RESILIENT ORGANIZATIONAL NETWORKS: Challenges and Opportunities for Organizations and their Communities

Marya L. Doerfel

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**Organizational Resilience Factors**

<table>
<thead>
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<th>Factor</th>
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Chewning et al. (2013); Kendra & Wachtendorf (2003); Myerson et al. (1993)
Resilience in International contexts

Volatile Communities
- Croatia
- Serbia
- Afghanistan
Resilience in US disaster contexts

Organizational disruption

- New Orleans
- New Jersey; (Long Island, NY)
Building IORs

Networked forms
- Dynamic
- Flexible
- Resources
- Weak ties
- Emergent
IOR Tensions in Turbulent Environs

Networked forms needs
- Dynamic
- Flexible
- Resources
- Weak ties
- Emergent

Political/ local needs
- Stable
- Predictable
- Resources
- Trust (strong ties)
- Designed/planned
## Networks as resilience

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<tr>
<th>Category</th>
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<th>Details</th>
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| **Robustness**      | *Orgs hold status*                                                          | • Manage stress without loss of function  
                        |                                                                | • Consistency, ongoing partnerships                                                             |
| **Resourcefulness** | *Strong ties; leadership quandary-* important orgs ≠ brokers*               | • Identify problems, establish priorities, mobilize resources  
                        |                                                                | • Network flows make them readily available                                                      |
| **Redundancy**      | *Membership increasing; fairly centralized*                                  | • Substitutable components  
                        |                                                                | • Multiple orgs that provide similar goods/services (competitors)                              |
| **Rapidity**        | *Info overload; inefficient; comm partnerships stable*                       | • Meet priorities and goals effectively and efficiently  
                        |                                                                | • Structures have balance of brokers to manage info load                                       |
| **External Availability** | *ICTs not panacea*                                                                 | • Use of ICTs to (re)connect  
                           |                                                                | • Access resources, share information, (re)connection                                           |
The Clash of the Responders
The Clash of the Responders
Reflections on media sector development

• Civil society and (in)stability
  – Afghanistan v. Croatia

• Organization-level hegemony
  – US organizations- so big they do fail
  – International contexts- INGOs become unwitting leaders

• Networking processes reify power and relations
  – Resource holders evolve as perceived leaders (but don’t broker)
  – Network patterns become difficult to change
  – Reification of structures as leaders continue to be valued (despite their lack of engagement)
Stability/Predictability v. Dynamic/Uncertain

• Future challenge:

→ When does resilience = Flexibility and network-y or Rigidity and hierarchical?
Thanks also to our conference organizers and
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