

THE RESILIENT COMPANY

QUALITIES TO SUCCEED IN THE
POST-COVID-19 WORLD



Creating Markets, Creating Opportunities

THE WORLD BANK GROUP

SDG FUND

Presented by Prof. Dr. Alexandre Di Miceli
Founder of Virtuous Company Consulting



Companies are facing a set of megatrends that are redefining how they operate and create value in this transition to the 21st Century



**4th industrial revolution: fusion
physical + digital + biological worlds**



**Megatrends
impacting companies
in the 21st Century**





**Climate change and
ecological collapse**

**Megatrends
impacting companies
in the 21st Century**



Megatrends impacting companies in the 21st Century



New Zeitgeist (millennials & iGen):

- Increased environment/social awareness
- Emphasis on intrinsic motivation
- Success related to quality of life

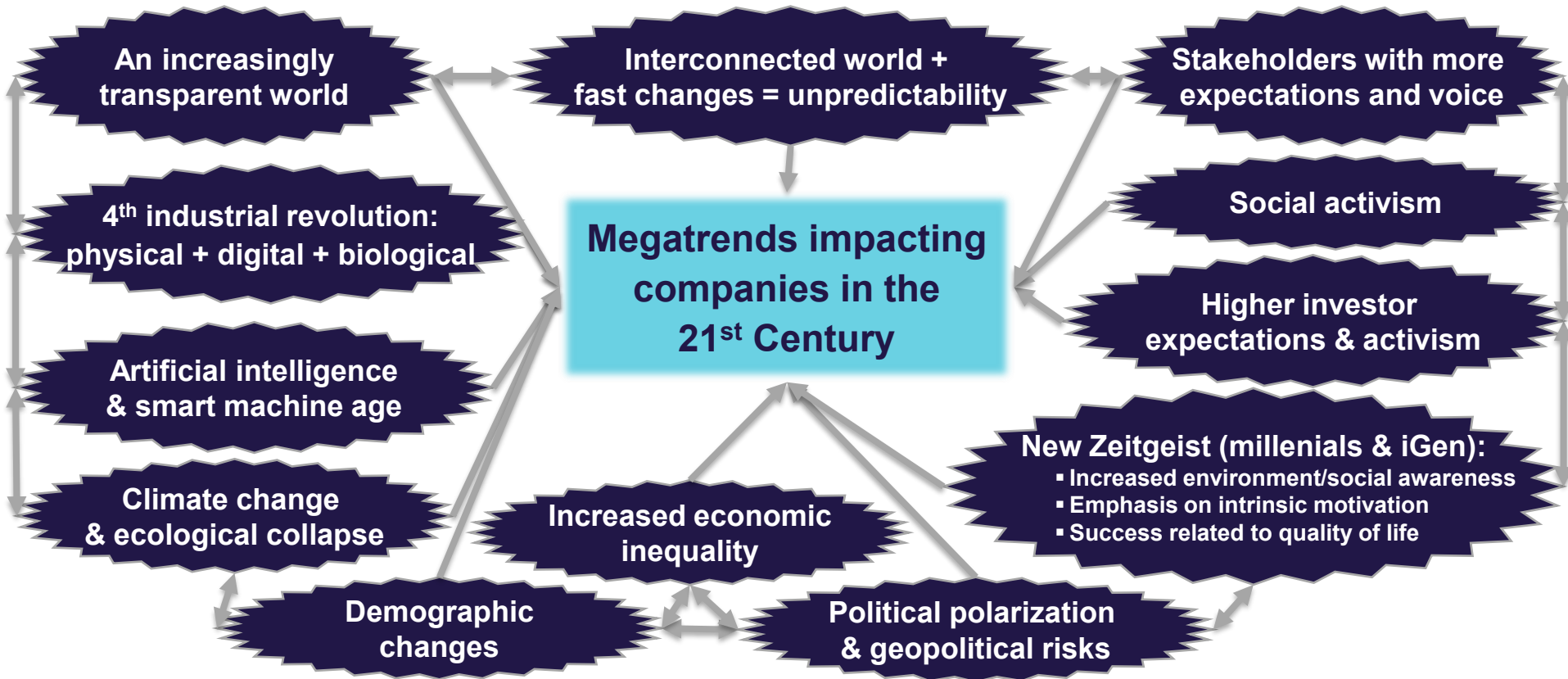


Megatrends
impacting companies
in the 21st Century

Stakeholders with more
expectations and voice

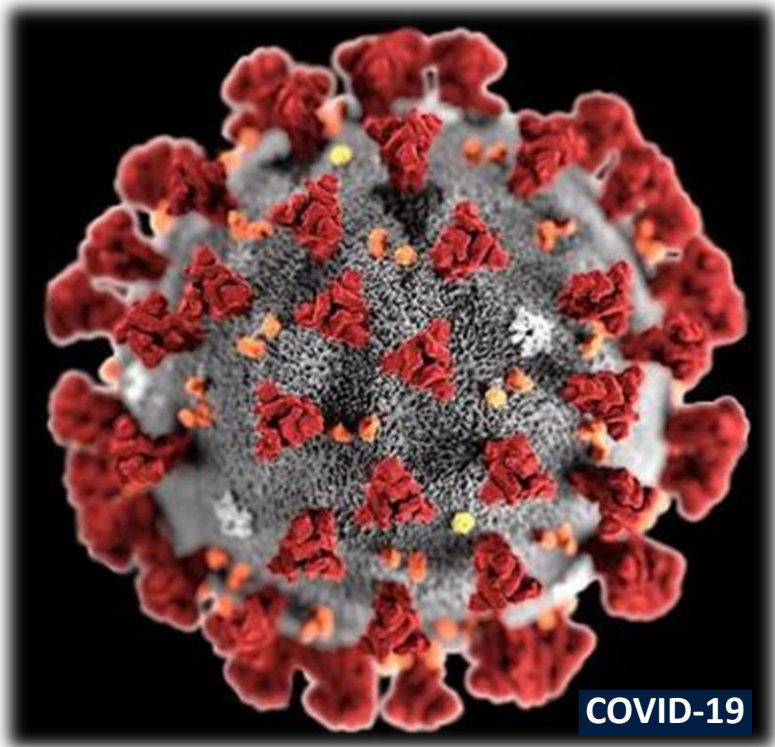


Megatrends impacting companies in the 21st Century



**With the emergence of COVID-19, all these transformations which are considered colossal,...
...have become relatively small**

COVID-19: the world just stopped



Source: cover The Economist, March 27th, 2020

What will be the new normal in the post-COVID-19 world?

What should leaders prioritize for their companies to be successful and perennial in this extremely fluid, fast-paced and interconnected world?

The priority: building resilient companies



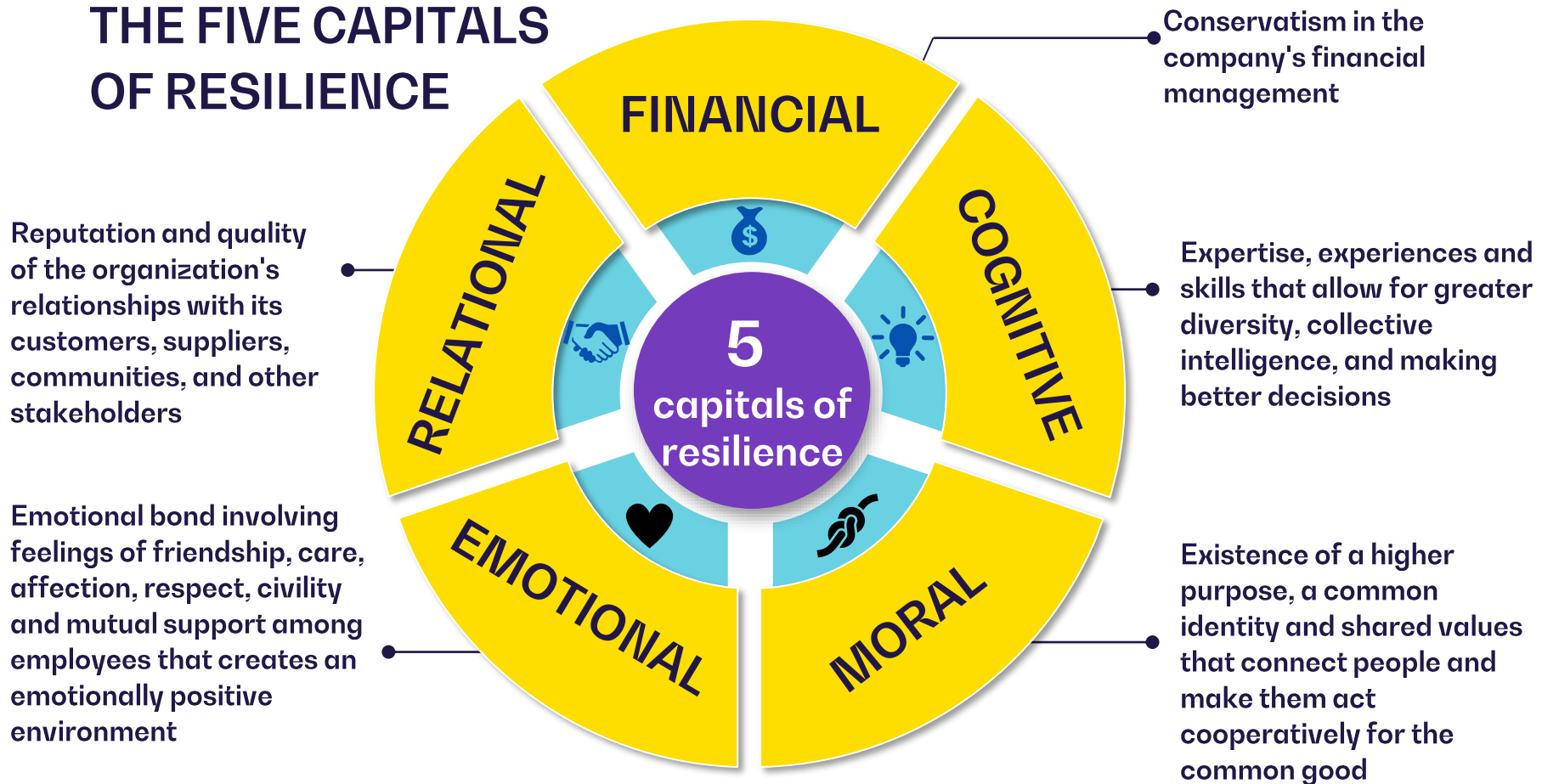
Resilience

“The ability to feel, embrace and quickly adapt to changes, to grow with adversities and thrive in a changing world.”

What determines a company's resilience?

The investment in five capitals or “savings” that may increase or decrease over time

THE FIVE CAPITALS OF RESILIENCE



What are the qualities of a resilient company?

The resilient company



Prof. Dr. Alexandre Di Miceli da Silveira®

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What does it mean to be a learning organization?



Three attributes of a learning organization

1. Psychological safety



2. Culture of experimentation & innovation



3. Intrinsic motivation





What is an ethical company?

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Three attributes of an ethical company



1. Values-based behaviors & decisions



2. Ethical culture



3. Virtuous leadership



Implementing an ethical culture depends on virtuous leaders

- Desire to serve, develop people & create an emotionally positive environment
- Provide teams the experiences of universality and singularity
- With virtues considered to be “feminine”: empathy, humanity, cooperation, intuition, appreciation of relationships





What is a purpose-driven company?

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Three attributes of a purpose-driven company



1. Purpose maximization as the concept of success



2. Sense and respond to the external environment with purpose as the North

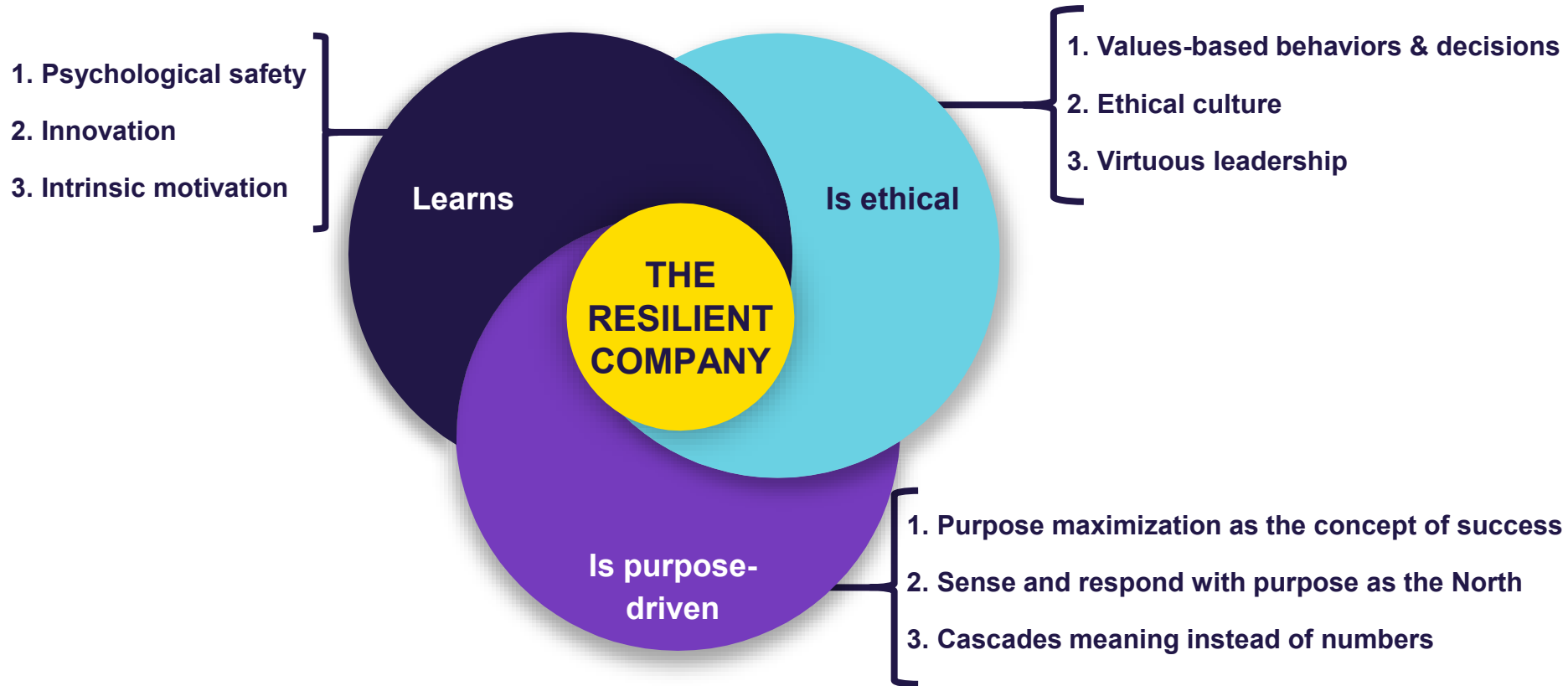


3. Cascades meaning, values & example instead of numbers

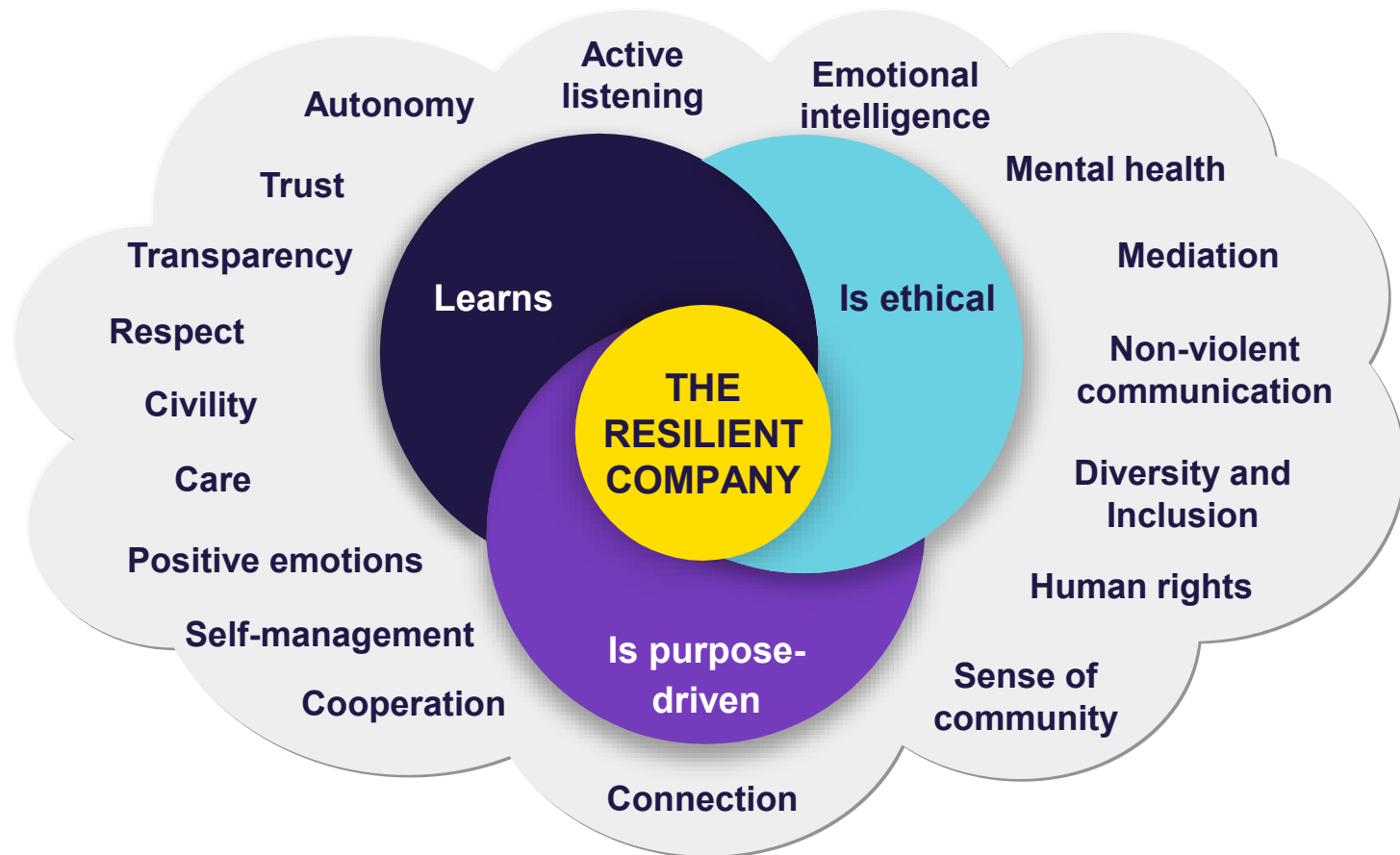


To sum up...

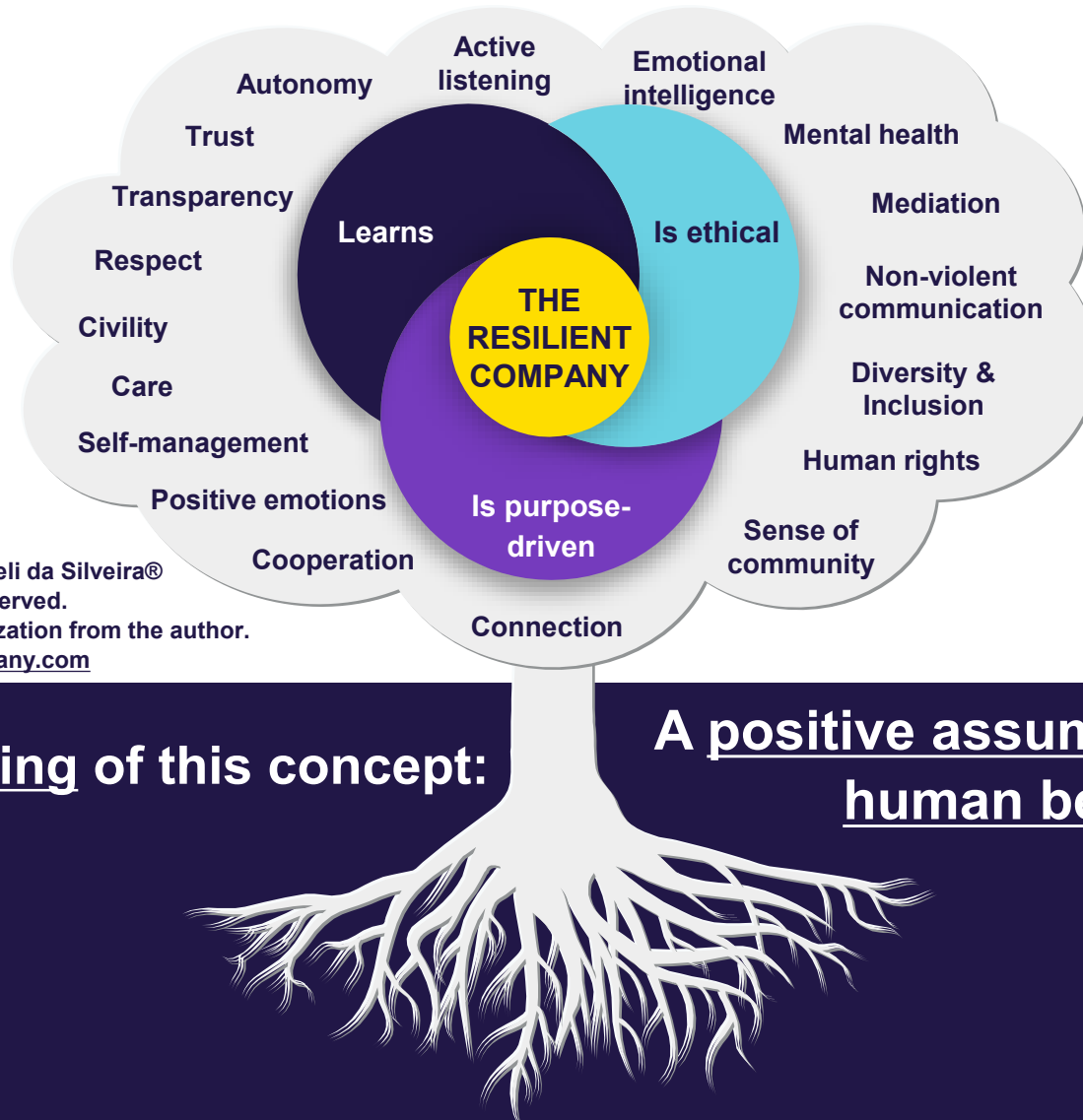
The resilient company



The resilient company



The resilient company



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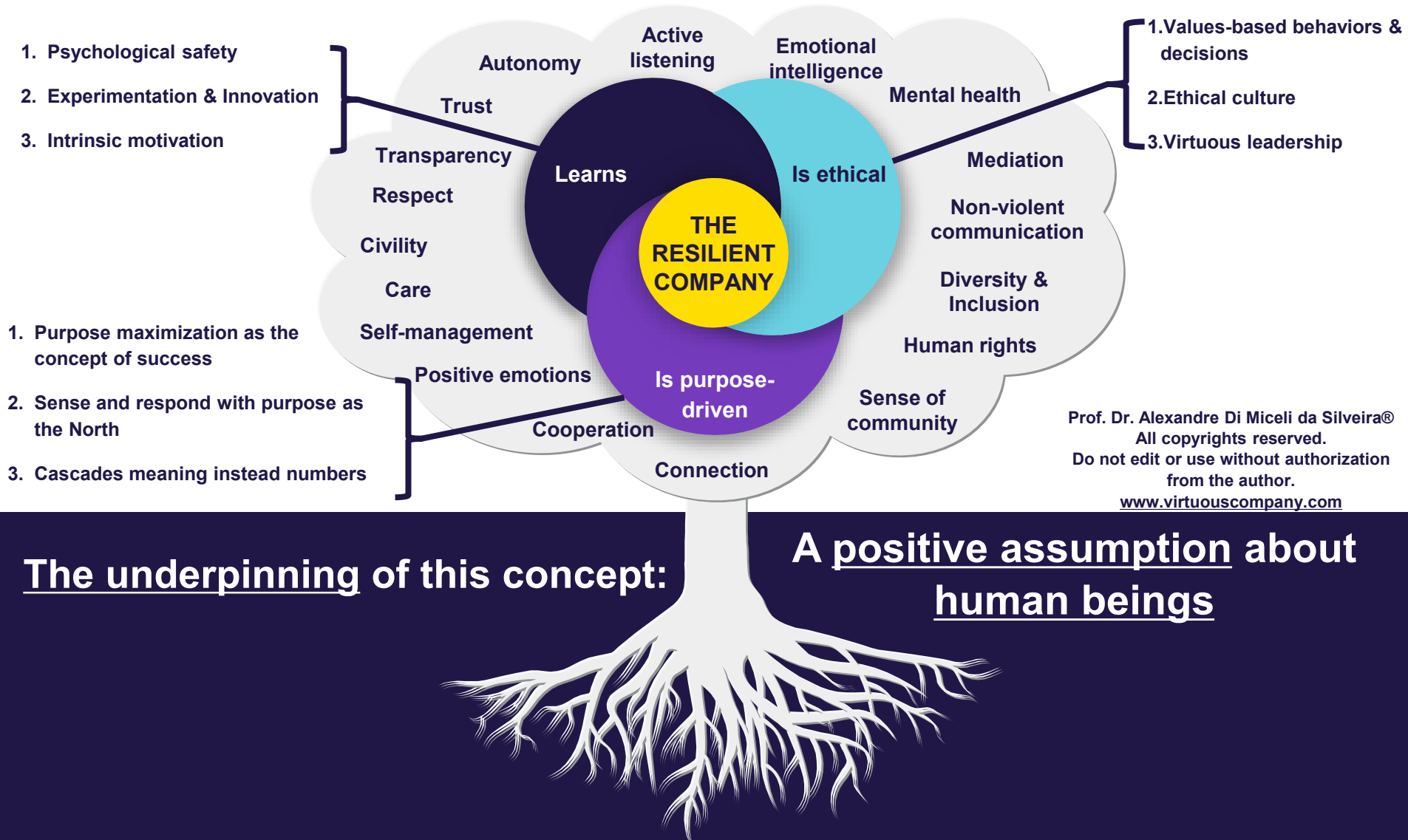
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The underpinning of this concept:

A positive assumption about
human beings

The resilient company



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What business leaders can do about it?

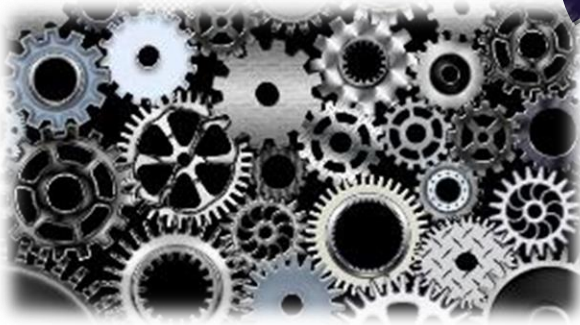
Four recommendations

Four recommendations for business leaders

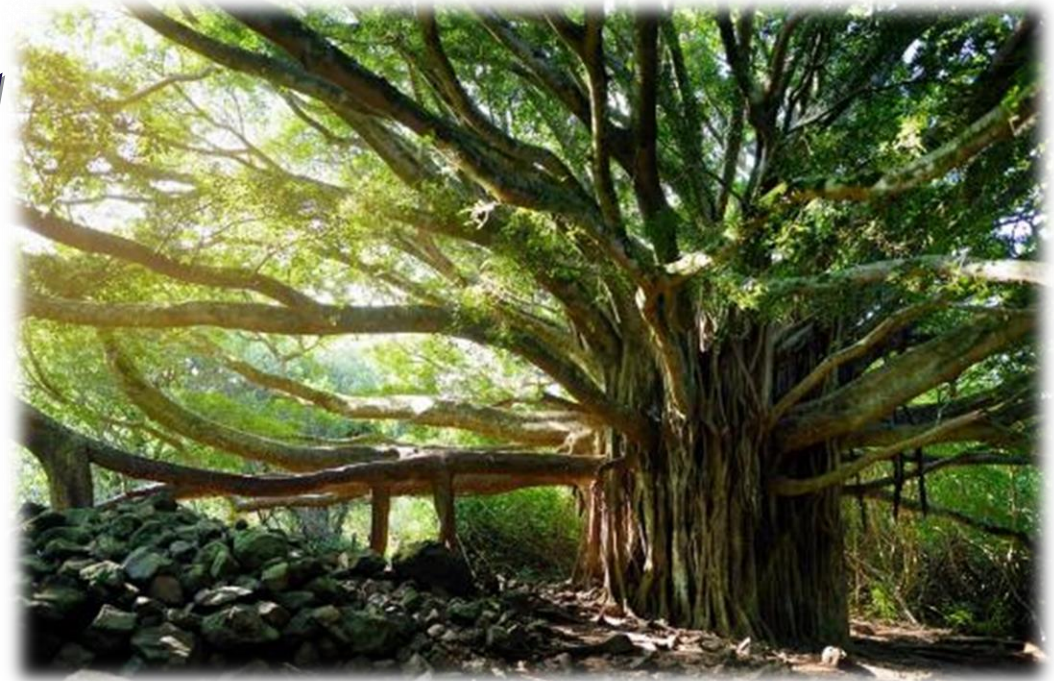
1. **Measure and monitor your companies against the qualities of a resilient company (they are measurable!)**
2. **More time for the future and human factor, less for the past and cold numbers**
3. **The board and senior management team should act as role models: open to learn, ethical and purpose-driven**
4. **The CEO and key executives must be selected and replaced according to how they incorporate these qualities**

To conclude...

From the company as a machine to the company as a living system



**XX Century
Complicated system**



**XXI Century
Complex system**

THE RESILIENCE OF LIVING SYSTEMS



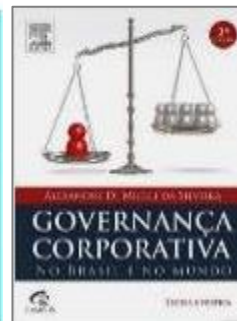
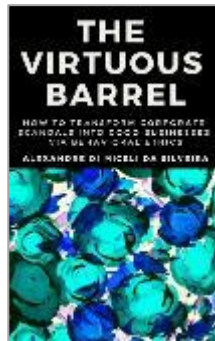
THANK YOU!

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The speaker



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