Lecture - 20 : Building Resilient Organizations

Hello viewers, welcome back to this NPTEL course on Sustainable Happiness. In the last class we are discussing about what role the technology plays in making the organizations more sustainable and viable. So, in this way we have already talked about sustainable HRN, human resource management practices, green technology etcetera. So, here to continue with that only now green HRM nowadays it is talking about the green HR green HR practices. How the humanities human resource green HRM practices would also be as green as possible that means, as eco friendly as cost effective etcetera. So, now the business models that integrates the green environmental management and social responsibility.

So, they have pushed many organizations to adopt this pro environmental behaviors like green HR practices. And green nature practices actually help them to attract more support and more resources to sustain their market competitiveness. Because now a days you know sustainable consumptions they are making advertisement for how eco friendly the products are, how they are educating, spreading the awareness about the sustainable consumption, sustainable consumption. marketing sustainable, purchase of products and products etcetera.

So, now, how this green HR practices should be embedded in the organizational activities, employee activities to sustain their market competitiveness, that will because you know in a packaging. For example, packaging, packaging in the green packaging is that you know you are So, using the biodegradable things like paper packs folder paper packaging things you are using it that is very easily degradable it is biodegradable. So, you are you can make an age over others in come market competitiveness by advertising by procuring that we are selling the products in a very bio is eco eco friendly way. So, that is an how this HR practices can move can motivate. The organizations to support and support the resources to sustain their market competitiveness, they are using all kinds of biodegradable things like no more use of plastics, packaging and packaging in the biodegradable products like in the papers and the papers and other kinds of the biodegradable things and and how this green HRM practices can also enhance the positive environmental outcomes.

How this green HRM can also helps in promote you know promotion of ah environmentally sustainable practices, green workplaces, you know promotion of adoption, how you can quickly adopt the new environment. So, you know even in the workplace also promoting this eco friendly things like you know promoting the green practices now you can now you can in the ambience in the in the ambience in the setting internal internal setting of the rooms physical infrastructure you can you can make you can put some plants greenery to make it more greenery. To promote the greenery green practices you can

primarily use this greenery plants green plants money plants all etcetera that is to give a kind of to bring a kind of spirit positive spirit towards greenery more green practices. So, green actual practices you know it is like it also focuses on how to bring the positive impact. of greenery green HRM practices on employee green behavior.

How how that means, these green HRM practices actually it prompts employees to adopt the green employee green behaviors that is the EGB like for by you must create the whole scenario situation ambience in such a way that it prompt the employee to adhere to the green practices green behavior. So, employees now there are there are different modifiable drivers are there how how the employee again this green this green effect green HRM practices has also in positive impact on the health also. So, employee health can also be assured through green this different. 6 modifiable drivers, what are these drivers let us see in a social. So, when we talk about green HRM and promoting social interactions, you must give the employees more and more opportunity to interact with among themselves beyond the unit, beyond the group, beyond the branch also.

So, social interaction definitely when they share, they care. care about everybody is you know sharing experiences this share the things they. So, it has a it has a positive impact on health health outcomes workplace outcomes. So, human beings as all the employees should be given an opportunity to share their experience among others. So, and when the moment they feel connected So, feel connected in the workplace and definitely they are more motivated towards greater innovation, more engagement, quality of work.

So, human because ultimately we are the social being. So, human connections, connectivity, social interactions to be promoted that is when one way. Another is how to promote the. positive belief system, positive mindset, positive you know you can say the growth mindset. The positive mindset and belief set and that is that means, for it enhances the better employee health experiences.

Similarly, it also includes the growth mindset means having the you know it benefits growth and mindset means always in a mode of you know learning something new, something accepting the different perspective or you know exploring the more you know being more innovative. So, always to always with an intention with a mindset to grow with new learning more and opportunities and innovation. So, that growth mindset how to promote this growth mindset it can also benefit the gratitude and benefit of the gratitude on the physical like for example, when they are sharing the experiences also they are sharing and caring for a themselves. So, when they reciprocate in their emotional health in the social transaction etcetera. So, they automatically sense of you know positive sense of positive feeling like gratitude being grateful towards others for seeking the help or getting the help.

So, that sense of gratitude also it can bring the positive health positive mental health positive health in among the employees. So, and we in a positive mindset and beliefs any in the workplaces. That means, you not only love your job, but you are very open minded you are very positive about listening to others and accepting their perspectives and you know developing a kind of universal rational ah rationalistic kind of bent of mind and so that means, with with you know no judgmental practices no with with open mindedness with rationality with you know embracing every people as the global citizen. So, this kind of mindset and believe also it help it promotes the good and holistic health of the employees. So, and automatically the employees they will be more intrinsically motivated means from within they are motivated to work and to be able to maintain better well being.

When you are intrinsically motivated towards your work, towards your profession, towards towards your colleagues and your organizational goals definitely. It enhance it increases your bent of mind your well being and emotional social well being primarily emotional social well being and it has a positive impact on the health also. So, it brings the positive performance. So, they so, when the bring it brings positive performance means they definitely employee will be more tempted to enhance this his or her self his or her skills, capabilities, to learn new skills, to accept more varieties of the task, to be more resilient, to be more you know more adaptable towards the towards the different situations. So, and in this process in this space not just the employee become very resilient, but the workplace   and   the   workforce   itself   becomes   very   healthy.

Because there is a healthy competition, there is a sharing of experiences, there is adaptability, there and again employee efficacy capabilities that are being enhanced through training and developments all these things makes the workplace not just positive and sustainable, but also it makes the whole work work force as a very healthy work force. They can sustain, they can they can you know they can be they are they can resist, they can be they become resilient to fight back with any kind of challenges. So, in this way though it fosters meaning and belongingness by the engaging employees and at all it also there and they are more connected, they are more connected, more motivated towards you know organizational goals and organizations achievement of the organization business. Then productive activity, productive activity it includes volunteering, care giving, spending time and hobbies and you know different kinds of activities. activities like you know spending time in playing music, travelling, worshipping, yoga, meditation all kinds of facilities should   be   there.

So, this kind of activities should be introduced in the workplace. So, it brings a kind of holistic sense of completion kind of feeling. So, sense of self-efficacy beliefs and cope with the difficult. You know with mind for this mindfulness and meditation actually it enhances

our in even deep breathing, it enhances our spirit positive spirit and energy level. So, that not just we can relief relax our self, but also it it also boost our energy level to cope up with more difficult and challenging situation.

So, self efficacy can be improved through all kinds of interventions facilities would be provided. Now, even even in many many organizations they have the meditation hall, they have the recreation center, they have the. you know counseling club, counseling centers, even there seeking different kinds of therapy, Ayurvedic therapy, then yoga therapy and you know also kind of social emotional theory therapies, cognitive behavioral therapy. All these facilities are there to reflect on to strengthen our strengthen the employee employee will power their motivation and their emotional health etcetera to that means, to be to enhance their self efficacy. So, enjoyable leisure activities are to be introduced you know weekend parties gatherings get togethers even you know you know in not only not just giving them the LTC advances etcetera, but also giving them some opportunity to go for a field trip some picnic.

So, for to you know it includes all kinds of greater life satisfaction, bonding, you know sharing and social interaction and more engagement. So, all these kind of social and interpersonal activities and engagements definitely it reduces side effects negative health effects like your pressure your stress level etcetera. So, stress definitely in this stress is a very major factor, but stress should be identified in a right way because stress word itself is not a negative word because when we are we have been assigned some task some difficult task to be submitted to be completed by the deadline etcetera. and the team all the team members are working together definitely there is a it creates some kind of pressure. So, that pressure that is to energize to mobilize to think and plan to implement the action plan this kind of that means, to this is motivational this is positive in the sense that because it mobilizes all the employees and all the team members to go ahead to go ahead to move on with new ideas new plans and to work together.

So, that kind of stress is positive more that is functional stress that is more positive stress that is called the eustress. Whereas, when if this stress level is exceeds the that optimum level it creates unnecessary high stress because it is that deadlines are that the deadlines are there you it is beyond your reach it you cannot achieve it. So, that creates a kind of a mental burden a huge burden. So, that lack of you know you do not have that energy to to complete it to meet the deadline etcetera these creates a kind of extra burden on the mind that is called the distress that is the dysfunctional stress. So, employees employers that is why employers role should be to ensure that the employees are more stimulated they are they are motivated.

They are over, they are motivated, they are you know they are committed and they are

thinking and planning and they are making themselves ready to accept that task. So, job stress intervention should also focus on building the recovery time. Like suppose if somebody is some team member some people they are some team is that they are overloaded because now they are they have already worked 24 into 7 because to meet the deadline to deliver the things etcetera. created some kind of extra burden. So, after the completion of the task give them some time to recovery, some kind of you know time to recovery to relax and to you know to come back to the normalcy.

So, that kind of that kind of opportunity should be given that this would go on the holidays on the leave and this and that without any further task at the end right now. So, that kind of consideration can also energize re-energizes the employees. Now, another reason definitely economic security is another important thing because unless and until financially the employee is secured and his future is secured definitely is there is it creates a kind of uncertainness this kind of you know lack of confidence uncertainness a kinds of kind of insecurity. that should not be there. So, economic security, financial security is the most important one that ensures you not just your salary package etcetera, but also all kinds of compensations that covers basic needs, medical needs, allowances etcetera etcetera.

Now, sleep another is important factor is a sleep because now to functional stress eustress is ok, but suppose the working hours the work workload is that sleep in this sleep is a very important factor in human life. So, to reduce the 70 to 80 percent of the burden of stress negative stress. So, sleep is very much required the sleep hours at least every employee that means, they should be given the personal time to have enough of sleep at least 7 to 8 hours in their personal time and space. So, accordingly the volume of work should be given to them and not only it enhances their improves their adaptability the employee satisfaction with their sleep should be there. Now, in between many organizations there is also after the lunch post lunch there is a napping time, time for a break for the napping nap, nap break is   also   there.

So, so that after the whole days of a morning, morning workload etcetera if the employee 20 to 30 minutes of time break for the napping to have a nap good nap that also enhances the employees health their satisfaction etcetera. So, work and environments its ambience in you know its environment with natural light access to healthy foods, incentives you know infrastructure good infrastructure and infrastructure and rewarding leaders rewarding leaders also who you know who model the prior who model the prioritization of the sleepover the leader himself should walk the talk and talk the work then we see he himself is practicing thing that is very motivating very inspiring for the employers employees. So, rethinking the workplace strategy on the employee head is very very important factor for the well being of employees. So, employee assistance programs are there EAP interventions are there if somebody is having some health issues some stress issues etcetera

it should be instantly addressed. So, employee assistance programs is a unit is also there these interventions are readily available and in that unit in that cell practitioners the professional practitioners like you know dietitians then counselors then coaches then you know.

therapist all the people are there will readily available for you know to handle all this kind of employee health issues. So, sustainable actions towards employee health and well being is also very very important part of the green HRM practices. So, now the to capture the economic benefit of the good health. So, definitely health has a see long term qualitative benefit. Instantly you may not measure it in terms of quantitative thing, but it has a long term beneficial implication, implication for the benefits not just protecting the health.

not just protecting the you are protecting the employee health in the long run, but also assuring the its impact on the positive outcome. So, that is a product that is where the employer must have the policies and some gestures and some you know some you know strategies to we have to focus on protecting the any kind of incidental risk or any illness, this kind of thing in order to address all these things in standing like in not just in terms of insurance also, but some instant services, practices, some compensation, some you know help that means, help of the experts help make experts available to deal with any kind of risks or the things. So, all these things are the because you know to achieve the optimal health of the employees So, these big companies are they are actually have introduced in it, how to deal with the how to protect their employees from the incidental risk and illness and how to help the employees to have then optimal more optimal health in terms of the practices in terms of intervention etcetera. McKinson company they are using it. Now, if here it is it is been given here a chart is there.

So, how to calculate the initiatives to improve the employee health and well being these are this is a this is range of factors like the in the lower lanes what is what you should be do organization what they should do and in the higher range how it affects that the total GDP in terms of quality life in terms of quality employee practices. employee well being practices. Now, in order to ensure needed to achieve this employee health practices good that holistic employee health there is some certain action steps are very much required like this and give the worker more freedom more autonomy to have control over their own work how they are doing what they are doing let them reflect on the let them give the let them given the let them give the freedom and access to reflect on deeply contemplate etcetera. Allow the employees to be very flexible to be employees to be very flexible about when and where their work you are assigning that means, scrutiny and continuous monitoring is very important. very negative is very negative is very bothering is very irritating.

So, give them the freedom flexibility free hand etcetera yes your deadline some deadlines will be there and the work volume should be allotted, but you do not monitor scrutinize them on the daily basis on the on the you know hour basis. So, that is very frustrating. So, increase the stability of the work schedules yes whenever every week suppose you are giving them some schedule because the shifts changes if you are giving them some schedules some try to maintain stability. So, they can they can manage their other works they can think of you know balancing their life as a whole because work life balance is also very important. So, the employees should be given the opportunity to identify and solve their workplace problem, give the time sufficient time to maintain their personal life.

So, they so, that is where the organizations them also encourage the managers to support the employees personal needs also work life balance is a very very important things especially not especially for the women employees women workers. So, in terms of you know different kinds of leaves in terms of kind of any kind of leave leaves and attend and that means, policy frameworks like either you can opt for either morning shift or the afternoon shift flexibility in the timing. So, in this way you can develop a capability development framework model. So, every organization they can develop their own development framework model. So, to equip their members to take on the future challenges and now to adjust the timetable schedules to meet the immediate urgent work and plan for the future jobs, future challenges and future plans, future works etcetera.

So, equip your team members or train also train them which are the HR. people the HR managers to train their employees etcetera to how to take on the future challenges, how to make the slow and progressive improvement, how to take advantage of the opportunity, how to create the opportunity. So, the instill a kind of commitment to the organizational goals. So, in this process when you keep on training the HR, motivating them, listening to their problems and giving them the solutions in terms of you know their health. health improvement, in terms of the leave, in terms of flexibility, in terms of you know compensation.

So, automatically they become more committed towards the organization. So, it enhances the commitment towards the slowly and steadily they become more committed towards the organizational goals. They feel like that our organization is doing, employers they are doing so many things for us, then we should be accountable, we should be committed. So, in this process also you can develop the ethical business practices. So, business ethics of that organization also gets strengthened.

So, transform, so transform the beginners. So, transform is that how to bring the positive changes which is not only sustainable, but its volume of change that is the degree of change is 360 degree when complete change. So, you can transform the beginners or the

newcomers into resources. into make it can convert them into the potential human resources by efficiently executing some initiatives engaging in them in different projects. And even given the by giving them the opportunity to think of plan of the new projects and funding and fund sponsoring that projects or giving them funding for that projects. So, fuel the employee empowerment through different learning and development programs opportunities for exchange for exchange programs for you know continuous you know continuous continuing learning programs etcetera.

So, all that is to fuel the employees that means, to to push the employee employees for larger knowledge and the larger learning development and empowerment. So, now, unleash the your team's potential to capitalize on the bigger business opportunities. Now, you keep on investing on them, nurturing them, grooming them, educating them and spreading the awareness that what is available in and around, what are what is the available in the market, what is available, what kind of opportunities are available, so that they can encash these opportunities And they can avail these opportunities that and or make that not that employee can gain the opportunities, but and the in the larger scenario your organization can also be benefited. When any organizations employees all the middle young or top level and employees when they are well groomed, well trained, well they are you know they are sophisticated, they are elite, they come in the elite class automatically it will benefit the organizations.

So, invest in them for the organization. Not just for their development also, but ultimately it will give back to the organizations upskill your employees with into an highly efficient resources. That means, you train your employees make the make your employees in potential human resource which is valuable, which is very important and very efficient and you know on which you can not just boast upon, but also you can utilize their it will their manpower their skills etcetera for the future prospects also. So, this capability development framework it is a structure there is an example of this every organization they can also. develop their own frameworks. Here you can see first thing is that pre pre training skill assessment like need assessment initially in the initial stage it is the more of the need assessment.

Then I then life instructor late sessions will be there that is you can say to for use for the scaffolding the skills scaffolding and knowing about the unknown skills. Then weekly progress tracking by through scaffolding the new trainees will be learning. So, and the we can you can make a you can weekly also you can make you can track keep track or evaluate their monitor their progress. Then then you can give after some time you can give them some capstone project some you know some hands on lab activities etcetera to experiment to practice to experience the whole thing. Then all kinds of you know all kinds of the training programs hackathons and the post training support system can should be given.

So, now, the project projects are ready projects are ready and it can be. It can be you know it can be it can be sent for the for the sponsoring or you know for the for inviting the inviting the sponsorship for billable resources all kinds of in this phase this kind of capability development framework can be used by the organizations. So, this is the same framework you can go through at different stages what is how it revolves it is a learning process again. So, now coming to this next is that building resilient organizations ultimately sustainable from sustainable organizations to again resilient organizations. So, what this resilient organization means? Resilient organizations means they are structurally sound, ideologically very coherent, very robust, they are strategically deep rooted or grounded and emotionally   mature.

That means, not just they are just struggling for sustainability, but now they are established and they are more resilient robust organizations. So, the dimensions of these resilient organizations are primarily the structural perspective that is the organizational forms roles and mission vision goals etcetera these are very robust very clear very transparent etcetera. So, now, another is that ideological thing ideological. think the organizational vision for the world that is why it is what is your vision for the world for the community for this is that is your vision mission and the goals etcetera. Then strategies are like then strategies like that for example, suppose you have developed a organizations they have developed a plan to advance towards this vision how they approach they are going ahead to achieve their vision to achieve their mission to how they have translated their goals into achievable objectives   and   action   plans.

So, status and emotional experience, emotional is that organizations expectations that its people and people's what are the people's expectation, their customers expectation, their stakeholders expectations and their investors in expectations. So, emotional, physical and spiritual care and well being of all the human resources the stakeholders involved in that. So, all these are so, structural, ideological, strategic and emotional these are the pillars you can say these are the pillars. of sustainable resilient organizations. Now, how can the organizations enhance their capacity for responding to the crisis that is challenge file in case of crisis here you can say there is a you know now not just it is about the disaster management crisis management, but the during the crisis the preparation preparedness that is disaster preparedness and crisis communication you have already prepared some opening some   communication   channels.

So, all these are how well prepared you are to deal with any kind of crisis. So, today's organizations are definitely inevitably they face more and frequent and greater crisis that threaten their continued functioning any kind of not just technological, but the climatic climatic challenges then you then the population challenges that mean the you know

countries peoples you know unrest peoples unrest workers unrest. These are many challenges both you know human related non-human related or the resource other resources. So, with so, organization how to avoid this thing because in order to make your organization build your organization as the resilient organization you have to train. So, how so, which trait of the resilience actually can help the organizations to thrive under extreme condition   any.

First thing is a certain characteristics of resilient organizations like for example, preparedness, disaster preparedness, crisis preparedness, the plan for eventualities in case that means, you have a plan B, plan C. Now, you are following plan A, but you have readily available plan B and plan C for all other alternatives. So, plan for eventualities if it is there both for the long term plan short term plan you are preparedness that is the organization is ready with all these plan B and C for any kind of eventualities. Then adaptability, how quickly you know how quickly the organization can identify recognize you know the diversity of its employees that means, importance of having the diverse and versatile employees, giving the flexibility and adaptability is the most crucial factor in their organizational futures. So, how they utilize the resources technology, alternative technology,   green   technology   are   available.

infrastructure is the resource natural resources, you should not depend only on one or two kind of you know suppliers or the resources available, but you must have the multiple options choices. Like suppose energy, suppose water, some other kind of core infrastructure things and goods, you must have the more than one or two three sources of procuring the resources. Similarly, your employees human resources. They should be well trained, they should be diverse, they should be flexible, they must have the they are versatile and they must have the diverse skills and they must be trained properly to be very flexible, to be very adoptable to the any kind of critical situation. So, adoptability, flexibility, dynamicity these are also very important for the resilient organizations.

collaborative all the that means, collaborative this is that importance of collaboration within the within their organization. It is not just within the organization all the employees they should be trained to collaborate, but they should also they should be trained to take the decision consensusly how to mitigate the risk, how to increase an innovation not. So, for multiple tasks they should be collaborating. So, collaborating that is all the works Projects should be should be based on the team projects, so the group projects. So, collaboration is not just for some some or other one or two work, but collaboration is there you   can   say   their   ethics   their   theme   of   all   kinds   of   activities.

For mitigating the risk and challenges also collaboration is there, for innovation and creativity also the collaboration. It is not that means, here we are giving more towards the

you know. So, that is team building that is community that is community the group learning collaborating. So, everybody whenever they mitigate the risk they increase they create some innovation they take some decision so, whole that is community the whole group the whole team will be So, the whole team will be you know incentivized. So, incentive is it is not individualistic kind of, but it is collaborative engagement, it is collaborative you know celebration is collaborative, innovation is collaborative, decision making.

So, for everything the whole team should be appreciated. should be rewarded, should be should be you know appreciated. So, another is the trustworthiness. Trustworthiness definitely build within the organization building trust is the most important and crucial factor and in case of the leader it is a very very important. leader that is immediate leader or you can see even organizational trustworthiness. Like building the trust that means, that building the trust not just in case of your team leader or the branch leader or the business that means, your business that means, one segment product production segments a leader, but   also   on   as   a   whole.

But at every stage you are you are working with it with a leader. So, leaders trustworthiness that means, Leader, follower, employer, employee this trust worthy. So, how to then employer should trust its employees and employees must have the trust on the employer also its mutual reciprocal. So, that is the biggest and most toughest and challenges the building trust and it takes time and in order to build the trust among yours. employees and if the employees are trustworthy employees the trust has been built up among the employee and employer then you can think of beyond the stakeholders trustworthiness, customers trustworthiness or your brand your credibility in the market. So, for that transparency accountability transparency should be the basic many basic policy framework basic code of   practices.

Transparency should be there everything should be very clear and transparent. clearly narrative, clearly described everywhere, it should not create any kind of you know doubt about any favoritism a thing unethical thing etcetera transparency and accountability. Every employee should be trained in such a way that automatically he develops a kind of accountability you know I am committed commitment and accountability towards the organizations. So, that is leading towards again interpersonal social relationship is most important that is the leading towards empathy. compassion, gratitude this kind of character strengths   would   be   also   be   developed   among   the   employees.

So, trustworthiness, empathy and all the positive mindset, sharing, caring, empathy being empathetic, compassionate, being grateful, offering gratitude, thankfulness all these kind of activities. That means, thing is that yes it takes time and building trust is very very and most challenging one it takes time. You know everybody that here actually what happens

actually here both the employers and employees they must create the environment in such a way that there is which is you know it is very it is authentic create their work culture and environment which is authentic work culture. There is no kind of show off there is no kind of you know favoritism no kind of things it should it is it is more ethical it is more spiritual kind of things. That environment if the climate that means, organizational climate the work environment is it adheres to this kind of principles and policies etcetera it automatically quickly and in a very short period of time it can develop that trust trustworthy climate that means, organizational climate is to be very trustworthy.

And here leaders of course, leaders role should is very important and identifying the right leader because leader whatever he says he has to practices he has to demonstrate it. And leader is being continuously 24 7 he is being knowingly, unknowingly, consciously, unconsciously he scrutinized, he is monitored by the employees and followers. Hence leaders should be very very impactful, very you know very ethical, very authentic and very positive. Then responsible so, for example, responsible leaders most or most like for example, it is a as because it is a teamwork it is a thing for leader when for achieving any success he shares that he shares the credit to with his with his employees. And for any kind of failure any kind of loss and thing the leader take the responsibility no it is because of me.

So, leaders take the quick responsibility that it is because of me only because I am leading the team. So, how so, it helps the organization to quickly adopt to any kind of untoward incidences any kind of disruptive event. So, how to balance the stakeholders needs all these things either these are the responsibility when this is responsibilities should be distributed clearly and thoroughly among the among the employees and every employees must know what he is supposed to do, what is his boundary, what is his what is what is expectation from the employers everything and again who are the stakeholders, what is the what is this what are the stakeholders needs their expectation everything should be very clear and every group every individual and every team should be given assign the responsibility of catering to these needs of the customers and stakeholders. So, organizations now they deliberately build these attributes through rigorous training, through exposure, through giving them some kinds of projects experiences by exchange employee exchange programs also to overcome this you know a disruption. So, moreover employees would also be promoted and encouraged to you know build a network beyond their organizations.

Now, they have to build the network with other branches, other organizations both in the same country or globally also other countries also. So, that with the network also they can resolve many of the problems. So, overcome how they can overcome the disruption or you know they can how they can assure the better normal especially the disasters like pandemic situation or any kind of natural calamities etcetera, how to how to develop this kind of

attributes to make the organization to make the employees more resilient and in the in the in the long run also make the organization more resilient. So, a resilient leader must sustain must certainly sustain these you know sustain his people organizations and society as well as   there.

 you know their ability to lead. So, that you know how to endure the long road ahead, how to create that endurance that that resilience, that hopefulness, that patience and that ability and skills skills to you know not just to build the trust to also work among among or to satisfy the needs of needs and aspirations of all the stakeholders. It is not just about the customers or the market or the consumers, but about the stakeholders, all the stakeholders who are directly or indirectly related to the organizations. So, these are the some of the clippings as you can say this these are these resilient organization it requires these kind of primary skills like systems thinking how the system functions is the holistic how the whole system how the organization functions what is the what is the how the government functions understanding the governments functioning there is policies etcetera. Then external what are the external collaborations that you are you have already developed the network   with   social   innovations   this   is   another   factor.

 how much you are investing social innovation in investing the community. Then sustainability literacy, how much your employees and the employees are educated regarding sustainability, how you are educating your customers, your suppliers and etcetera also making them literate or spreading the awareness about sustainability, sustainability practices. Similarly, you can conduct workshops and the all kinds of field visits, all kinds of workshop training programs, campaigns etcetera. for sustainability for increasing the sustainability quotient. So, then active values active values that you are all the organizations you are creating and these are some of the steps through which you can make the organization not just a sustainable, but also slowly you can also make the organization build the organization to be very resilient. These are some of the skills skill set that leaders need   to   develop   in   order   to   make   the   build   a   resilient   organizations.

 The skills like you know simplicity means in the first the first level skill second level skill and third level skill. First level skill how simplicity asking questions etcetera these are the thing where second level skill ownerships habits shared purposes these are the skills not just for the self-discipline for you know for spreading the spreading the belongingness feeling of belongingness love affection etcetera. And third skill is that flexibility, dynamicity, enjoying, celebrating the success together, endurance and disaster preparedness. These are some of the skills and attributes that the leaders are supposed to develop, supposed to develop and nurture so that they can make the organization more resilient. So, these are some of the steps of building the resilient organizations and the first thing   is   that   first   two   is   the   you   have   to   anticipate.

Anticipate that what could be happening, what is happening, what are the acts that mean and how to prepare, what could be the emerging challenges, what could be the future challenges, what could be the future opportunities. So, you have to have a preview of a vision or you can say assumption of anticipation and assumption about what is going to happen, what could be the possibilities. So, adopt is the how to mobilize and collectively implement these actions to collaborate with others in a new ways in the different ways etcetera. Access that means, access is the review and reflect on the progress collectively you learn, you evolve, you build the capacity, you nurture the capacity and skills and from time to time you must review and reflect on the. So, competency through competency mappings through SWOT analysis that is the strength weakness opportunity threat analysis.

All these things we can review our own progress, the employees they can review their progress. Then reviewing and analyzing at the individual level, at the organizational level as well as the environmental level. So, what are the factors that save the that these are the key factors and that shape the crisis preparedness and that also shape the response capacity that is our ability to cope with that crisis. And multi-level learning mechanisms should be there. Different opportunity, different scopes, different level of training and learning opportunities should be there to enhance the resilience because the employees and stakeholders are learning from different different sources. So, multilevel learning mechanisms should be there that is from the experience, from the factories, from the ground level experience, from the learning, from the training, from the sharing the experiences, from having the visit to the other organizations, other branches through networking.

So, these are the multiple level learning mechanisms should be there to enhance the resilience. Then another is that to identify and act upon the factors both at the individual level, organizational level and environmental level that save the crisis preparedness and responses. May be the term from the community level some you are facing some crisis, from the you know organizational capabilities level you are facing some challenges or from the individual skill and capability level also these are some of the issues. So, all together you have to working. work on the individual level, group level, organizational level, community level and through multiple ways and means of learning. So, that can enhance the or the resilience that is in order to make the organizations more resilient then you have to invest and act upon different units of that organizations in preparing them to face any kind   of   unseen   or   emerging   challenges.

So, that you can make the organizations enhance the organizational resilience. So, similarly social competence, interpersonal skills we have already discussed about community behavioral emotional capabilities, social emotional skills, emotional capital, here again emotional capital to enhance the resilience. So, human resource green HRM,

sustainable HRM is most important. So, the more the your HR human resource capacity, human resource will be more robust most and then when they are socially connected and emotionally connected. So, it creates the emotional capital. Emotional capital, they are committed, they are bonding, their belongingness, their affinity, their dedication, their commitment   is   very   high.

 So, emotional capital is there, how to build that emotional capital to enhance the resilience. Similarly, socio-technical, socio-material because every section one is social situation, technical situation, environmental factor. So, there are some issues will be there when socio-technical in the interface of society and the technical things socio-technical issues. socio material systems issues all these can also these issues and challenges can be resolved many by many result many unexpected adversities and crisis. So, you have to also not just focus on the social capital, emotional capital or the natural capital or the technology as a capital separately, but also you have to focus on the interface or integration of these two domains   and   the   interface   issues   and   the   capabilities   also.

 So, these issues and capacities can also be and cash can be leveraged also. So, relationship with the stakeholders, then the also facilitates in crisis like in the resource relationship with the stakeholders. That means, you have already developed a network with your stakeholders, with your investors, even with other organization, even with among with the with your competitors also. So, you have a developed a robust network. So, at the time of crisis you have you are not being victimized, you have a continuous flow of resources.

 you have a continuous flow of you know help you know the technology help also or logistic help also. So, you have a different kinds from your investment from your networks also you have you have the alternative options multiple options of resource flow, multiple options for the technology intervention, multiple options for your communications, multiple options for your financial things also. So, you have you have it is a preparedness and you have developed a whole set of networks with different different resource pools which you can see from which you can seek help at the time of crisis. They are you can say backup plans you must have the backup plans and you have already developed the networks to you know to develop this backup plan and you are very sure about that because it requires investment, it requires reciprocation, it requires time, it requires financial engagements. So, you that is the relationship with all stakeholders that is the most important factor. And learning from the crisis and suppose in the past like suppose in the past you have already faced this kind of crisis, this kind of challenge and what you have learned from and it has been   jotted   down,   it   has   been   put   in   the   manual.

 Similarly, in the beginning in the initial stage when the freshers they join, so they oriented towards the not just about the organizational vision mission goal etcetera, but also in the

about the past the history the past in the past how they have what what are the crisis they have faced, how they have handle it, what they have learned out of it, it should be explicitly mentioned somewhere in their bulletin in the manual. in their you know in their you know annual report somewhere. So, learning from the crisis it should be it should be documented to share and to spread disseminate among the employees among the stakeholders to learn from the crisis. What they have learned and accordingly not just they are prepared for, but they can all they are also more flexible they are they have already developed a network to face any kind of on toward any kind of unseen even unseen challenges also. So, this is again this is a model of these multiple multilevel framework for enhancing organizational reliance, resilience, organizational resilience.

So, how to prepare how to prepare this testing preparedness, analyzing the assessing the responses and in different stages stage wise how we can develop a multiple framework for organizational resilience development. Then again this is the same review how to review and monitor the context, testing preparedness, how to make the how to make this framework functional at different stages to working on different stage one is the reviewing stage, second testing stage, another is assessing and analyzing the responses and then strengthening the capabilities at the multilevel learning process. So, these are some of the tips for building the organizational resilience that is have to have a leadership leaders is very important leadership mindset positive culture culture all these are tips are there to how to foster alignment resilient networking etcetera. How the key capabilities for the resilient organizations you know have to have a purpose and meaning goal empowering the employees and empowering the stakeholders and then you can social connection emotional intelligence these are very very important and sense making from the current realities. Then leadership is very important and it should be clearly it should they should be clearly articulate the goals, roles, action plans etcetera, how to mobilize the resources etcetera.

And strong relationship and networks helps us in helps the organizations to effectively and you know develop the connection to collectively learn and you know how to share even how to the you know nowadays even a knowledge management. Knowledge management is very important fact in the organizations through knowledge management how it is a again not just to protect their original patents their original knowledge patents etcetera, but also how to disseminate how to capture and disseminate share the tacit knowledge. Tacit knowledge that the employee employees are creating a different level. A tacit knowledge is being created from the experiences which may not be documented, might not have been there in any books, any text book etcetera, but it is on the daily basis it is being created by the workers, by the employees working different fields in different level.

So, how to capture this explicit. So, this is tacit knowledge how to capture it, how to

document it and how to share among your employees. So, that it can be leveraged in future for the future uncertain situation, future challenges. Similarly, these are the these are some of the things tips the how to display empathy, compassion and reflecting on the experience with the constructive feedback, how to generate and apply the innovative solutions, all these things are already we have already discussed how to develop the collective resilience. In focusing on individual resilience capacity resilience capacity for resilience building, incorporating the practices for the collective resilience. And even now giving their so, everybody they can give their they can give their best to what they can do in the workplace and   it   should   be   beyond   the   workplace   also.

 So, that is 360 degree change that is bring the transformation in the both in the organizational workplace, organizational then the decision making, the resources, networks, networks as well employee well being and health also. So, best practices you know these are the things where best practices based on the research outcome these are some of the things given here. Regularly how to regularly engage your leader leadership for collective sense making, sort analysis, competency mapping that we have already discussed. And these are some of the question that we need to ask our self how to access the direction, alignment, commitment all these things to. You know multilevel learning process and knowledge management, how to contribute towards learning orientation and these are some of the examples I have given it here you can go through it.

 How to create the culture of innovation, empathy mapping, audit again audit we have talked about the audit, audit for the you know customer audit, consumer audit. So, feed how to take care of the feedback and how to audit how the this kind of different kinds of audit can make a positive impact on a decision making processes and the actions also. So, the resilient organizations actually have the teams who really who rally together for the common goals and open to the response. responsive to the challenges, they work together, they address the challenges together, they work tirelessly we can it is all about collaboration, it is all about togetherness. So, this is all about the things now I am just closing this topic. Thank you very much.