

ROSETTA
AGILE

ORGANIZATIONAL RESILIENCY THROUGH A LIVING SYSTEMS LENS



Jardena London

What are some things you do to build resiliency for yourself?



Organizations
need to build
resiliency too!



Re·sil·iency /rə'zilyənsy/

noun

The capacity to withstand difficult conditions. Think of the reed that bends but doesn't break.

Re·cov·er·y /rə'kəv(ə)rē/

noun

The ability to bounce back and refocus after a setback.



What is the Impact of Resiliency?



Why is Resiliency Important Now?

The pandemic created a crisis that exposed lack of resiliency in many organizations.

It forced us to be resilient in ways we weren't ready for.

And it pushed us ... hard.

...But it also
created a window
of opportunity for
dramatic
improvement.



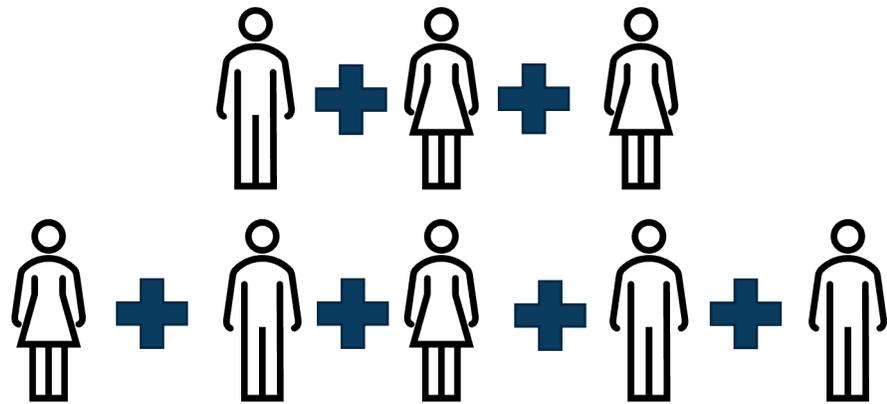


Resiliency Reserves

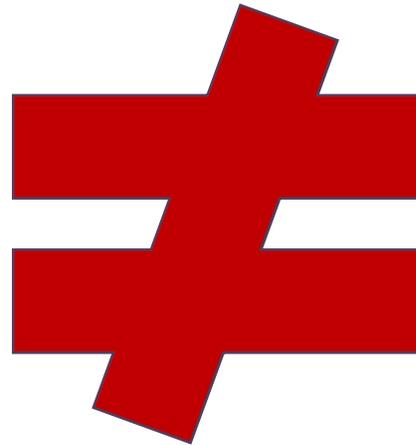
- Self-care keeps your reserves full of resiliency.
- If you're running on empty, you can't dip into reserves in difficult times.

Organizational Resiliency

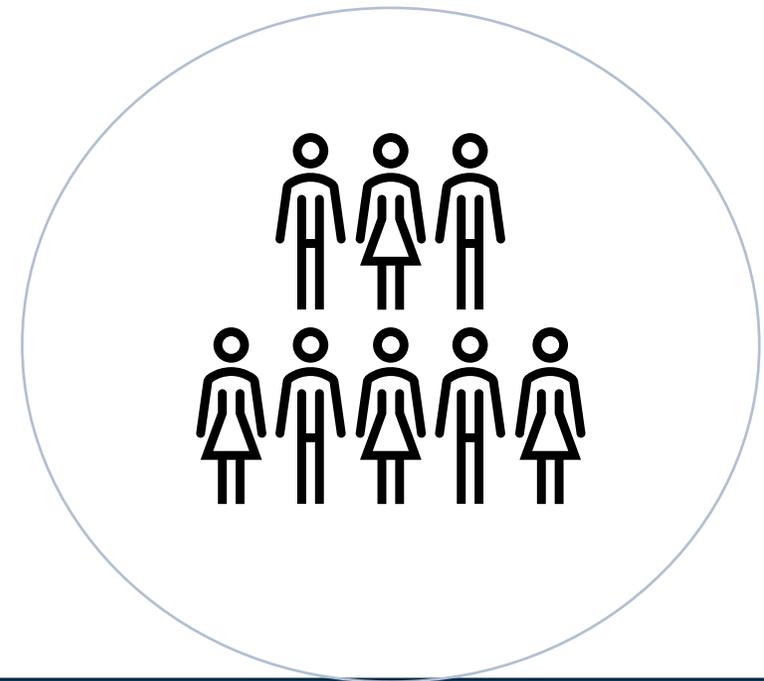
The Sum of
Resilient Individuals



DOES NOT EQUAL



A Resilient
Organization



Organizations are

Human Systems

not machines.

Human systems are

Living Systems

Given the right
conditions,
Living Systems
are

Resilient

We're growing this:



Not building this:



CREATE CONDITIONS FOR THE TEAM TO FLOURISH

- Planting
 - Building structures, connections, competencies
- Watering
 - Making sure people have the resources to get the work done
 - Feedback on the work
- Pulling Weeds
 - Removing obstacles / impediments



Photo by [Anna Earl](#) on [Unsplash](#)

LIVING SYSTEMS HAVE BOUNDARIES

“The first act of life is to create a boundary, a membrane that is the cell’s identity. It defines an inside and an outside, what it is, what it is not.”

Margaret Wheatley



FIRM AND PERMEABLE BOUNDARIES

- Firm: Defines its identity
 - Not fortifications
- Permeable: Allows information exchange with environment
 - Adapt based on information
 - Not completely fluid

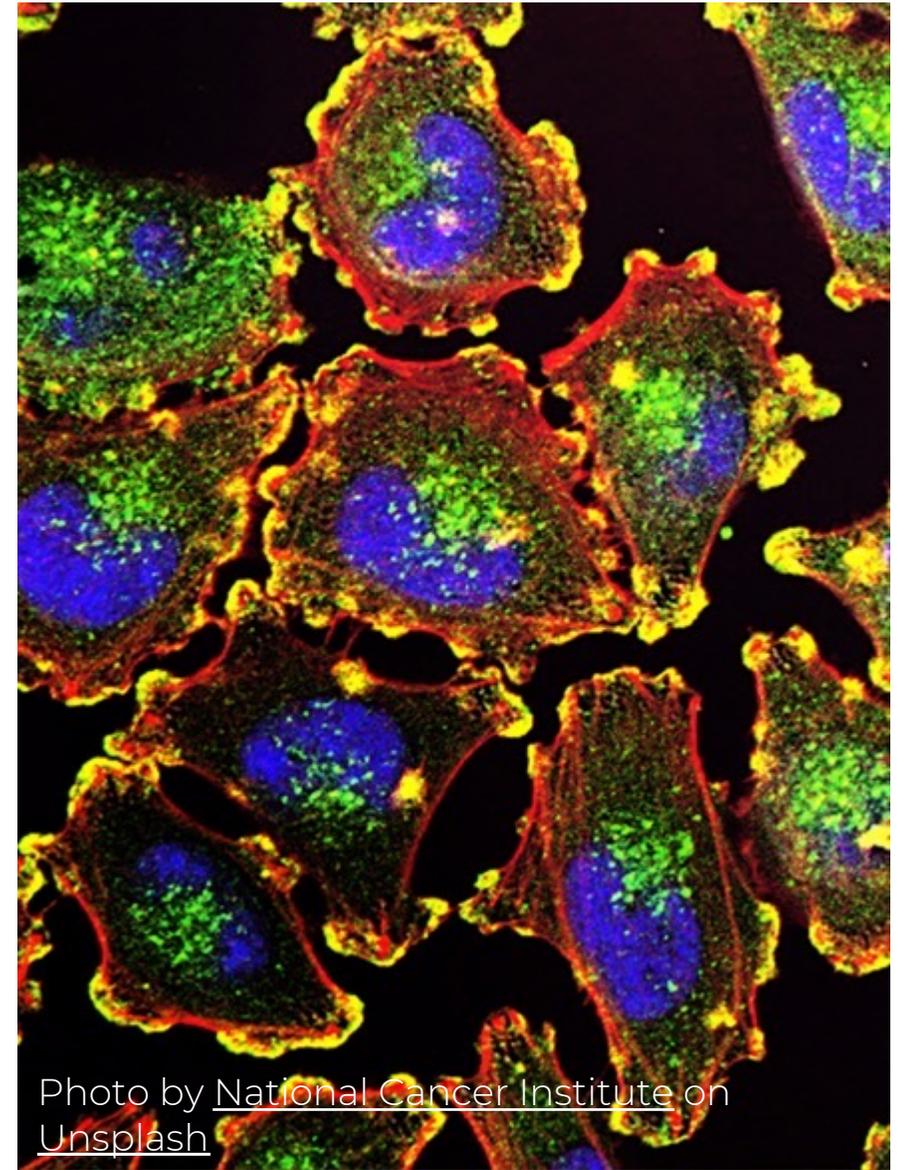


Photo by [National Cancer Institute](#) on [Unsplash](#)

FIRM AND PERMEABLE BOUNDARIES CREATE RESILIENCY

- Firm & Permeable boundaries allow the organization to adapt
- Examples:
 - **Work bundles.** Defined enough to have a clear goal. Loose enough to pivot.
 - **Software.** Loose coupling, high cohesion.
 - **Team structures:** Clear team role definition, self-organizing



LIVING SYSTEMS ARE COLLABORATIVE

- Trees communicate
- Forests load balance resources
- Not competitive
- Builds resilience

“Work is the
new village”



COLLABORATION CREATES RESILIENCY

- Collaborative structures enable dynamic sharing of resources.
- Examples:
 - **Sharing funding.** Transfer budget to a peer.
 - **Lend a hand.** Shift team members to do work for another team.





LIVING SYSTEMS ARE DIVERSE, EQUITABLE AND INCLUSIVE

- Forests collaborate between species
- Share resources between species and age
- Networks of hubs

DIVERSITY, EQUITY AND INCLUSION ENABLES RESILIENCY

- DE&I broadens the spectrum of possibility for the organization.
- Examples:
 - **Connection:** Included as a valuable use of time.
 - **Inclusion:** honoring all contributions and mistakes.
 - **Diversity:** Of origin, nationality, age and also perspective.



LIVING SYSTEMS ADAPT

- Chameleons
- Tree root growth
- Rivers forge a path



ADAPTIVENESS ENABLES RESILIENCY

- Changing strategy as market conditions change, rests on a culture of sense and respond.
- Examples:
 - **Metrics:** Seek to disprove current direction.
 - **Pivot:** Learning is built into the process.
 - **Sensemaking:** Inviting contradictory ideas.



LIVING SYSTEMS RELEASE

- Fires release energy and allow sunlight in
- Dead plants and animals create fertile soil

RELEASING ENABLES RESILIENCY

- When organizations hoard energy, there are no reserves for resiliency.
- Examples:
 - **Ask “Why are we doing this?”**
 - **Kill Projects:** Don’t be afraid to kill when pivoting is no longer an option.
 - **Stop Building on Faulty Foundations.** Mainframe systems, spaghetti code, bureaucratic processes.
 - **Dismantle obsolete teams.** Rather than justify their existence, re-deploy.



LIVING SYSTEMS ARE HAMPERED BY ...

- Toxins
- Invasive Species
- Inhibiting Structures

ORGANIZATIONS ARE HAMPERED BY...

- Like living systems, organizations lose resiliency when they are inhibited.
- Examples:
 - **Fear.** Toxic cultures based on fear, where people don't speak up.
 - **Bureaucracy.** Processes that define a narrow path to get work done.
 - **Dull work.** Organizations thrive when people are excited about their work.



Credit: Pixar – Inner Workings

KEY ELEMENTS FOR ORGANIZATIONAL RESILIENCY

- Firm & Permeable Boundaries
- Collaboration
- Diversity, Equity and Inclusion
- Adaptiveness
- Release
- Absence of Hampering



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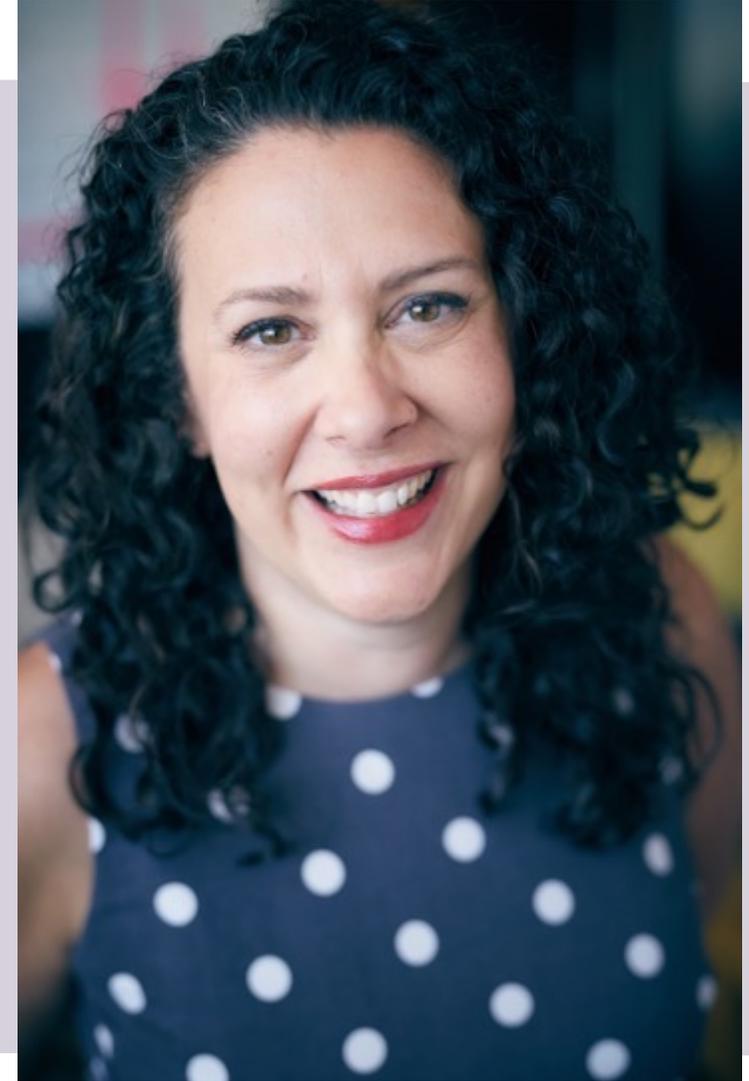
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Q&A

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