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BOOK REVIEW

TOWARDS RESILIENT ORGANIZATIONS AND SOCIETIES: A CROSS-SECTORAL AND MULTI-DISCIPLINARY PERSPECTIVE

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The book titled "Towards Resilient Organizations and Societies: A Cross-sectoral and Multi-disciplinary Perspective" is part of the series "Public Sector Organizations", a series that covers issues such as: the methodology for studying public sector organizations, the public sector's autonomy, bureaucratic politics, networks analysis, leadership and organizational change.

This volume, edited by Romulo Pinheiro, Maria Laura Frigotto, Mitchell Young, is the result of the panel "The Surprising Nature of Resilience Organizations", held in Tallin, Estonia, hosted by the European Group of Public Administration. Its aim is to offer a holistic and deep understanding of the concept of resilience in order to support public managers from different public organizations, policymakers, local or regional planners, scholars in their effort of pursuing resilience in the context of multiple crises.

The first chapter entitled "Resilience in Organizations and Societies: The State of the Art and Three Organizing Principles for Moving Forward", written by Laura Frigotto, Mitchell Young and Romulo Pinheiro, presents a literature review starting to the key concept "resilience", explaining different definitions in varied context: individual, organizational, disaster management, physical system, socioecology, ecological systems, sociotechnological systems, multi-level governance. The resilience is viewed by the authors in two basic perspectives: one is referring to "the ability of systems of any kind to bounce back to a state of normality following disruptive and often unexpected events or crises", the second one refers to "the flexibility to adjust to new, emergent situations without crossing a threshold" (Frigotto et al., 2022, p.7). In addition, the authors identifies the five major questions that will determine the resilience and outlines the elements that could serve as theoretical and empirical framework for resilience: "stability and change", "adversity and novelty", "temporality", "scale of resilience".

In the first section, Chapter 2 "Decision Premises, Learning and Organizational Resilience Addressing Adversities", written by Maria Laura Frigotto, Loris Gaio, Alessandro Narduzzo and Marco Zamarian, explains how the organizations could adopt resilience mechanism to detect novelty in the midst of a crisis in order to use effectively the new findings into the problem representation. A real case of a fire emergency from Italy was presented as example. These mechanisms could serve to elaborate new structures and practices that support the resilience mechanism.

Chapter 3 "Installing an Action Space for Resilience in Surprising Situations", written by Johannes M. Lehner, Peter Kelemen and Rainer Born, presents a case study from Austrian Military to explain how even in rigid organizations, we can create a relational model between training practices and behavioural patterns in surprising situations. "Possession of routines increases the ability to stabilize the action system, a common behavioural patterns identified in successful dealing with unexpected events" (Kahneman, 2003, cited Lehner et al., 2022, p. 80). The both types of drill (pure drill and

preadaptive drill) contribute to managing unexpected situations. The conclusions drawn shows us that the context of training should be changed to test behaviours in various surprising situation and to allow inquiry on the power of drilled procedures.

Chapter 4 “Building Resilience in Temporary Organizations: Lesson from Shipyard“, by Anne Russel, Stéphanie Tillement and Benoit Journé, tries to explain, using as case study a naval shipbuilding project, how temporary organizations could develop resilient mechanisms to solve major safety issues, through continuous anticipation, adaptation and reaction to “normally disturbed situations”.

Chapter 5 “*A Practical Perspective on Resilience in Organizations: The Interplay Between Structure and Action*“, written by Anouck Adrot, Oriane Sitte de Longueval and Alexander Largier, proposes to explain what is the nature of the interplay between action and structure, that both comprise resilience as practice. The chapter contains a comparative analysis between two public agency (one activates in the field of transportation-Ral, another in the field of civil safety-Fed), both involved in the development of resilience capabilities, but both characterized by divergences between existent organizational framework and resilience action. The two organisations are focused on resilience foresight but in two different ways: Fed redefined its organigrams and initiated a task redistribution, and the Ral created crisis management teams to develop its resilience capabilities, by promoting values and rituals towards collegiality. The findings of the chapter outline the importance of the time, because by the time, the organizations could be aware of “their teleo-affective structure” (Adrot et.al, 2022, p. 133).

Chapter 6 “*Growing and Adapting During Continuous Change: Building Employee Resilience in the Public Sector*“, by Esme Franken, Geoff Plimmer, Sanna Malinen and Jane Bryson, addresses the understanding of resilience in public sector, highlighting the role of public managers in modelling employee resilience development. The results of this research are drawn based on focus-groups and interviews conducted between 2017-2018 within New Zealand’s public services. The network leveraging, continuous learning by mistakes and feedback and adaptability are three main behaviours that have to be taken in the consideration in order to shape resilience of the employee. In addition, four dimensions of leadership behaviours that could facilitated the employee resilience development are identified. Resilience has to be seen as a capability that can be learned and developed by employee; the managers have to support employee personal growth and development, they have to adopt trusting behaviours and a collaborative approach that encourage employee to share the knowledge and information and to learn ones from each others.

In part III, Chapter 7 “*The Post-entrepreneurial University: The case for Resilience in Higher Education*“, written by Mitchell Young and Romulo Pinheiro, presents the most important traits of the post-entrepreneurial university by comparison with entrepreneurial university. This new alternative model is based on resilience paradigm due. Its sociological foundation stars from the idea of complex and co-evolutionary systems that react to external stimulus but in same time it maintains its core functions, values and traditions. This new model of university put emphasis on complexity, is “not an unified actor, but rather a loosely couple one” (Young &Pinheiro, 2022) that means such organization have to be stable and closed and in same time flexible and open to the forces coming from outside. Also, it requisites variety that supposes autonomy to the lower level of the organization and strategy drawn from them. It tries to keep some advantages of entrepreneurial model, but refocusing those aspects that make it resilient and allow it to keep its identity.

Chapter 8 “*Organisational Persistence in Highly Institutionalized Environments; Unpacking Relation between Identity and Resilience*“, written by Lars Geschwind, Romulo Pinheiro and Bjorn Stensaker, aims to explain how organizational identity is formed within higher education (HE) field in the context of specific external environment and how it can influences the resilient attributes of HE organizations. The conclusions, based on a case study of Scandinavian HE sector, analysed how different forms of legitimacy can serve as tool to build new identities of the organization in the hostile and conflicting environments, demonstrating in this way the ability to adapt to these environments.

Chapter 9 “*Resilience and change in Opera Theaters; Travelling the Edge of Tradition and Contemporaneity*” consists in a case study analysis, developed by Maria Laura Frigotto and Francesca Frigotto. After a brief literature review around the concept of resilience, the authors explain the distinction between three types of resilience; absorptive, adaptive and transformative, followed in the next section by an overview of the literature regarding to institutional change and organizational archetypes. The paper tries to explore the concept of the resilience by analysing the evolution of the opera organizational field in Italy over the time to discuss the resilience of a cultural sector, such as opera that faced many cultural, economic and societal changes in more than 400 years of its existence.

Chapter 10 “*Being Resilient Between the Region and the Higher Education System? Views on Regional Higher Education Institutions in Estonia and Finland*”, by Jari Kolehmainen, Heli Klrikka, Anne Keerberg and Garri Raagmaa, tries to see which is the resilience of Regional Higher Education Institutions (RHEIs) and what type of organizational strategies they adopt in the context of the reforms of HE systems. From the perspective of resilience, the authors analysed based on case study of two small RHEIs located in the peripheral regions from Estonia and Finland, what is the relationship between these regional HE institutions, the regions where they are located and HE system. The conclusion showed us that, in the context of constantly pressures that emerged, RHEIs must to maintain a balance between expectations of their regions and HE system, including the their mother universities.

Chapter 11 “*Agency, Institutions and Regional Resilience; An Approach from the Basque Region*” written by Eurne Magro, Elvira Uyarra and Jesus M.Valdaliso, explains the relationship between resilience and regional policies, by focusing on the industrial and innovation policies and on importance of history for analysis of regional development. The chapter approaches the case study of Basque Country from a longitudinal, holistic and historical perspective in order to explain the importance of combining adaptability and adaptation and the role of agency and leadership in shaping resilience. The case shows how policy frames resilience, but also the complexity of the policy responses, recognizing the impossibility to find a single solution for all territories. The authors demonstrate that agency and policy has a reciprocal influence, but in the same time they do not identified “a linear causality between policy and development agency, but a nested institutional context in which different factors co-evolve and co-determine each others” (Magro et al., 2022).

The chapter 12 “*Towards Resilient Organisations and Societies? Reflections on the Multifaced Nature of Resilience*”, written by Mitchell Young, Maria Laura Frigotto, Romulo Pinheiro, draws the conclusions of entire book, by comparing and discussing thematically the presented cases. The editors tries to explain how the volume is structured and how the cases are grouped and chosen and for what reason. In the end, they draw possible directions to continue the research of the resilience.

AUTHORS CONTRIBUTIONS

The author/authors listed have made a substantial, direct and intellectual contribution to the work, and approved it for publication.

CONFLICT OF INTEREST STATEMENT

The authors declare that the research was conducted in the absence of any commercial or financial relationships that could be construed as a potential conflict of interest.

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