

## What Is Resiliency?

**The Definition** — Resiliency is “*the capacity of individuals, organizations and nations to survive and thrive amidst ongoing change, disruption and adversity.*”

For organizations, resiliency is the ability to anticipate and respond positively to disruptions such as reorganizations, mergers and other departures from the routine. Instead of losing momentum and focus, resilient organizations are prepared to bounce back quickly and stay on track. Given the complex and unpredictable nature of 21<sup>st</sup> century life, resiliency is critical to achieving and maintaining competitive advantage. Resilient organizations in turn need to be composed of leaders and individuals who can use their own adaptive skills in the service of organizational goals.

**The Power of AND** — Resiliency is based on the ability to practice and exhibit ambidextrous — sometimes even paradoxical — behaviors that serve immediate needs while remaining centered around stable principles and objectives.

Resiliency is a twofold capacity. It includes both the skillful anticipation and preparation for change as well as the ability to respond effectively to the unexpected as it happens.

**An Innate Muscle** — Resiliency is like a muscle within individuals, organizations and even within nations. This muscle must be strong enough to withstand severe challenges and flexible enough to handle diverse unpredictable forces. It must be developed and consistently exercised to be ready in times of need.

**Resiliency and Longevity** — Resiliency is profoundly and intimately linked to longevity. Longevity promotes the development of capabilities that would remain hidden in the short term.

## Harnessing The Power Of Resiliency

**Building your Resiliency Muscle** — We use a research-based model as the foundation for creating a customized resiliency regimen for each client. The model embraces five domains, each of which encompasses two paradoxical qualities.

For each domain we offer specific development tools and practices to efficiently build resiliency. Individual and organizational measures are used to verify lasting return on investment.



## Why Resiliency Matters

**Organizational Pain** — Turmoil in markets, disruption of routines, shifts in focus and changes in manpower are realities of today's business world.

No matter what the nature of the change — merger, acquisition, reduction in force, strategic refocusing, new leadership, or fallout from war, deregulation and other external events — the consequences for individual and organizational performance are substantial:

- Fear and confusion
- Disconnected, disengaged employees
- Decreased productivity and quality
- Survivor guilt and the numbing fear of uncertainty
- Overwhelmed leadership
- Ineffectual problem solving
- Decreased innovative capacity
- Lost business

**Organizational Gain** — Leaders and organizations that harness the power of resiliency turn disruptions into opportunities and growth. Therein lies the promise of resiliency — the business as a whole gains and grows stronger with each challenge. The benefits are numerous:

- Energetic and engaged employees
- Employee health and retention
- Connected and focused leaders
- Continued high quality
- Consistent and increased profitability

- Productive relationships with organizational partners
- Enhanced innovative capacity

## Why A Global Network?

The **Global Resiliency Network** is a consortium of professionals dedicated to expanding the understanding and application of resiliency strategies at personal, organizational and leadership levels. Current members include people from the U.S.A., Germany, Denmark, South Africa and New Zealand, all of whom work internationally. We coordinate practitioners from around the globe to collaborate, share market insights and serve our clients with an expansive repertoire of knowledge, proven tools and an integrated network of experienced facilitators.

**Our Approach** — Whether we help individual leaders build their resiliency muscle or work with the organization as a whole, we act as *facilitators*. We do not impose our vision of the right strategy or practice on your organization. Instead we provide the framework to ensure that the best strategies and practices emerge to meet your need.

We don't look at your organization as a machine that can simply be taken apart and reassembled differently. We see it as a living system where the whole is much more than the sum of its parts. Our approach to building resilient capacity draws insight and inspiration from all of your employees, and involves them in developing and implementing improvements.

*“Resiliency is at the heart of any adaptive enterprise and key to the on demand organization.”*

*M. Bonchek, Managing Director, Tapestry Networks*

## Who We Are



### **Fred Arnstein**

*Fred works with organizations to develop and present programs in leadership, quality improvement, problem solving, and communication skills. His survey research company, Survey Action Associates, conducts employee and customer assessments. He is a founding member of the Global Resiliency Network. He lives near Boston, MA, USA.*



### **Jürgen Beyer**

*Jürgen is a native of Germany and lives near Bonn. He has been an organizational transformation consultant for over 20 years. He is a founding member of the Global Resiliency Network and heads the consulting company Jürgen-Beyer Consulting*



### **Merle Friedman**

*Merle is a native of South Africa and lives near Johannesburg. She is a founder of The Resilience Company and Psych-Action. Her work focuses on trauma recovery, building personal and organizational resilience, and creating company wide capacity for radical innovation. She is a board member of the International Society of Traumatic Stress Studies.*



### **Gabriele M. Ganswindt**

*Gabriele is a native of Germany and lives outside of Boston, MA, USA. She has served her international clients as a leadership and resiliency coach and consultant for 20 years. Gabriele is founder of the Global Resiliency Network and of Shared Learning International.*



### **Horst Haller**

*Horst is a native of Germany and lives near Stuttgart. He is the principal and founder of horsthaller consulting, a management consulting and executive search firm focusing on leadership development and delivery of candidates for top management roles. Horst is a founding member of the Global Resiliency Network.*



### **Wallace Higgins**

*Wally has lived and worked extensively in Mexico, Bolivia, Brazil and the USA, much of it in his capacity as a senior OD consultant within Polaroid Corporation. Currently Wally specializes in organizational resiliency, strategic business development and non-profit transformation. He lives outside of Boston, MA, USA.*



### **Frank Kretzschmar**

*Frank is a native of Germany, a founder of Stepwise Management and a founding member of the Global Resiliency Network. His consulting focuses on organizational and team resiliency, and in particular on developing the quality of courage in leaders. He lives near Heidelberg, Germany and currently divides his time between work in Europe and on the African continent.*



### **Barbara Nussbaum**

*Barbara is a native of South Africa and currently lives in California. She has authored two books about the integration of cultural values into management and leadership in South Africa. She works as a coach and consultant by combining music, leadership and resilience.*



### **Kirsten Poulsen**

*Kirsten is a native of Denmark. She leads KMP & Partners, where she focuses on people development aligned with goals and strategies. Currently she specializes in mentoring programs, their relevance to resilient organizations as well as leadership and talent development. She is fluent in English, Spanish and Scandinavian and has extensive cross-cultural experience.*



### **Al Siebert**

*Al is the author of “The Survivor Personality” and the director of the Resiliency Center. He is a renowned authority on resiliency, sought after keynote speaker and workshop facilitator. Al is a member of the Global Resiliency Network guiding council and lives near Portland, Oregon. USA.*



### **Roger Strang**

*Roger is a native of New Zealand and lives outside of Boston, MA, USA. He consults to a variety of industries in both Europe and the USA on leading change, understanding industry changes and developing resilient strategies. Roger was a faculty member at several leading US universities and is currently a program director of the London Business School.*



### **Margaret Wheatley**

*Meg is president of the Berkana Institute -- a global leadership foundation -- and has been an internationally acclaimed consultant and speaker since 1973. She is the author of Leadership & the New Science, A Simpler Way, and Turning To One Another. She is a member of the Global Resiliency Network guiding council and lives in Provo, Utah, USA.*

## How We Add Value

**Executive Coaching** — Working one-on-one with executives and their teams to maximize leadership abilities in the context of each person's specific position and set of responsibilities. Leading a resilient organization requires leaders to strengthen and demonstrate their own capabilities as well as helping their teams to do the same.

**Workshops** — Working with select groups of organizational members, we use our model-based approach to identify the areas that most need resiliency strengthening. Each workshop is custom tailored to the specific needs of the organization. Workshops can be modularized to fit client schedules.

**Assessment** — Individual, team and organizational resiliency assessments are available. Confidential norm-based reports are generated to use as baseline for interventions or to structure follow-up assessments.

**System-wide Initiatives** — Large scale transformation or alignment programs involving many members of the organization are facilitated with a team of consultants.

**Consulting** — All interventions are embedded in a consulting relationship aimed at achieving and exceeding each clients desired results. A central intent of all of our work is to help our clients foster the inherent resiliency capabilities that lie within each person and the system and to create an environment conducive to growing stronger and more agile with each new disruption and adversity.

## What Our Clients Say

*'Resilience Leadership' applied to a successful organization, such as SAB Limited, is not just new but breathtakingly refreshing. The unintended consequence of this resilience leadership program has been the achievement of a step function improvement in operational efficiencies across all dimensions.'*

M. Egan, Manufacturing Director,  
SAB Limited, South Africa

*"The coaching experience had a profound impact on my work and life. It helped put work and attitudes about work into context relative to other important aspects of my life. I still apply lessons from the experience nearly every day."*

R. E. Gallery, Market Executive,  
Bank of America

*"The change resiliency workshops were critical during the life cycle following the merger. They facilitated authentic conversations at the right time and built and strengthened trust at all levels."*

S. Turner, Manager,  
Organizational Learning and Development, Omgeo

*"The assessment helps leaders ask the right questions related to responding to and preparing for impending change. Resiliency should be on every manager's mind during times of significant disruption."*

H. Uhlenhut, Mgr. Research Europe,  
H.C. Starck

*"Bringing everyone together to focus on how we can pull through hard times as a team was invaluable given the immense challenge and potential that lies ahead."*

H.J. Hecklau, Member of the Board,  
Walter Bau AG, Germany

*"The guidance and leadership consulting provided helped us successfully fight through many of the obstacles we were facing in a very challenging year. Members of the management team especially gained personal experiences that will serve them well in the future."*

Rich Hamlin, CFO,  
Impress Software, Inc.

## Contact Us

[www.globalresiliency.net](http://www.globalresiliency.net)

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