

Is there a link between individual's resilience and organizational resilience?

Joanice Guimbretière

Phd candidate, Larequoi Research Center, UVSQ, Paris-Saclay University

Benjamin Vedel

Maître de Conférences, Larequoi Research Center, UVSQ, Paris-Saclay University

Inés Gabarret

Professor, ESSCA School of Management

Larequoi Research Center, UVSQ, Paris-Saclay University

Abstract

The aim of this article is to present a literature review based on key papers and influential articles in the field of organizational resilience. Organizational resilience is the ability of the firm to bounce back after a crisis and quickly return to a state of equilibrium. Our goal is to find the answer to the following research question: Is there a link between individual resilience and organizational resilience?

We answer this question by analyzing the literature on organizational and individual resilience, their definitions, relationships, and characteristics. We also focus on the process and actions allowing the transmission of the individual resilience to the firm. We review key articles that focus on the attributes of both a resilient individual and a resilient organization that enable firm survival.

Keywords: Organizational Resilience; Individual Resilience; Human Resources Management; SME, Uncertainty; Employees Resilience.

Résilience organisationnelle ; Résilience individuelle ; Management des Ressources Humaines, Petites et Moyennes Entreprises, Incertitude, Résiliences des Employés.

Organizational Resilience: definition and the different ways it has been treated

Nowadays, given the current context of global threats such as climate change, economic and sanitary uncertainty, being resilient has become an important characteristic of individuals and companies as it helps them to cope with adversity more easily (Stoltz, 2004; Coutu, 2002). In general, resilience has been explained as the ability of systems, organizations, or individuals to respond to and recover from disruptions with minimal impact on stability and structure (Sutcliffe and Vogus, 2003, Linnenluecke, 2015).

Different scholars have argued that interest in this area is gaining importance and growing strongly. The reason is the rapid changes in enterprises themselves, in society, in technology and in the economy. Firms are going through an unprecedented health crisis, affecting its survival and its organization. It forces them to reinvent themselves with imagination to turn a threat into an opportunity and become resilient. Considering this viewpoint, being resilient should be the “new normal” for organizational survival.

Over the years, the development of studies on organizational resilience has been expanding and has provided important insights into this field of research. The concept of resilience is an old one and has been analyzed for almost fifty years. According to Coutu (2002), it was first introduced in psychology. Other authors (Annarelli and Nonino, 2016) stated that the concept was popularized after Holling’s (1973) article: “Resilience and Stability of Ecological Systems”. Bégin and Didier (2010) argued that the concept of organizational resilience first emerged as part of research on crisis management and high-reliability organizations. More

recently, research on resilience is broadly developed in different fields such as management and disaster management, engineering, ecology, psychology, sociology.

Meyer (1982) and Weick (1993) have provided pertinent elements in management science. The former has found that adapting and responding selectively to the unknown is a pathway toward resilience. The latter has identified “four potential sources of resilience making groups less vulnerable to disturbances, such as improvisation, norms of respectful interaction, virtual role systems, and the attitude of wisdom.”

In the management academic literature, the concept of organizational resilience has been defined as the firm’s resistance to shocks and disasters, its adaptability, responsiveness, and recovery (Meyer, 1982). Conz and Magnani (2019) have defined it as a process over time. Weick et al. (2005) stated that it is the company’s ability to create meaning through understandable and routinized action within the firm that enables employees to act in the face of crisis.

Sullivan-Taylor and Branicki (2011) stated that organizational resilience is the company’s ability to survive through resources, technical skills, preparedness, and rapidity. Vogus and Sutcliffe (2003) have explained that organizational resilience is the firm’s ability to overcome the unexpected, survive and thrive. Both authors have defined it “as the maintenance of positive adjustment under challenging conditions such that the organization emerges from those conditions strengthened and more resourceful”.

Observing organizational resilience in this context, we can consider it as the ability to adapt, or to be able to recover better than before the disturbance. We observed in the literature of high reliability organizations (HROs, those systems where reliability is more important than efficiency) that it is preferable to remain acting, making efforts, collectively detecting errors, and correcting them. In this way, failures will no longer be perceived as detrimental (Vogus et al., 2014).

Despite these positive contributions, few studies have investigated the link between organizational resilience and individual resilience and how this individual characteristic is transmitted to the firm. Fu and Cao (2021) stated that employee resilience can enhance organizational resilience through dynamic interactions with the environment and the use of “protective resources” that enable them to meet goals and achieve their own growth. The collective behavioral capabilities of a team, detecting, correcting errors, and adapting to unknown events, helps the firm’s resilience construction. (Vogus et al., 2014). Resilient firms need resilient individuals (Lengnick-Hall et al., 2002). Resilient organizations in return, also need resilient supply chains (Petit et al., 2010). Organizational resilience is achieved through

strategically managing human resources (Lengnick-Hall et al., 2010), creating individual competencies among core employees that, when aggregated at the organizational level, make it possible for organizations to become resilient. In this way, firms can effectively absorb uncertainty, developing responses to threats and, above all, undertaking transformational activities that enable them to overcome disturbances and survive (Lengnick-Hall et al., 2010). Currently in the literature review, most definitions of organizational resilience have been presented through adaptation, responses, and learning. However, in our view, there is no consensus among these definitions. In fact, these characteristics are important, but at the same time all three are paradoxical because adaptation, response, and learning could be interpreted in several ways. For example, rigid firms capable to lead within the crisis, refusing to change and still surviving are responding to adversity through perseverance (Valinkangas, 2007; Limnios et al., 2014). This dynamic capacity (remaining in the game despite adversity) could be perceived as responses that allow them to learn with persistence.

Therefore, for a better understanding and a better definition of organizational resilience, we agree with the need to encompass the concepts expressed by :

- Fu and Cao (2021): employee resilience is enhanced by resilient workplaces who become resilient themselves in return;
- Ruiz-Martin et al. (year?): resilience as a measurable combination of characteristics, capacities, capabilities, and abilities that allow a firm to resist known and unknown disruptions and still survive;
- Lengnick-Hall et al. (year??): organization's capacity for resilience as a multilevel common attribute emerging from the actions, capabilities, and interactions of individuals within the firm;
- Darkow (year??): organizational resilience beyond bouncing-back, as a processual notion. Firms are capable of preparing for and responding to adversities. Companies are also able to switch smoothly between the relevant practices, as a desirable attribute;
- Limnions et al. (2014), and Holling (1973): organizational resilience as the system's persistence, resistance, and capacity for being extremely resilient while maintain its current structure and processes due to its endurance ability.

Therefore, we propose the following definition: "Organizational resilience is a desirable attribute. It allows the organization to develop its capability to face disturbances and unexpected events, through resistance, concrete actions, resilient practices, and responses. These actions are set up by key employees within the company.

Crisis: definition and its impact on the firm's organizational resilience

Research on crisis management has been greatly disintegrated due to the lack of consensus on the definition of the term crisis. Several scholars have provided a definition of crisis.

Crisis are characterized as a “low-probability” event that jeopardizes organizations, defying them and impacting their performance (Weick, 1988). Meyer (2015) stated that crises are “transient perturbations whose occurrences are difficult to foresee and whose impacts on organizations are disruptive and potential inimical”. Williams et al. (2017) have pointed out that crisis are a “process of weakening or degeneration that can culminate in a disruption event to the actor's individual, organization or community”.

Some authors have stated that a crisis is not spontaneous, it follows a certain process that leads to a break-up of activities. For example, Lagadec (1999) refers to a break-up and not a crisis of “inconceivability” rather than “uncertainty” (Rosenthal, 2003). This vision is also shared by Reilly (1993) for whom crises are conceived as dangerous and harmful ruptures that threaten the life of the organization. Pauchant (1988) defines it as an accumulation of probable events at the level of a party or the organization that may interrupt its current and future operations.

Finally, for other scholars, the emphasis is on difficulties and urgency in times of crisis. Thus, for Volpi (2003), a crisis is a time when economic, political, ideological difficulties are perceived as paroxysmal, and during which one is called upon to resolve many contradictions. It is characterized by urgency, destabilization, and vital issues. Also, crisis management or management will depend on the perception of crises.

As Holling (1973) has stated, instability is required to a system being resilient. Therefore, crisis is not necessarily negative in so far as it brings opportunities to organizations (Wildavsky, 1988; Weick, 1988). Crisis are seen as opportunities that allow firms an adaptive approach through positive perception and positive behaviors ensuring operational continuity while facing adversity.

In this vein, we agree that the threats and challenges presented by crises are essential elements in building organizational resilience. Adversities allow companies to develop their adaptative side, responding quickly and actively to the unexpected and getting back to a desirable point.

Individual resilience

At the individual level, literature shows that adversity and uncertainty can be overcome by the development of resilience (Bullough et al., 2014; Sutcliffe and Vogus, 2003). Several authors

have defined individual resilience as the capacity to face adversities and become stronger (Stoltz, 2004; Coutu, 2002; Cyrulnik, 2001; Tugade and Fredrickson, 2004).

Individual resilience has first been considered a personal factor (such as gender or business experience) and understood to be a stable personality trait reflecting flexibility to adapt to emotional events (Bonanno, 2005; Genet and Siemer, 2011, Luthar et al. 2000). In this way, a resilient individual is robust, resourceful, perseverant, with high motivation and optimist (Coutu, 2002; de Vries and Shields, 2006; Ayala and Manzano, 2014; Fisher et al., 2016). Individual resilience is linked to self-efficacy, confidence, and a cognitive preparation in front of uncertainty (Lengnick-Hall et al., 2011; Bullough et al. 2014). This mental preparation is connected to the development of an expertise (Lengnick-Hall et al., 2011; Luthar and Cushing, 1999) and can be affected by cognitive bias (Bonanno, 2005; Hayward et al. 2010). For example, overconfident entrepreneurs may be more resilient by attributing failure to external causes.

From a psychological point of view, resilience allows the individual to stabilize their emotions and broaden their scope of attention (Fredrickson et al., 2003; Waugh et al., 2008a; Waugh et al., 2008b; Shepherd et al., 2011). People exhibiting a lack or little resilience have difficulty overcoming adverse situations because they remain cognitively inflexible, developing depression and negative emotional states (Genet and Siemer, 2011).

Individual 'resilience is also a dynamic process (Sutcliffe and Vogus, 2003). It is a behavioral system in which an individual "interprets and responds to new challenges, depends on attitudes, expectations, feelings, and response possibilities derived from a history of prior experience" (Sutcliffe and Vogus, 2003). Therefore, Resilience is something that can be learned and improved (Cyrulnik, 2020; Stoltz 2004; Coutu, 2002; de Vries and Shields, 2006; Luthans et al., 2007). Lengnick-Hall et al. (2011) underline that organizations can build collective resilience thanks to their human resource practices. It then becomes important to help employees to obtain those resilient characteristics (Santoro et al., 2021).

Employee's resilience and Human Resources Management

The relationship between human resource management and the development of organizational resilience was point out by several scholars (Fu and Cao, 2020; Weick et al., 2003; Lengnick et al., 2011; Stoltz, 2004; Coutu, 2002; Sutcliffe et al., 2017; Ates and Bititci, 2011; Linnenluecke, 2017; Annarelli and Nonino, 2016).

Resilient employees are those who contribute to the organization's capacity for building resilience through cognitive abilities, behavioral characteristics, and contextual dimensions. Human resources practices and policies in strategic human resource management may influence individual attitudes and behaviors. The contributions of these individuals are aggregated at the organizational level through the process of internal and external interactions between employees and the company's environment. In this way, the firm is likely to have capacities for resilience (Lengnick-Hall et al., 2011). In addition, resilient leaders, are capable of learning from challenging times, acting, being agile, flexible, and adaptable. These professionals have a positive impact on the enterprise and their followers. They overcome adversity and become stronger than before, influencing people around them, teaching them through their example. In this context, the team becomes resilient in return (Stoltz, 2004).

Is there a link between individual's resilience and organizational resilience?

The constructs of individual resilience and organizational resilience are both extremely connected. People are the key resources of a company and during "hard times", they are the ones who set up the firm's plans or actions, representing it to its partners, clients, and competitors. The "well-played role" by employees facing disturbances, strongly impact the system's resilience (Lengnick-Hall et al., 2011). Accordingly, we recognize the link between both concepts, which explains the role of individual resilience as an organizational resilience builder. As Fu and Cao (2021) argued "Organizations with resilient employees can thrive, not just survive."

Organizational resilience is understood as a vital enterprise's capability for their survival when facing turbulent events (Linnenluecke, 2015; Sutcliffe and Vogus, 2003; Trenton et al., 2020; Lengnick-Hall and Beck, 2005; Meyer, 1982). Therefore, resilience may be a key element to the firm's success. However, if there is a lack of clear goals, expectations, explanations, and definitions from the business about what drives resilience in the system and its importance to the durability of the organization, resilience does not make sense within the business, or to the people who work with it. (Weick, 1988; Weick et al., 2005; Weick and Sutcliffe, 2006).

The resilience of companies depends on the individual resilience of their personnel (Stoltz, 2004). In this way, building organizational resilience means first developing individual resilience. Some research proposes a management style in which managers are resilient themselves and capable to clearly explain to their employees the meaning and reasons of each action to be taken (Stoltz, 2004; Coutu, 2002; Vogus et al., 2014; Lengnick-Hall et al. 2011;

Sullivan-Taylor and Branicki, 2011; Fu and Cao, 2021). In this case, the human behavior, its environmental perception, and the way they are acting facing adversities have a central role in the construction of the firm's resilience. As people inside companies should understand the reasons and goals why they are acting, making sense in organizations should be considering by transforming the abstract into concrete actions. (eg. good communication) (Weick, 2005). As Weick et al. (2005) have point out "sensemaking involves turning circumstances into a situation that is comprehended explicitly in words and that serves as a springboard into actions". Sensemaking is connected to resilience because it is driven by "plausibility" rather than "accuracy". Trying, keeping going, still stay in the game, is better than give up. Sensemaking also emerges during crises and engaging human actions (Weick, 1988). In this regard, we agree that sensemaking is related to the crucial role played by people within the organization: perceiving, interpreting, analyzing, redesigning, making decisions, and finding solutions while facing the unexpected.

Fu and Cao (2021) have evidenced that employee resilience (the individual's personality and its dynamic ability to use the protective resources in the organization and the environment to interact dynamically with them) has a positive impact on organizational resilience. It is enhanced by daily managerial practices promoting and supporting the development of the employee's resilience. The main difference between psychological or employee resilience is that in the first the individual reacts considering its own beliefs, in the second they react thanks to the resilient workplace. Lengnick-Hall et al. (2011) have highlighted the importance of a strategic human resource management in the development of a firm's capacity for building resilience. Scholars have developed a framework stating that resilient employees, working collectively, can create resilient organizations. The last one is achieved through the design of a coherent and strong human resources management stimulating cognitive, behavioral, and contextual dimensions of resilience. In this way, organizations could successfully absorb unknown events, developing specific responses to threats, and survive.

Prosocial motivation (making efforts to benefit others) and emotional ambivalence (experiencing at the same time positive and negative emotions as hope and doubt) are factors making individuals more reliable (Vogus et al., 2014). Scholars have underlined the importance of these constructs as drivers of the individual's reliability and their positive impact on organizational resilience. Authors stated that reliable individuals develop resilience through broad thinking that sustains mindful organizing abilities (a collective behavioral capability to detect and correct errors and adapt to unexpected events (Weick and Sutcliffe, 2007).

Weick and Sutcliffe (2007) stated that the main behaviors of company employees representing mindful organizing abilities are: understanding and discussing potential sources of the company failure, investigating assumptions, conversing about ways to learn from errors, and postpone to each other's expertise when needed.”

As mindful organizing is about the individual other-oriented characteristic, this means that people are motivated to work for the benefit of others and are more receptive to others' perspectives and incorporate those perspectives into their work, collectively caring about others. In this context, we assume that mindful organizing is related to organizational resilience when employees' actions are transferred to the company which benefits of it. Thus, both the firm and the individuals become capable to better face unpredictable events, being more resilient.

Conclusion

After reviewing the academic literature in this field, we believe that a key issue of the link between employee resilience and organizational resilience involves human resource management. The role of professionals, (managers and leaders) in nurturing and developing the employee resilience is crucial. Employee resilience is promoted and supported by the organization. It was defined as the individual ability to act in the company, actively respond and adapt to the instabilities and stress, according to the resilience (strategic plans set up) of the workplace they are operating rather than their own abilities. It is a key individual's characteristic impacting the achievement of the organizational resilience (Fu and Cao, 2021). In this vein, we agree that building a resilient workplace is the main step in the organization's resilience development. A resilient staff can be enhanced by human resource management practices and policies, promoting employee's creativity, interactions, knowledge, being able to strategic respond to unknown events. Firms should improve employees' resilience through specific training, paying attention to them, listening to them, increasing their knowledge, skills, and resilient thinking.

Considering the currently context of uncertainty of the world (sanitary, environmental, and economic uncertainties) being resilient is a crucial issue for people and for companies. It helps overcoming challenges and adversities easily and positively. Organizational resilience is, then, a desirable attribute. It allows the organization to develop its capability to face disturbances and unexpected events through persistence, perseverance, concrete actions,

resilient practices, and responses. These actions are set up by key employees within the company. As a desirable attribute, resilience should be perceived such a strategic choice for the company. Bouncing back and recovery quickly to the “equilibrium stage” before the crisis, can be interpreted in different ways. Otherwise, this “equilibrium stage” can move to a desirable or new stage that is not necessarily the departure one.

We want to clarify that our aim with this article is to provide answers to our research question early presented in our introduction: Is there a link between individual resilience and organizational resilience?

After reviewing the academic literature, we suggest that individual and organizational resilience are linked due to the relation between people (as key resources of a firm) and the actions they implement within and for the company during “hard times”. Those actions play an important role in the company’s survival and thrive. That means that the individual resilience passes to the enterprise and can enhance firm’s survival. In this vein, proactive, agile, adaptable, and flexible, labor force could be source of organizational resilience. Therefore, the individual resilience could be transmitted to the organization through the actions, behaviors, and psychological mindset carry out by the employees inside the firm while facing disruptions.

References

- Annarelli, A., and Nonino, F., (2016). Strategic and operational management of organizational resilience: Current state of research and future directions. Omega, Elsevier, Vol. 62 (C), pp. 1-18.
- Ates, A., and Bititci, U. (2011). Change process: a key enabler for building resilient SMEs. International Journal of Production Research. Vol. 49, No. 18.
- Ayala, J.C. and Manzano, G. (2014). The resilience of the entrepreneur. Influence on the success of the business. A longitudinal analysis, Journal of Economic Psychology, Vol. 42, No. 1, pp. 126-135.
- Bégin, L. and Didier, C., (2010). La résilience des organisations : Le cas d’une entreprise familiale. Lavoisier, Revue Française de Gestion, Vol. 1, No. 200, pp. 127-142.
- Bonanno, G.A., (2004). Loss, trauma, and human resilience: Have we underestimated the human capacity to thrive after extremely aversive events? American Psychologist. Vol 59, No. 1, pp. 20-8.
- Bullough, A., Renko, M. and Myatt, T. (2014). Danger zone entrepreneurs: the importance of resilience and self-efficacy for entrepreneurial intentions, Entrepreneurship: Theory and Practice, Vol. 38, No. 3, pp. 473-499.

- Conz, E. and Magnani, G. (2020). A dynamic perspective on the resilience of firms: A systematic literature review and a framework for future research. *European Management Journal*, No. 38, pp. 400-412.
- Coutu, D.L. (2002). How resilience works, *Harvard Business Review*, Vol. 80, No. 5, pp. 46-55.
- Cyrulnick, B. (2020). Les clés de la résilience : Pour mieux gérer le stress de la rentrée. *Management*. No. 287.
- Cyrulnik, B. (2001), Manifeste pour la résilience. *Ères Spirale*. No. 18, pp. 77-82.
- Darkow, P.M. (2019). Beyond “bouncing back”: Towards an integral, capability- based understanding of organizational resilience. *Journal of contingencies and crisis management*, Vol. 27, pp. 145-156.
- De Vries, H.P. and Shields, M. (2006). Towards a theory of entrepreneurial resilience: an analysis of New Zealand SME owner-operators, *The New Zealand Journal of Applied Business Research*, Vol. 5, No. 1, pp. 33-44.
- Dewald, J., & Bowen, F. (2010). Storm clouds and silver linings: Responding to disruptive innovations through cognitive resilience. *Entrepreneurship Theory and Practice*, 34(1), 197-218.
- Fisher, R., Maritz, A. and Lobo, A. (2016). Does individual resilience influence entrepreneurial success?, *Academy of Entrepreneurship Journal*, Vol. 22, No. 2, pp. 39-53.
- Fredrickson, B.L., Tugade, M.M., Waugh, C.E. and Larkin, G. (2003). What good are positive emotions in crises? A prospective study of resilience and emotions following the terrorist attacks on the United States on September 11th, 2001, *Journal of Personality and Social Psychology*, Vol. 84, No. 2, pp. 365-376.
- Liang, F., and Cao L. (2021). Linking Employee Resilience with Organizational Resilience: The Roles of Coping Mechanism and Managerial resilience. *Psychology Research and Behavior Management*, Vol. 14, pp. 1063-1075.
- Genet, J.J. and Siemer, M. (2011). Flexible control in processing affective and non-affective material predicts individual differences in trait resilience. *Cognition and Emotion*, Vol. 25, No. 2, pp. 380-388.
- Hartmann, S., Backmann, J., Newman, A., Brykman K.M. and Pidduck R.J. (2022). Psychological resilience of entrepreneurs: A review and agenda for future research, *Journal of Small Business Management*.
- Hayward, M., Forster, W.R., Sarasvathy, S.D. and Fredrickson, B.L. (2010). Beyond hubris: how highly confident entrepreneurs rebound to venture again. *Journal of Business Venturing*, Vol. 25, No. 6, pp. 569-578.
- Hoegl, M., Hartmann, S. (2021). Bouncing back, if not beyond: Challenges for research on resilience. *Asian Bus Manage*, Vol. 20, pp. 456–464

- Holling, C.S. (1973). Resilience and stability of ecological systems. *Annual Review of Ecology and Systemics*, Vol. 4, pp. 1-23.
- Lagadec, P. (1991). *La gestion des crises : Outils de réflexion a` l`usage des de décideurs*. Ediscience International, Paris, France.
- Lengnick-Hall et al. (2011). Developing a capacity for organizational resilience through strategic human resource management. *Human Resources Management Review*. No. 21 pp. 243-255
- Lengnick-Hall C.A., and Beck, T.E. (2005). Adaptive Fit versus Robust Transformation: How Organizations Respond to Environmental Change. *Journal of Management*, Vol. 31, pp. 738-757.
- Mamouni Limnios, E., Mazzarol, T., Ghadouani, A. and Schilizzi, S. (2014). The Resilience Architecture Framework: Four organizational archetypes. *European Management Journal*. Vol. 32, No. 1, pp. 104-116.
- Linnenluecke, M.K. (2017), “Resilience in business and management research: a review of influential publications and a research agenda”, *International Journal of Management Reviews*, Vol. 19, pp. 4-30.
- Luthans, F., Avolio, B.J., Avey, J.B. and Norman, S.M. (2007). Positive psychological capital: measurement and relationship with performance and satisfaction. *Personnel Psychology*, Vol. 60, No. 3, pp. 541-572.
- Luthar, S.S., Cicchetti, D., and Becker, B. (2000). The Construct of Resilience: A Critical Evaluation and Guidelines for Future Work. *Child development*. Vol. 71, No. 3, pp. 543-562.
- Meyer, A. (1982). Adapting To Environmental Jolts. *Administrative Science Quarterly*. Vol 27, No. 4, pp. 515-537.
- Pettit, T., Fiksel, J. and Croxton K. (2010). Ensuring Supply Chain Resilience: Development of a conceptual framework. *Journal of Business Logistics*, Vol. 31, No. 1.
- Reilly, A. (1993). Preparing for the worst: the process of effective crisis management. *Industrial & Environmental Crisis Quarterly*, Vol 7, No. 2, pp. 115-143.
- Ruiz-Martin, C., Lopez-Paredes, A. Wainer, G. (2018). What we know and do not know about organizational resilience. *International Journal of Production Management and Engineering*, Vol. 6, No. 1, pp. 11-28.
- Santoro, G., Messeni-Petruzzelli, A. and Giudice, M. (2021). Searching for resilience: the impact of employee-level and entrepreneur-level resilience on firm performance in small family firms. *Small Business Economics*. Vol. 57, No. 1, pp. 455-471.
- Shepherd, D.A., Patzelt, H. and Wolfe, M. (2011). Moving forward from project failure: Negative emotions, affective commitment, and learning from the experience. *Academy of Management Journal*, Vol. 54, No; 6, pp. 1229-1259.
- Stoltz, P.G., (2004). Building Resilience for uncertain times. *Leader to Leader*. No. 31, pp. 16-20.

- Sullivan-Taylor, B., and Branicki L., (2011). Creating resilient SMEs: why one size might not fit all. *International Journal of Production Research*. Vol. 49, No. 18, pp. 5565-5579.
- Sutcliffe, K.M. and Vogus, T.J. (2003), Organizing for resilience, in Cameron, K.S., Dutton, D.E. and Quinn, R.E. (Eds), *Positive Organizational Scholarship: Foundations of a New Discipline*, Berrett-Koehler, San Francisco, pp. 94-110.
- Trenton et al. (2017). Organizational Response to Adversity: Fusing Crisis Management and Resilience Research Streams. *The Academy of Management Annals*, Vol 11, No. 2, pp. 733-769.
- Tugade, M.M. and Fredrickson, B.L. (2004), Resilient individuals use positive emotions to bounce back from negative emotional experiences, *Journal of Personality and Social Psychology*, Vol. 86, No. 2, pp. 320-333.
- Vogus, T., Rothman, N., Sutcliffe, K., and Weick, K. (2014). The affective foundations of high reliability organizing. *Journal of Organizational Behavior*, Vol. 35, No. 4, pp. 592-596.
- Volpi, R. (2003). A propos du management de crise, Lab.RII, Université du Littoral Côte d'Opale, No. 69.
- Waugh, C.E., Wager, T.D., Fredrickson, B.L., Noll, D.C. and Taylor, S.F. (2008a), "The neural correlates of trait resilience when anticipating and recovering from threat", *Social Cognitive and Affective Neuroscience*, Vol. 3, No. 4, pp. 322-332.
- Waugh, C.E., Fredrickson, B.L. and Taylor, S.F. (2008b), "Adapting to life's slings and arrows: individual differences in resilience when recovering from an anticipated threat", *Journal of Research in Personality*, Vol. 42, No. 1, pp. 1031-1046.
- Weick, K. (1988). Enacted sensemaking in crisis situations. *Journal of Management Studies*. Vol. 25, No. 4, pp. 305-317.
- Weick, K. (1993). The Collapse of Sensemaking in Organizations: The Mann Gulch Disaster. *Administrative Science Quarterly*, Vol. 38, pp. 628- 652.
- Weick, K., Sutcliffe, K., and Obstfeld, D. (2005). Organizing and the Process of Sensemaking. *Organization Science*, Vol. 16, No. 4, pp. 409-421.
- Weick, K., Sutcliffe, K. (2006), Mindfulness and the Quality of Organizational Attention. *Organization science*, Vol. 17, No. 4, pp. 514-524.
- Williams, T., Gruber, D., Sutcliffe, K., Shepherd, D. and Zhao, E. (2017). Organizational response to adversity: fusing crisis management and resilience research streams. *Academy of Management Annals*, Vol. 11, No. 2, pp. 733-769.