



Recruiting the right talent and nurturing resilience will **ensure your company's success...**

By Nick Tubach, CEO & President

I read an article called “hanging tough” while I was flying back from the ERE Conference in San Diego last month. The article hit the nail on the head and I’d like to share my thoughts.

Think of all the companies that have hit a bump in the road. Some of them bounced back, seemingly against all odds. Others faded away. Does anyone remember Peoples Express? What about Apple? They both faced tremendously difficult odds. I studied the massive Peoples Express failure in 1988, just as I was completing my MBA. However, Apple is still around. You see, Apple came to terms with the changing landscape, recognizing they wouldn’t be able to recapture their market share as a manufacturer of personal computers. If I recall correctly, they used to have 20 percent of the market share, or close to it. They looked beyond what had previously defined their organization and decided to take advantage of an incredible new market trend.

Now Apple has redefined the way we “view” the concept of music entertainment. Apple is a digital media powerhouse. Think about it, consumers’ preferences were changing, so was technology and then there was Steve Jobs’ cancer scare. God knows how many times the general public expected to see Apple fail, but their organization took all of the unexpected adversities in stride. A less resilient organization would have surely succumbed to the pressures and met the expectation to fail. Not Apple!

Apple, along with many others, is a shining illustration of “adaptability” and “flexibility,” demonstrating they can recover when they hit a bump in the road. The organization is connected and well-integrated. In other words, the left hand knows what the right hand is doing. They also happen to be masters in execution and getting the job done. They are resilient.

How do you ensure your organization is resilient?



Resilience is a quality that should be nurtured at the organizational as well as the individual level.

So let's break it down...

- Hire resilient talent - We want individuals (leaders) that prove they can bounce back if they've been dealt a bad hand. So let's make sure to take this into account when we are hiring and, also, evaluating performance.
- Nurture resilience - Once you find those leaders, it's equally important that the organization nurtures their resilience. The best way to do that is by creating an environment in which those individuals are constantly surrounded by a group of strong people working together and in support of each other.
- Stay connected - Working in a silo may appear to give you the focus you need (because you won't be bothered). Unfortunately, it also disconnects you from all the other moving parts of the organization. Not to mention, being connected and integrated allows you to understand the impact that organizational departments have on the company's overall success and how it can influence your function. So when it comes time to make decisions, don't make them in a vacuum.
- Develop strong camaraderie with coworkers - This will ensure that your "group" has your back. If I know I have someone to rely on, that might just be the support I need to help push me through tough times. On the other hand, if it seems that I can't trust anyone or that I'm on my own, then I'd probably fail at the first sign of trouble or seek greener pastures.
- Establish "resilient" mentality - Establishing a mentality of resilience will begin with the leadership and permeate throughout the entire organization. During a crisis, this mentality can be very beneficial. Imagine everyone being able to make critical decisions when it counts because of shared vision of the way the business operates. There will be more success when there is less time spent flowing decisions through the normal chain of command.
- Define operational parameters - Because flexibility is an integral part of resilience, it's necessary for leaders to maintain an "adjustable" relationship with employees. Clearly articulate where the company is going (shared vision) and provide employees with "operational guidelines." I, personally, am not in favor of "rules" because there are always exceptions and it seems to stifle creativity. Operational guidelines allow the team to use their creativity to overcome challenges while providing flexible limits.



Quantum Solutions for Business, Inc.
1535 W. Loop South, Suite 200
Houston, TX 77027
O) 713.522.4357 F) 832.201.9670

- Promote flexibility - Listen to different points of view. It happens to be a great way to deal with complainers and critics. Establish multi-functional teams or make lateral promotions. There is nothing more valuable when making a decision, than having the benefit of experience in multiple areas within the organization.

My last point, one of which I continue to remind myself, is that achieving excellence is a *process* not an event. Don't look at "resilience" as a project with a start and finish. Think about it as building a culture over time and constantly improving and nurturing the environment, which will help ensure your company's success.

Most companies will face multiple bumps in the road. How will you bounce back when it happens?