



**Ran
BHAMRA**

Is one of the most influential English-speaking researchers in the field of organizational resilience. He is currently a Senior Lecturer in Operations and Supply Chain Management at Royal Holloway University in London, UK and Editor-in-Chief of the scientific journal Resilience and Business Continuity. He is also the author of "Organisational Resilience: Concepts, Integration, and Practice."

His work is among the most important in the world. His article: Building Organisational Resilience: Four Configurations, is one of the most important articles to be read about organizational resilience. The latter has been ranked as one of the ten most read articles by the IJPR. (International Journal of Production Research)

Last summer, we had the pleasure of interviewing Dr. Ran Bhamra and talking about organizational resilience, his vision on the subject and how his research contributed to a better understanding of the concept of organizational resilience.

Focus on this exceptional Researcher who gives us during this interview, the keys, main elements and concepts to be addressed so that a theory of organizational resilience can be born.

The full interview by Joanicé GUIMBRETIERE is available on video



How close are you to collapse?

So far so good, you say. Yes, but are you really resilient? How resilient are you collectively, within your team, and across your organisation? Gilles Teneau, an ITIL expert, an organisational engineer and a doctor in management science, has devoted his research to this subject: highlighting the criteria for assessing resilience in order to diagnose an organisation's situation and to put in place the conditions that will enable it to make good use of the crisis to help it to overcome itself.

The MIRO (Measuring Indicators of Organisational Resilience) tool he co-created allows you to know exactly where your organisation stands. It has been successfully implemented in many environments, including local authorities. This is good news, given the challenges our regions face in the face of multiple crises, climate change and its knock-on effects. Two other examples: the MIRO tool is also being implemented in Aquitaine to promote the reorganisation of Epadhs. Finally, a study is underway to understand the impact of the covid crisis on entrepreneurs. Do you want to understand what resilience is all about, with elements that are clear, concrete, supported and up to date with the state of the art of international research? Do you want to understand the link between individual and organisational resilience? You will discover that people know how to deal with organisational toxicity in order to preserve collective resilience. Do you want to know the resilience criteria of an organisation to know where you stand, what your risks are?

Answers in the following video



A quel point êtes vous proche de l'effondrement ?

Miguela Domingo Centeno holds a doctorate in educational sciences and philosophy and a doctorate in law from the Complutense University of Madrid. She also studied the philosophy of German idealism at the University of Münster (Westfallen, Germany), research methods and bioethics. As a university professor, Miguela Domingo Centeno is interested in therapeutic pedagogy and directs 4 certifying courses including 2 Masters. She was Dean of the Autonomous University of Madrid. Her initial research focuses on emotions, morals and ethics, which leads her to question emotional intelligence, the power of resilience in childhood and adolescence and the prevention of possible educational difficulties.



01 How have these issues led you to question resilience?

As part of my therapeutic pedagogy activities, I am in close contact with Generation Z (Gen Z) and their concerns about the present and the future. As a result, I observe on a daily basis a strong relationship of this youth to digital and social networks, with its dangers, but also shortcomings such as the culture of effort, corporate culture, loyalty, support, etc. I love this youth and I bet on it, but it also suffers from a little dehumanization: procedural behaviors, lack of empathy and awareness of other ways of seeing and thinking, etc.

Society made them selfish because previous generations, starting with mine, made their lives quite easy, gave them everything. Spanish youth are a little different from French youth because....

02 What is organizational resilience for you?

Organizational resilience has to do with the leaders of organizations. It is not so much the question of the charisma of the leaders that is important here, but the fact that they are surrounded by a loyal team, a team that accompanies them, that the leader protects. For me, there is no organizational resilience in a very hierarchical society. In pyramid organizations, it is rare for a superior to consider himself the equal of his collaborator. It's like Cronos syndrome: leaders are afraid that one of their competent subordinates will take their place. This is a little less the case in the civil service but within the university, private companies in Spain, it is very difficult.

At my level, I think

[Click here to access the full interview with MIGUELA DOMINGO CENTENO](#)



Publications & books



- **Linda Holbeche, The Agile Organization: How to Build an Engaged, Innovative and Resilient Business,** Kogan Page Ltd, 2023.
- **Charles, F. Redinger. Organizational Risk Management: A Practical Guide for Environmental, Health, Safety, and Sustainability Ehs/S Professionals, and Their C-suites.** Wiley-Blackwell. 2023.
- **George S. Everly Jr et Amy B. Athey. Leading Beyond Crisis: The Five Pillars of Transformative Resilient Leadership.** American Psychological Association. 2023
- **Elmar Kutsch. Organisational Resilience: Navigating Paradoxical Tensions.** Routledge. 2022.
- **PMI. Building Resilient Organizations: Best Practices, Tools and Insights to Thrive in Ever-changing Contexts.** Project Management Institute. 2022.
- **Diana Larsen et Tricia Broderick. Lead without Blame: Building Resilient Learning Teams.** Berrett-Koehler Publishers. 2022.
- **Paul Thallner. Reinventing Resilience: How organizations move beyond setbacks to grow through challenges.** New Degree Press. 2022.
- **Dennis R. Young, Elizabeth A.M. Searing. Resilience and the Management of Nonprofit Organizations : A New Paradigm.** Edward Elgar Publishing. 2022.