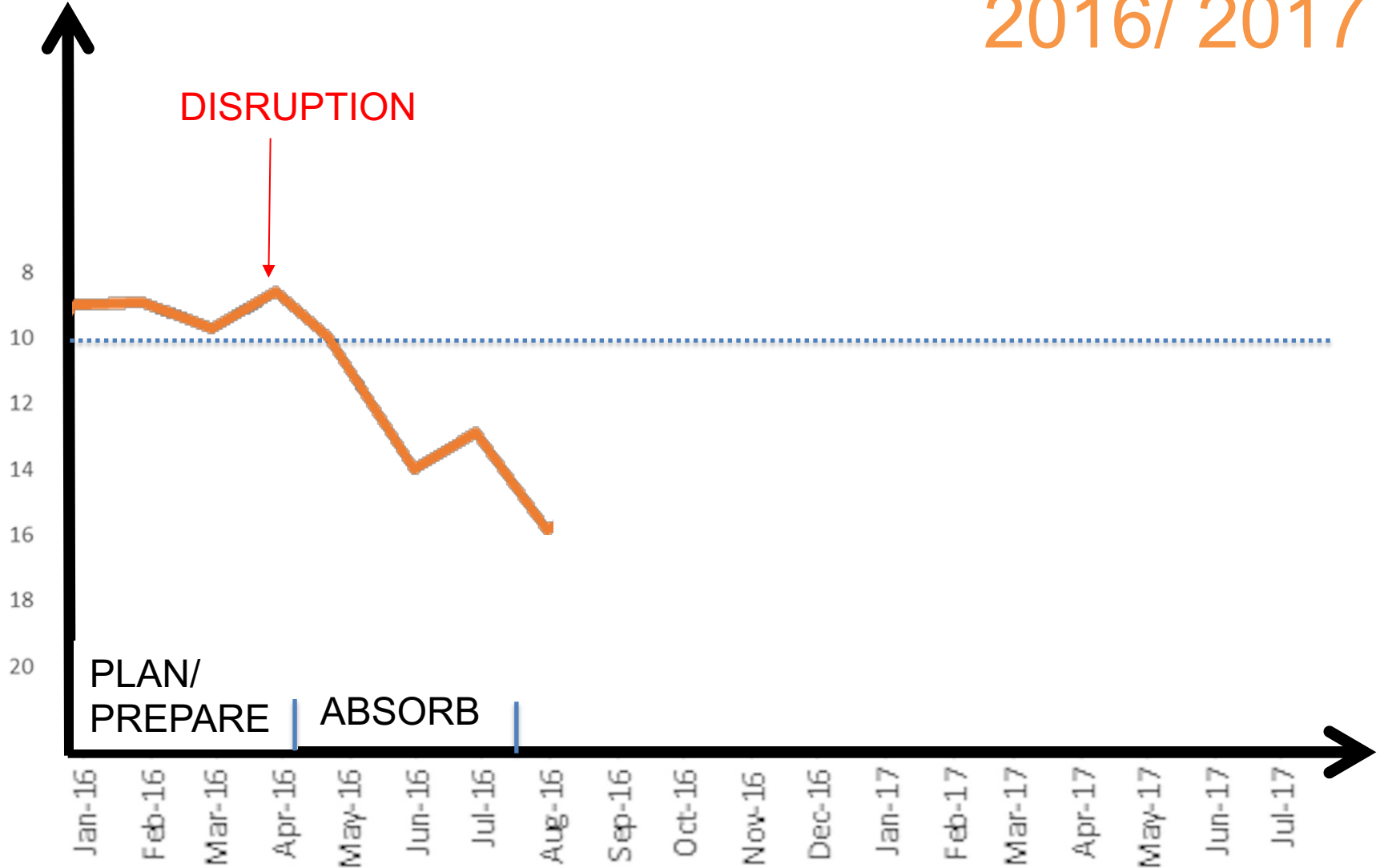
TURNAROUND TIME



RETHINK

2016/ 2017

TURNAROUND TIME

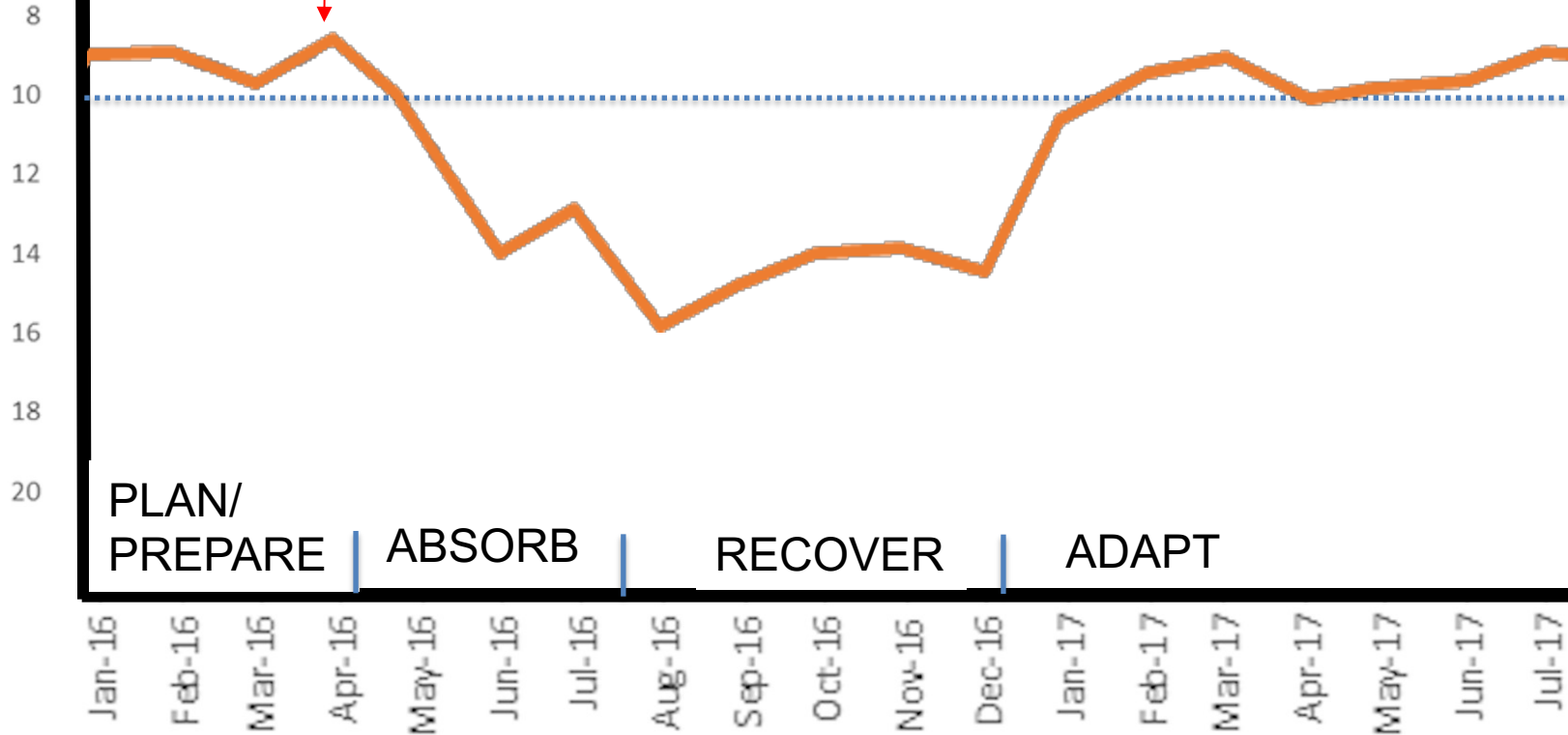


RETHINK

2016/ 2017

TURNAROUND TIME

DISRUPTION



RETHINK

Top Down - How do we change?

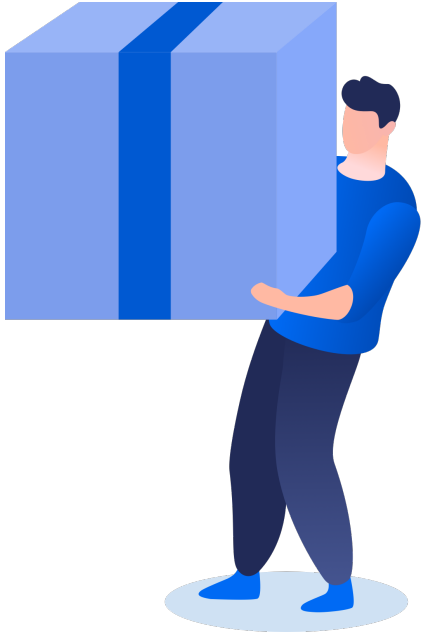


RETHINK

# TWO PRINCIPLES

- Must improve **risk management** to build robustness:
  - KNOWN KNOWNS
  - UNKNOWN KNOWNS
  - KNOWN HIGH CONSEQUENCE/ LOW PROBABILITY
- Need to invest in activities to deliver **resilient performance**

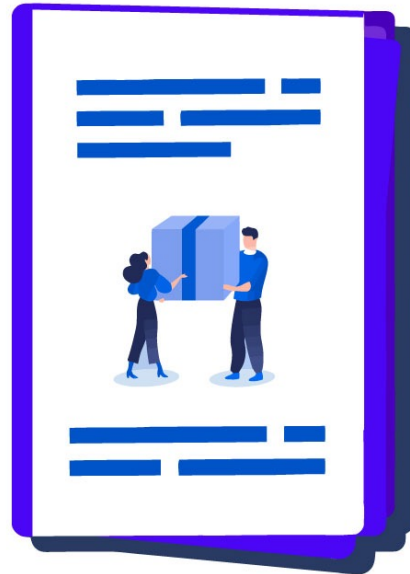




WORK-AS-IMAGINED



WORK-AS-DONE



WORK-AS-PRESCRIBED



RETHINK

**resilience**

robustness  
risk management  
safety risk  
safety management  
safety II  
work-as-imagined  
work-as-done  
rebound  
graceful extensibility  
sustained adaptability

SMS  
adaptability  
safety differently  
RM

# Resilience

*“the capacity to withstand or to recover from difficulties”*

# Agility

*“ability to move quickly and easily”*

# Antifragility

*“property of systems in which they increase in capability to thrive as a result of stressors, shocks, volatility, noise, mistakes, faults, attacks, or failures”*





# Aiming for Resilient Performance

*In the face of disruption...*

*...your organisation adapts quickly and easily,  
withstanding, responding and recovering, whilst  
preserving and even enhancing critical functionality*



RETHINK

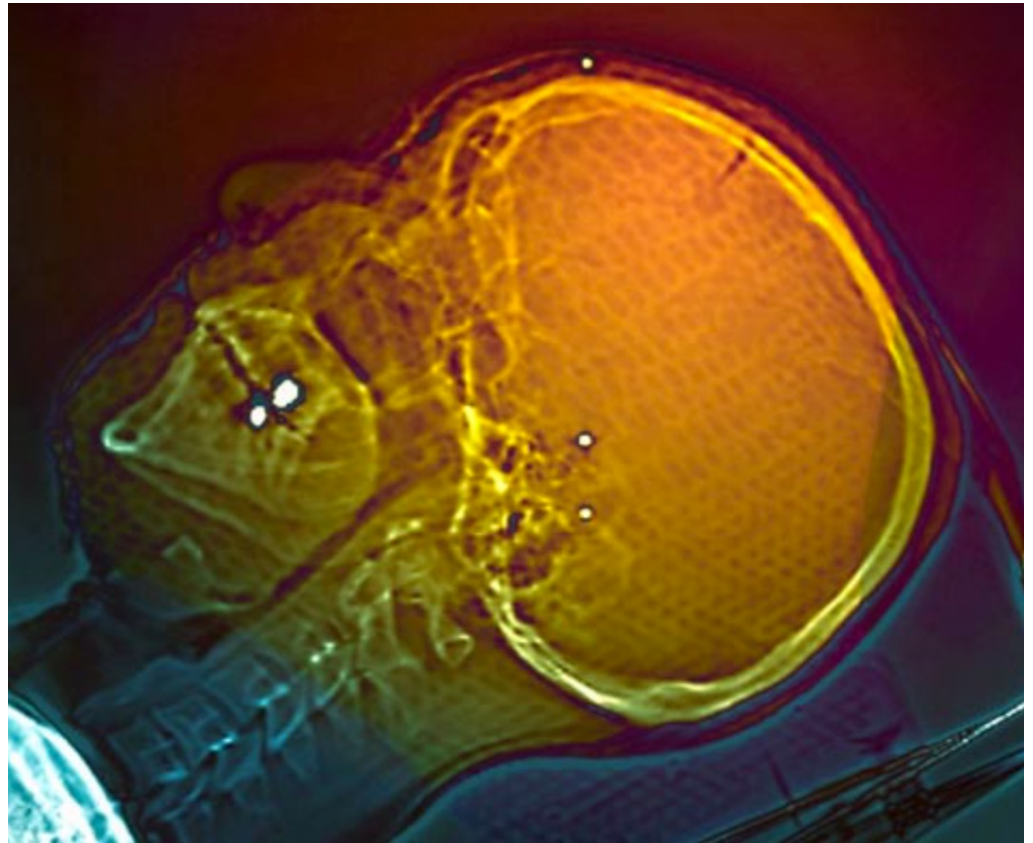


[Me, 2019!]

[Richard Cook, <https://www.youtube.com/watch?v=9tYgRXolqgQ>]



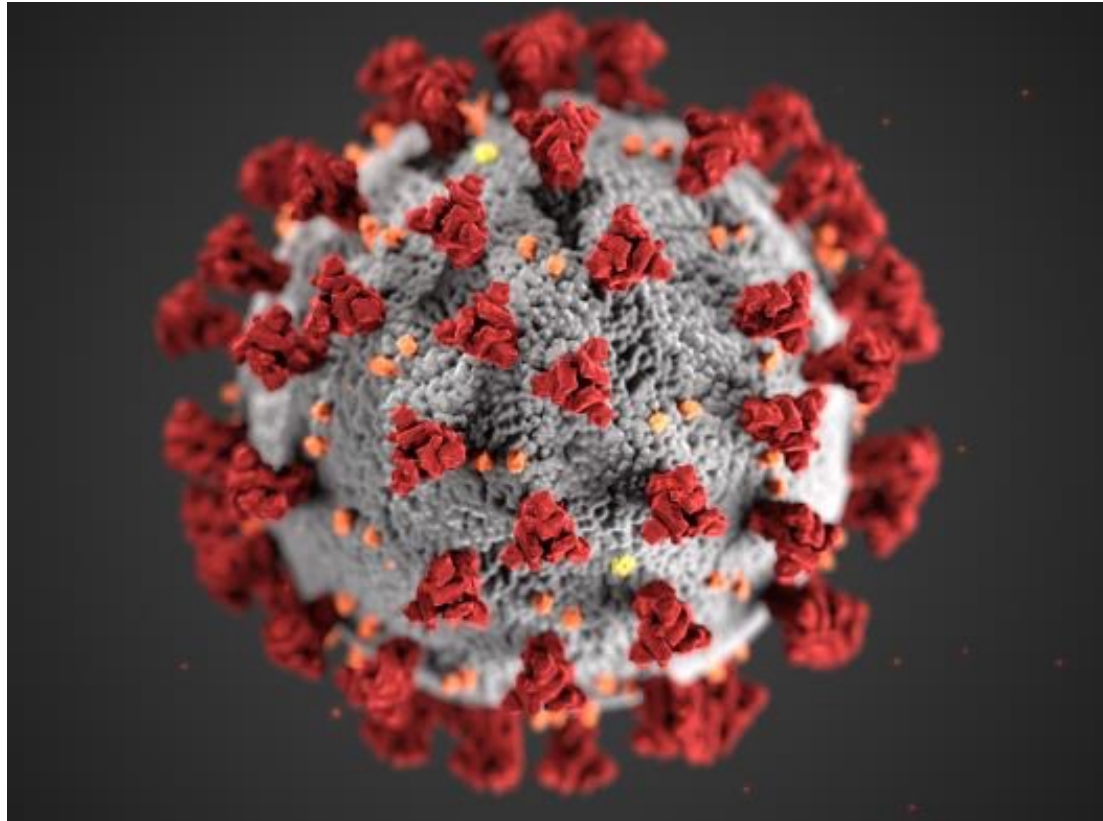
RETHINK



[Towards Safer Radiotherapy, 2019]



RETHINK



[CDC/ Alissa Eckert, MSMI; Dan Higgins, MAMS]



RETHINK

Bottom-Up - How do we change?



RETHINK

**Anticipate**



**Monitor**



**Learn**



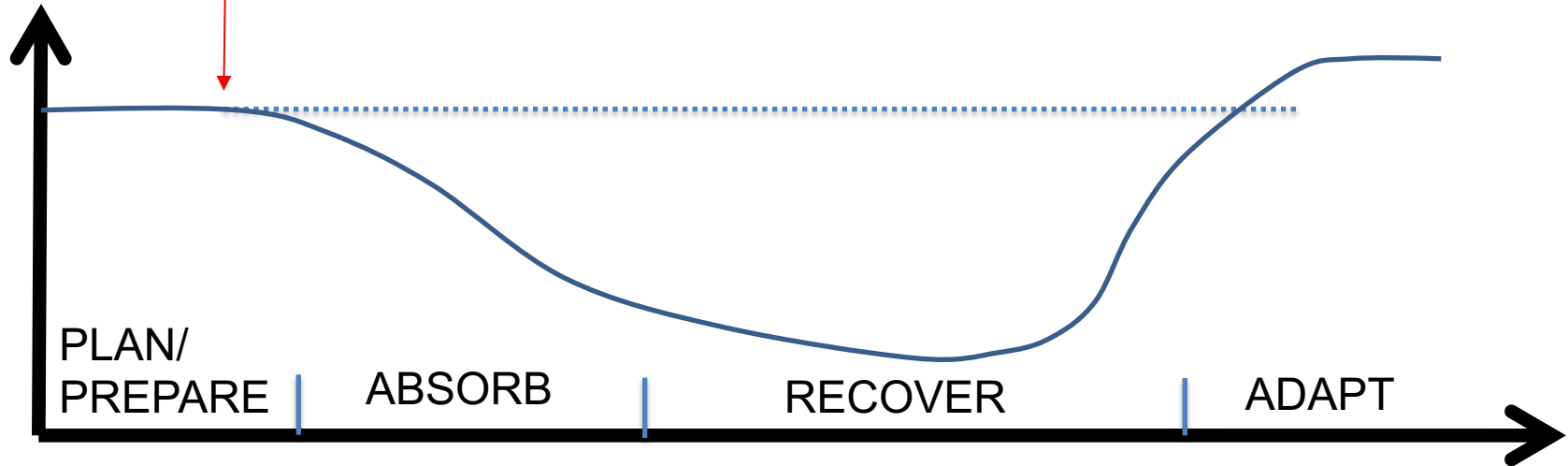
**Respond**



**RETHINK**

CUSTOMER  
TEAM  
OPERATIONS  
INNOVATION  
FINANCE  
STRATEGY

DISRUPTION



PLAN/  
PREPARE

ABSORB

RECOVER

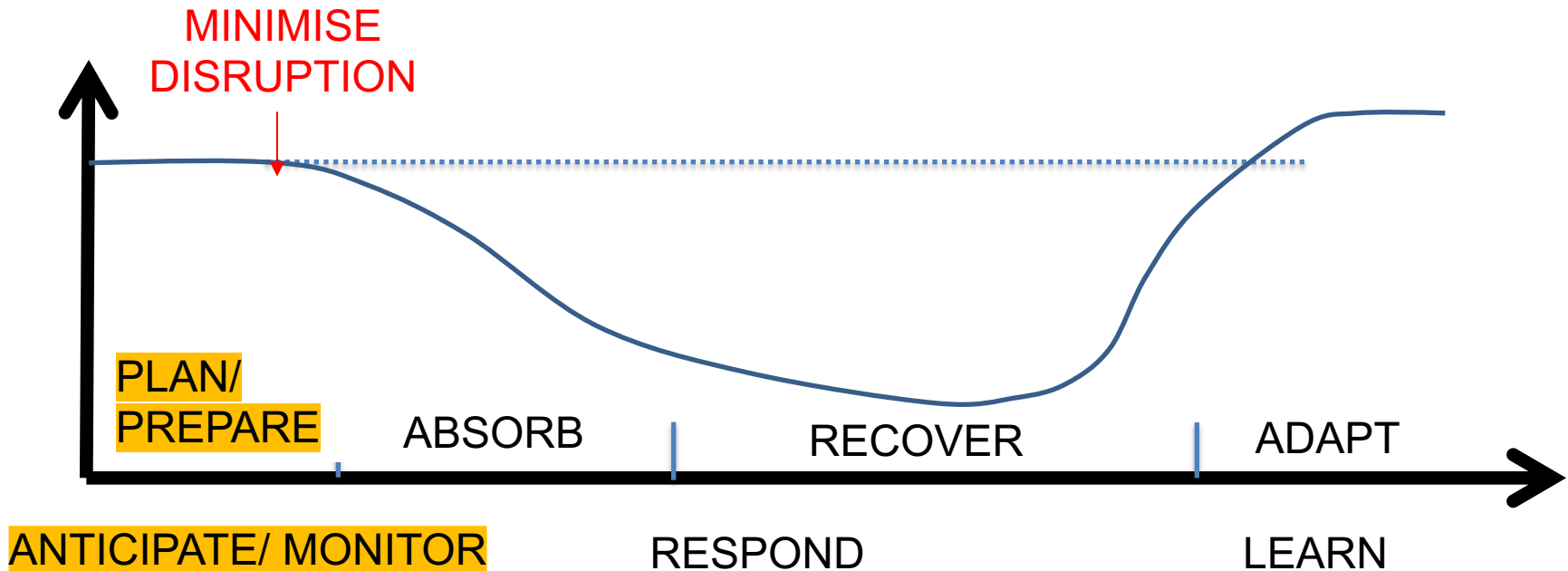
ADAPT

ANTICIPATE/MONITOR

RESPOND

LEARN

- Regularly observe one another's practice
- Encourage self-organization
- Develop and monitor leading KPIs
- Recruit for diversity of ideas
- Develop stage-gating for ideas
- Test financial model under risk scenarios





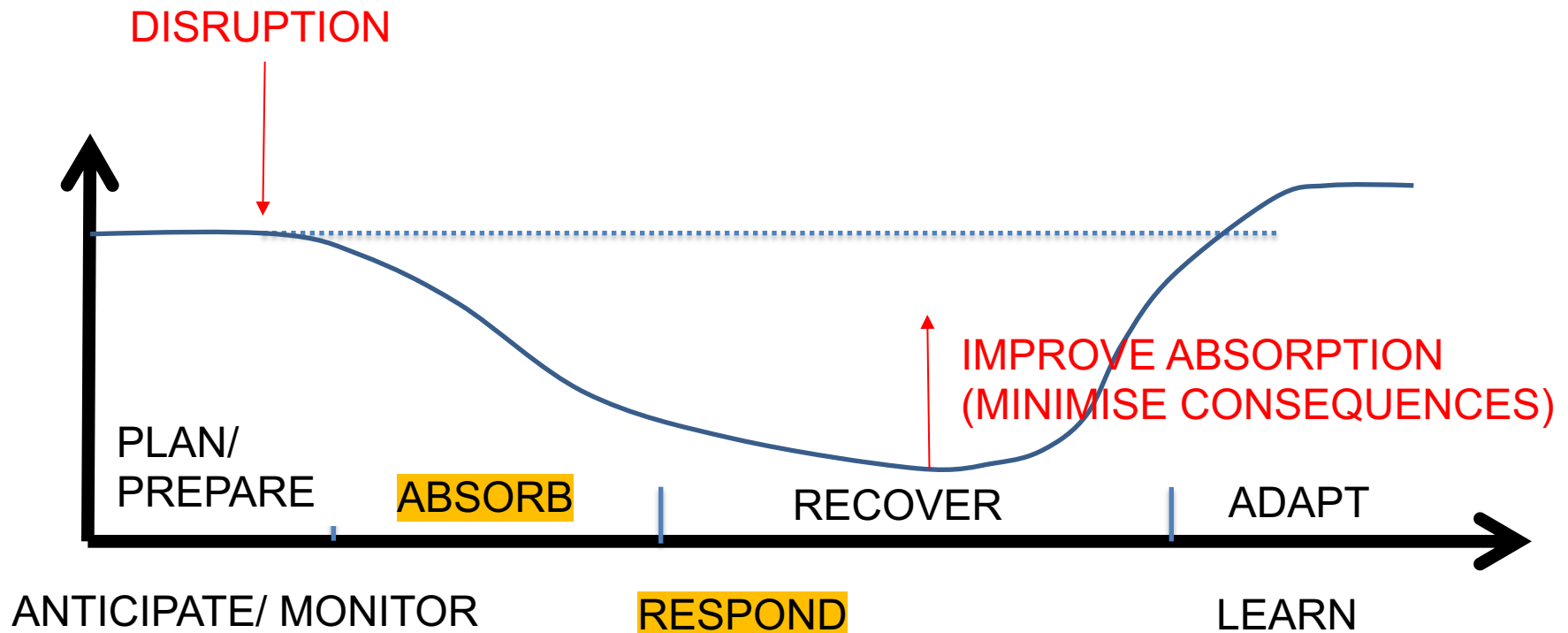
Empower rapid, local decision-making

Monitor response KPIs

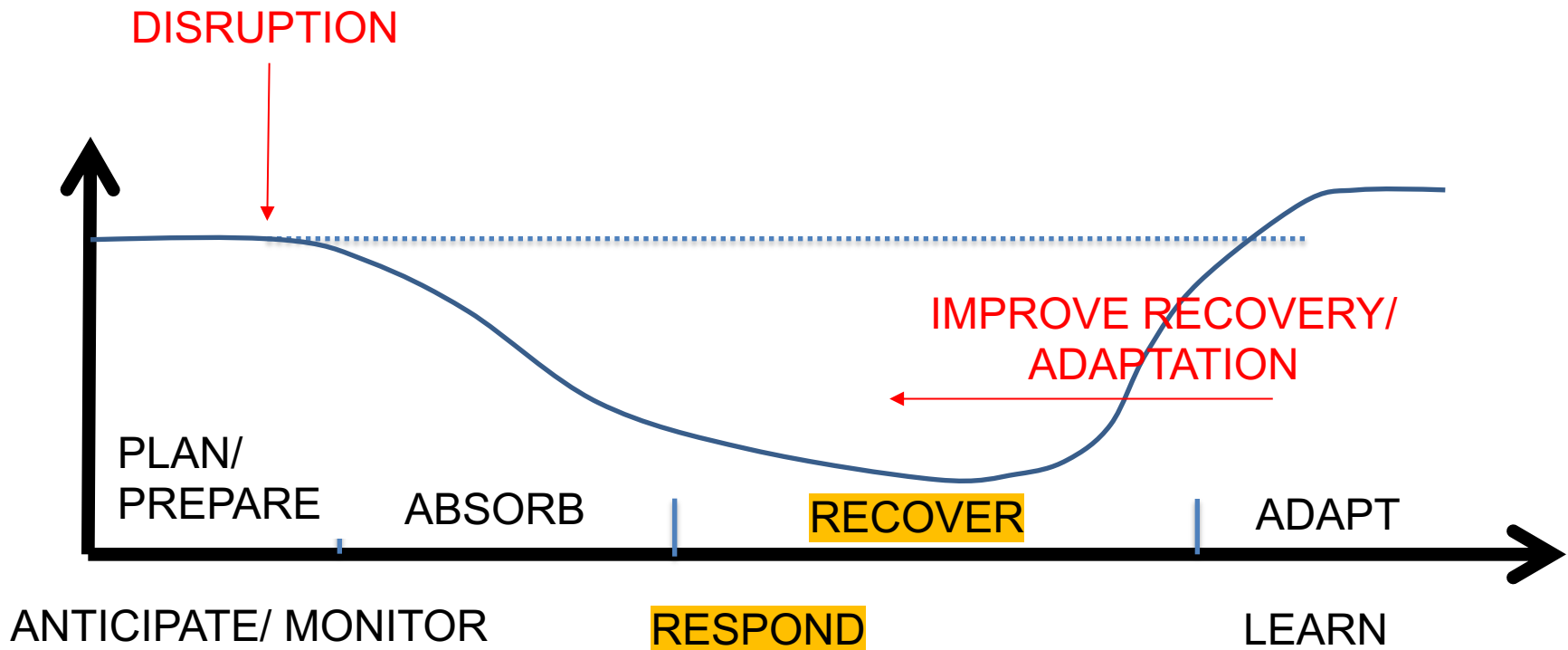
Flatten hierarchies

Consult everyone for ideas on response

Involve everyone in decision-making



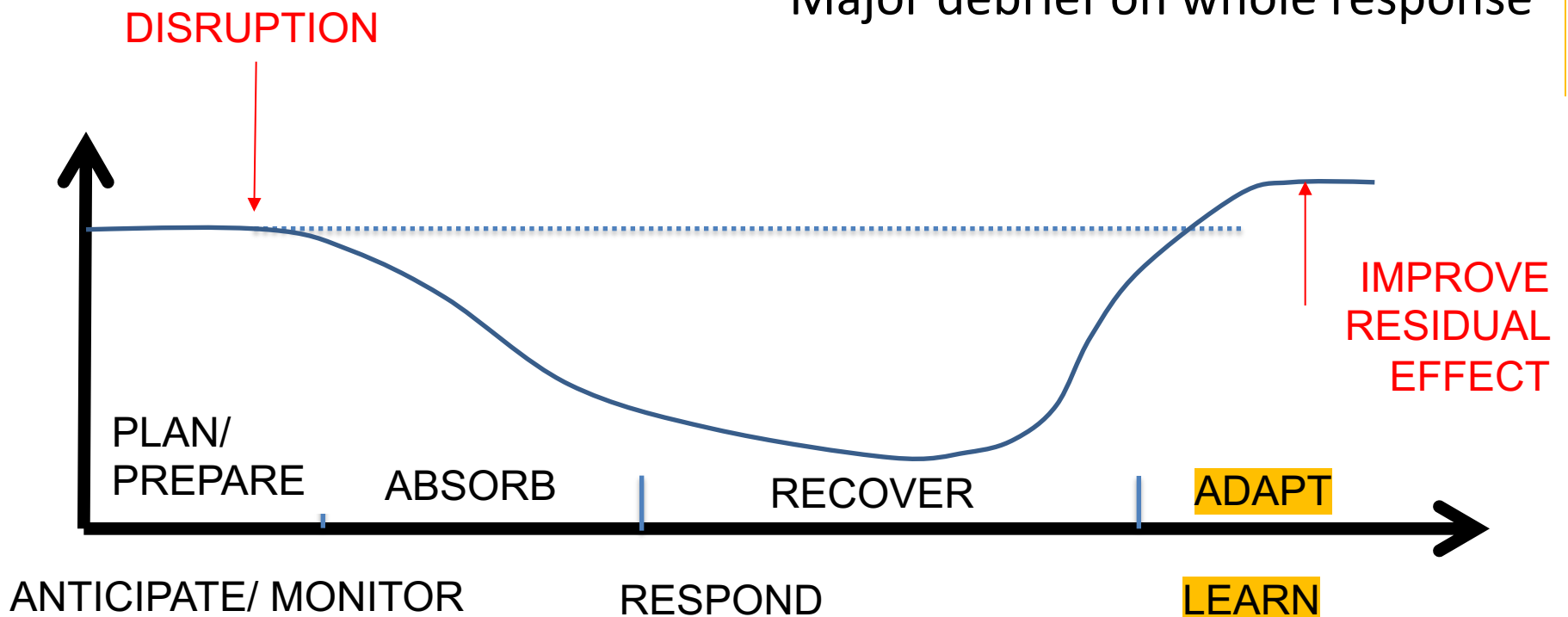
Communicate with customers  
Debrief regularly and share learning  
Celebrate successes - build  
Accept failures – adapt



Share positive impact of adaptations  
with stakeholders

Evaluate adaptations for future use

Major debrief on whole response





RETHINK

**“The greatest  
teacher, failure  
is...”**

**Yoda,  
Star Wars,  
The Last Jedi**



Then came COVID19...

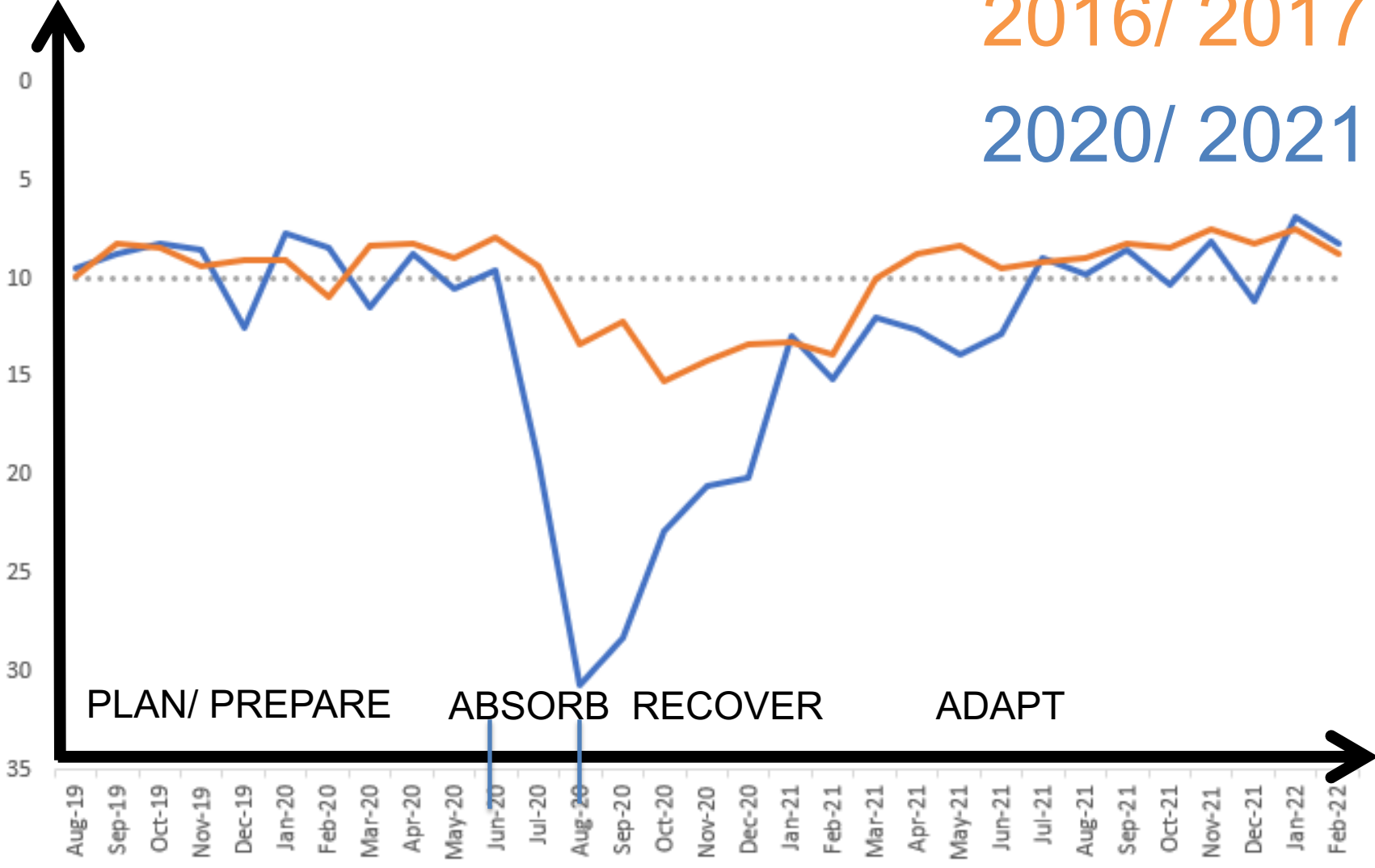


RETHINK

# TURNAROUND TIME

2016/ 2017

2020/ 2021



PLAN/ PREPARE

ABSORB

RECOVER

ADAPT



RETHINK

# Key Success Factors

- Focus on satisfying what the customer needs right now
- Build collaborative approach within team and with customers
- Create a supportive, learning environment
- Allow teams to self-organize





The next battleground...



RETHINK



RETHINK

# Aiming for Resilient Performance

*In the face of disruption...*

*...your organisation adapts quickly and easily,  
withstanding, responding and recovering, whilst  
preserving and even enhancing critical functionality*

*... without compromising future generations*

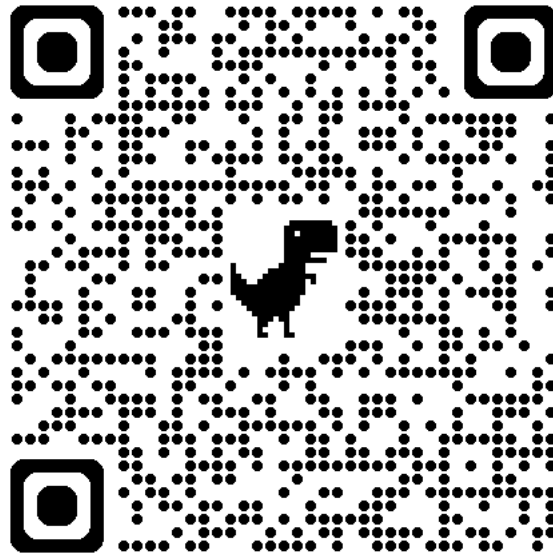


RETHINK

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**Thank You!**

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