UNIVERSITÀ DEGLI STUDI DI PALERMO

SEMINARIO
"Resilient Organizations: responsible leadership in times of uncertainty"

12 gennaio 2018

viale delle Scienze
edificio 7 - aula Capitò

9h00 Registrazione

9h15 M. Carta - Presidente della Scuola Politecnica dell'Università di Palermo
Saluto ed introduzione

9h30 M. Venzin- Professore ordinario del Dipartimento di Management e Tecnologia della Università Bocconi
Resilient Organization: Responsible Leadership in Times of Uncertainty – Part I

11h00 Pausa

11h30 M. Venzin - Professore ordinario del Dipartimento di Management e Tecnologia dell'Università Bocconi
Resilient Organizations: Responsible Leadership in Times of Uncertainty – Part II

13h00 E. Riva Sanseverino - Delegato alla Carta Europea dei ricercatori e codice di condotta per la loro assunzione
Chiusura dei lavori

Abstract: This workshop is providing evidence from 705 firms operating in seven different industries on how they have reacted to a crisis or a series of external shocks. What emerges is a model that can help firms build a strategy, organization and culture that is more resilient. We argue that firms can and should measure their resilience, and that they should invest time and resources in increasing their resilience to the desired level. Firms are not naturally resilient – they have to be made resilient. Think about children in their first year of life. Most of them hardly get sick because their anxious parents protect them from any possible environmental influence. However, when they start in pre-school, they frequently get sick. This happens because they do not yet have strong immunity defenses, which must be built. The same applies to businesses. A firm is not born resilient – it grows into resilience. During our workshop, we will discuss the responsibility of leaders to create resilient firms along the seven resilience drivers listed below:

- Resilient companies show higher levels of authenticity. They approach the business in coherence with their traditions, competences, brand image and values.
- Resilient companies have a high level of customer centricity. They are dedicated to the care of their customers and their needs, and they are willing to sacrifice short-term profitability in order to tie in customers in the long term. Employees identify with this

strategy and are proud to be able to add value for customers before they think about shareholders.

- Resilient companies have relatively simple business models and are determined to preserve key competencies by clearly linking their products and services to specific resources and capabilities.
- Contrary to common beliefs, aggressive geographical diversification often increases the fragility of an organization, as it is difficult to assess and control all local risks. These problems increase with greater geographic diversification. Resilient companies hold a strong position in their home markets and prefer to develop strong positions in a few additional markets as opposed to weak positions in many markets.
- Decision makers in resilient companies employ a long-term perspective that goes beyond their mandate.
- Leaders in resilient companies make strategic decisions. In addition, they manage to combine speed with quality of decisions.
- Resilient companies are led by CEOs and relatively small top management teams. Members of such teams have strong specialist and functional backgrounds, and they are bound by shared values.

Relatore

Markus Venzin è Professor di Strategy and Entrepreneurship, professore ordinario del Dipartimento di Management e Tecnologia presso l’Università Bocconi.

Presso la SDA Bocconi, è stato Direttore del Dipartimento di Strategy and Entrepreneurship e Direttore della Claudio Dematté Research Division. È attivamente coinvolto in executive development per una grande varietà di aziende. Gestisce, inoltre, workshop di strategia per team di top management e offre servizi di consulenza per senior executives. Interviene spesso come speaker in eventi aziendali e settoriali su temi quali resilienza societaria, strategie di internazionalizzazione, le dinamiche di decision-making strategico, il global knowledge management systems e lo sviluppo di processi di pianificazione e controllo in grandi multinazionali. Le sue aree di competenza si concentrano principalmente su quattro temi: strategie di internazionalizzazione, innovazione e imprenditorialità aziendale, processi di strategia in grandi imprese multinazionali e resilienza organizzativa. Autore di numerosi saggi e articoli che riguardano i temi da lui trattati. I suoi lavori sono stati pubblicati su importanti journal tra International Business Review, Harvard Deusto Business Review, Advances and International Management ed Economia & Management. Ha ricoperto il ruolo di visiting professor e di docente all’University of Michigan, alla Fudan University (Shanghai), alla Copenaghen Business School, all’Essec (Parigi), all’ESADE (Barcellona) e all’Università St. Gallen. Ha lavorato come stratega in aziende manifatturiere, ha fondato la propria azienda di consulenza ed è stato membro di diversi consigli di amministrazione e consigli consultivi di aziende multinazionali. Markus ha conseguito la Laurea in Economia presso l’Università di Costanza, un Dottorato in Strategia e Organizzazione e un Master in Strategic Management and Organizational Behaviour entrambi presso l’Università di St. Gallen.