

# BUILDING RESILIENCE INTO BUSINESS STRATEGY, MANAGEMENT AND REPORTING

Briefing note June 2016

The Business Transitions Research Programme, a CSIR-PwC partnership, can help you to assess your current position with regard to managing for resilience. The team provides insight into your risk landscape from the perspective of systems thinking and modelling and provide you with recommendations as to where and how to further strengthen your resilience and adaptation building capacity.

We live in a globalised world fuelling the complexity and uncertainty of new and emerging risks within business. There is a need for business to find new avenues and additional opportunities to withstand, mitigate, and adapt to global risks and threats.

There is a saying - "Business cannot succeed in a society that fails". This effectively summarises the focus of our journey forward. Our 'business as usual' of the future will not only focus on the well-being and success on an individual company basis, but also of the system within which it operates.

It is in this light that transformational approaches to sustainability that look towards building resilience are imperative to enable businesses to become adaptive and responsive to global change.



## Resilience and its benefit to business

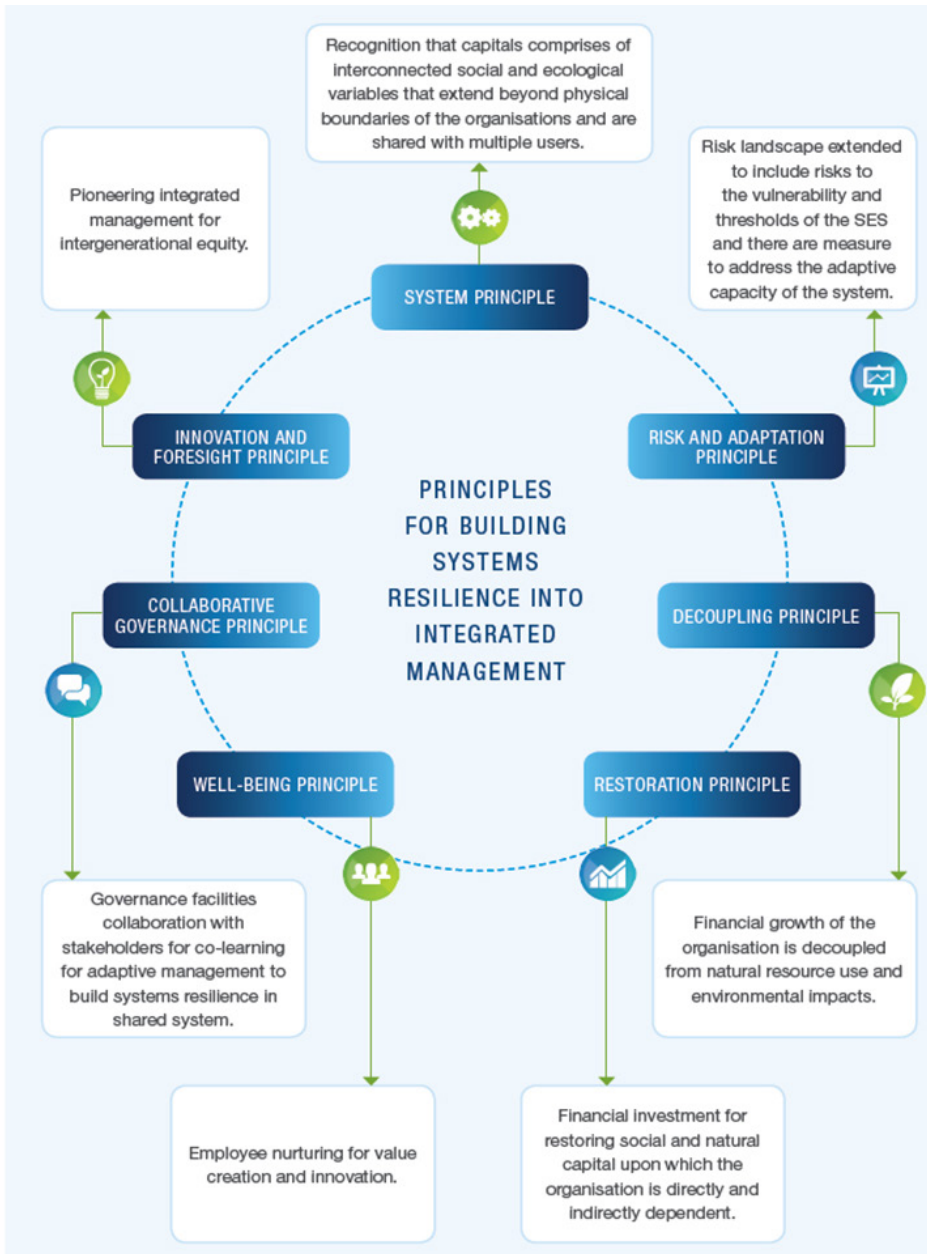
Ongoing management of social-ecological system resilience is critical for the resilience of a business, because the successful functioning of a business is inextricably linked to and dependent upon the resilience of the system within which it operates.

Risks to a business arise directly from the ability of its social-ecological system to respond and adapt to change. The more a system's resilience is compromised through approaching critical social and ecological thresholds, the less able it is to support thriving businesses. The system may shift to a state that is no longer able to sustain value creation.

In short, embedding the management of resilience for its social-ecological system will ensure that a business is better able to continue operating and creating value in the short and long term; respond to opportunities arising from change; and anticipate, identify and adapt to emerging risks.

## How does one embed a concept like resilience into a practical business context?

The CSIR and PwC have developed a set of principles. These principles have systems thinking, resilience theory and sustainable development at their core. They provide the foundation upon which a business can harness and grow resilience.



CSIR Opinion Pieces and Briefing Notes are signed pieces by CSIR researchers on current research development, social, environmental and policy topics.

### Copies of the Guidance

Copies of the Guidance can be downloaded from the CSIR project website: <http://businessrisk.csir.co.za>

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### Tools to help

We have developed a Guidance that serves as a maturity toolkit to facilitate a business to adopt the resilience principles.

With this Guidance we present a series of worksheets for each principle. These allow an organisation to assess the extent to which their business is currently addressing resilience.

The worksheets expand on each principle, providing indicators that will

enable management teams to define the state of their organisation as well as decide what future state they would like to achieve. We recognise that embedding resilience into a business will take time and progressing to the different states of each principle is a journey.

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