

**SO WHY IS RESILIENCE
SUDDENLY BECOMING SO
FASHIONABLE?**

NATIONAL SECURITY

- UK RESILIENCE (Cabinet Office)
 - Local Resilience Forums
 - “ ‘Resilience’ is defined as the ability to detect, prevent and if necessary handle disruptive challenges”
 - Terrorist attack, natural disaster

COMMUNITY RESILIENCE

- “Community resilience is about communities and individuals harnessing local resources and expertise to help themselves in an emergency, in a way that complements the response of the emergency services” (Cabinet Office)

COMMUNITY RESILIENCE

■ WRVS

- “Terrorism, climate change and pandemics are today’s top news stories.

Following a disaster or major emergency, displacement from the home, no matter how temporary can leave the most vulnerable people in our communities with a sense of loss and confusion

- What is often overlooked is not recovery of the event itself, but community resilience after an event has taken place and the blue light services have long since left the scene”.

COMMERCIAL SECTOR

- Community Resilience UK
 - Our Vision and Business Plan is founded on a sense of '**community spirit**'. We seek to encourage and facilitate opportunities for Corporate Social Responsibility (CSR), collective purchasing, mutual aid, self-help and volunteering in emergencies.
 - We seek to work with local, regional and national government, the police, fire brigade, ambulance service, NHS, voluntary organisations and business to create and establish emergency processes, systems and services. We are non-profit and only serve the public sector.

ECOSYSTEM RESILIENCE

- C.S.(Buzz) Holling
 - “the magnitude of disturbance that can be absorbed before the system changes its structure” (Gunderson, L. & Holling, C.S. (2002) *Panarchy: Understanding Transformations in Human and Natural Systems*. Island Press.

**“resilience of socio-
ecological systems is
determined by their ability
to absorb disturbance, their
ability for self-organization
and the capacity to learn
and adapt” *Neil Adger,
Resilience Alliance***

RESILIENCE ALLIANCE

- “A multidisciplinary research group that explores the dynamics of complex adaptive systems”
- “Our work fortifies a paradigm shift in natural resource management from top-down, command-and-control optimization ...to the promotion of resilience and self-organization”
- “Resilience – the capacity of a system to absorb disturbance, undergo change and still retain essentially the same function, structure, identity, and feedbacks”

RESILIENT COMMUNITIES

- Scotland and Northern Ireland Forum for Environmental Research (Sniffer) 2009 Report "Differential Social Impacts of Climate Change in the UK"
 - those who are most likely to be affected by such events are people 'who are already deprived by health, level of income, the quality of their homes and mobility'
 - recommends the building of social resilience and adaptive capacity and identifies the voluntary sector as key in supporting community led adaptation

Resilient Communities: The Transition Movement

Bridging and Bonding

Diversity – lifestyles, livelihoods, energy sources, enterprises

Localisation – local sourcing, governance, ownership

'Surge protectors' – protection against system failure

Improvisation

Hopkins, R. (2009) 'Resilience Thinking', *Resurgence*, Nov/Dec, no. 257.

RESILIENT COMMUNITIES

- “In this period of austerity...what we believe makes the difference is how well communities can help individuals cope with these shocks and bounce back. Community resilience strengthens people's ability to withstand set backs, from the collapse of a major industry to natural disaster” (Young Foundation)

ORGANISATIONAL RESILIENCE

- **Organisational Resilience - Thriving in Adversity**
- **Thursday 27 May 2010**
06:00 PM - 09:00 PM Cass Business School, 106 Bunhill Row, London EC1Y 8TZ
- **Speakers**
- Kelly Walsh and David Denyer **Event details**
- Organisations constantly face adversity. Threats to the future of the business reside both in the business environment, such as an economic downturn, and within the organisation, such as mass system failures.

ORGANISATIONAL RESILIENCE

- “Organisational resilience is a dynamic process through which organisations react positively and adapt when faced with adversity - it is not just about survival. It is being able to manage change effectively and thrive on the transition period in order to improve performance.
- From a performance psychology perspective, the ability to turn adversity into a competitive advantage is a significant theme”. Lane4 (“a leading performance

RESILIENT LEADERSHIP

- **“Resilient people are self-confident, seem immune to stress, take whatever life throws at them - and still come up triumphant. Without resilience (RQ), you may never realise the benefits of both your analytical intelligence (IQ) and your emotional intelligence (EQ). How much resilience do you possess, and how can you get more of it? MT asked the authors to explain.”
(MANAGEMENT TODAY)**

REFLECTIONS

- Origins in the psychology of human development and the study of ecological systems
- Now resilience is increasingly being enlisted to a variety of different agendas
- It is in danger of becoming a very normative or 'value laden' term

**IS IT EMERGING AS A KEY
TERM, ONE HIGHLY
RELEVANT TO AN AGE OF
RISK AND AUSTERITY?**

**IS THERE A DANGER THAT
RESILIENCE BECOMES
ABSORBED INTO AN
OUTLOOK WHICH IS
FEARFUL AND
SURVIVALIST? (GLORIA
GAYNOR: "I WILL
SURVIVE")**

**COULD THE FOCUS ON
ADAPTATION TO (ACTS OF
TERROR, CLIMATE
CHANGE...) DISTRACT US
FROM ACTION DIRECTED
AT THE CAUSES OF THESE
THREATS?**

SOCIAL POLICY

- All notions of positive adaptation and positive outcome involve value judgements
- In some hands resilience can become a term which suggests a capacity to overcome all obstacles
- If resilience becomes part of the 'happiness agenda' could this lead to a whitewashing of the suffering that always attends resilient behaviour?
- "instead of the sad-eyed victim, they confront a strong, wilful, survivor" (gang member, street sex worker...) whose behaviour might seem maladaptive but is an expression of their resilience