

SURVIVING CHANGE – OPTIMISING RESILIENCY

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Change is inevitable. Rapid globalisation and the emergence of new multinational companies show that change is not just sporadic; it is a constant. However, change is still manageable with the aim of building organisational resiliency in mind.

This has been proven with Microsoft undergoing a major restructuring to restrict internal competition and increase the effectiveness of their overall organisation since 2004. Another classic example would be LEGO, who have successfully turned around with their focus on building a strong organisational culture and putting a people-first strategy to good use. That period might be the worst for thousands of people who were out of jobs, but what about the people who “survived”? How do we strengthen the resilience of employees who “survived” the change?

If you fail to manage change, the period of transition might be difficult for you. Over the past decade, successful organisations have had to adjust to numerous changes and implement them in a very short amount of time. To survive the storms in a growing market, an organisation needs to focus on critical changes that guarantee success. Additionally, it should expand its ability to endure massive changes in the future. Strengthening resilience among employees will evidently make organisational transitioning easier.

A company should concentrate on its resilient talents. Highly resilient individuals can absorb large amounts of disruptive change while showing a low level of malfunction behaviour—those actions that significantly detract from quality and productivity. Resilient people are no less vulnerable to the stresses of change than other individuals, but they overcome barriers to major change. In fact, when resilient people face the ambiguity and anxiety that accompany new situations, they tend to learn from these situations and grow stronger rather than engage in actions that would deplete their energy. Because of these tendencies, resilient people are often characterised as thriving in periods of uncertainty.

In addition, a balanced set of characteristics trumps dangers seeded in individual characteristics. Someone who has a noticeable presence of positive characteristics but lacks flexibility may see only opportunities without recognising dangers when faced with unfamiliar situations. They may be too optimistic. However, a person with a balanced disposition can visualise and guard against such inherent dangers to increase the probability of maximising the opportunity.

Managing resilience is of paramount importance to every organisation. Employee resilience can be built hand-in-hand with corporate culture. Microsoft has survived the “survivor” syndrome by empowering their employees with a sense of purpose and mission in their daily working routine. Similarly, LEGO successfully managed the transition process by emphasising the LEGO Group Culture, which is the LEGO People Promise.

Change might be inevitable, but companies like Microsoft and LEGO prove that change is definitely manageable when you optimise employee and organisational resilience.



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