

Resilience of companies in the creative industry (part 3/3): How do you make your organization more resilient?

Hans de Nie Ma, Dr. Adriaan van Liempt, Dr. Frank Peters, Prof. Dr. Igor Mayer¹

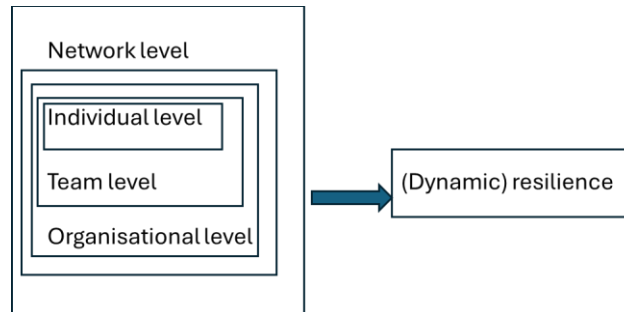


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In the first two articles of this series we described the concept of resilience (the extent to which an organization is continuously able to adapt to changing circumstances) and noted that resilience is a layered concept that is determined at different levels. . Through large-scale quantitative research, we have developed the following model for resilience in the creative industries:



We have also developed a questionnaire to measure the (dynamic) resilience of organizations and benchmark them against industry peers and the creative industry as a whole. Based on the answers provided, the [website](#) developed for this purpose contains an analysis of the resilience-determining factors where there is room for improvement and suggestions are made on how these can be improved through the use of training. An example of advice is below:

Recommended development tools

Based on your achieved results, we offer the following tools to strengthen your resilience within the company. Our tools have been carefully compiled based on the insights we gained from a previous survey. With these tools, you can proactively work on strengthening resilience within your organisation. We hope these tools will help you take your organisation to new heights and foster a resilient and successful corporate culture.

<h4>Fit for the future</h4> <p>Forward-thinking courses for future readiness: 'Exploring Strategy in the Creative Industry', 'Landscape of the Future of the Creative Industry', and 'Platform Economy'. These courses provide insights into new business models and collaborations.</p> <p>Download</p>	<h4>Resource management</h4> <p>Organizational-level courses: Strategy development, customer insight workshops, financial management, change management, and branded entertainment marketing. These courses offer in-depth knowledge and insights for organizational growth.</p>	<h4>Stable and constructive attitude/behavior</h4> <p>Focused on a positive, constructive attitude with training in production, online marketing, personal branding, creativity, and design thinking. A comprehensive offering for developing essential skills.</p> <p>Develop</p>
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This article contains an overview of the possibilities.

Resilience at the individual level

Resilience at the individual level is primarily determined by personality traits (or character traits) such as a sense of humor, self-optimism, openness, willingness to trust others, emotional ambivalence and creativity. We have brought these together into the *Positive and constructive attitude/behavior factor*. Although this primarily concerns personal characteristics, the extent to which these characteristics contribute to the resilience of organizations can certainly be influenced. An organization consists of individuals and the resilience of these individuals therefore has a positive contribution to the resilience of the organization

Breda University of Applied Sciences offers the following options to work on individual resilience:

1. improve the individual skills of team members, there are skills training courses in the areas of: Production skills , Online marketing, Personal branding, creativity, Design thinking, E-marketing. The possibilities for personal growth and the feeling of being able to use many different skills in daily work contribute to a positive attitude and behavior.
2. Lego serious play (LSP) workshops: an approach in which participants are supported in a process of creative thinking and problem solving. During a workshop, each participant is invited to build an answer/ solution to a question with LEGO® bricks. For example, a personal resilience course: gaining insights into factors that influence resilience. If postponed, this course is suitable to contribute to the positive basic attitude of the individual.
3. The individual owner/manager can be coached by the experienced team of Business coaches from BUSS, the startup support network of BUAs.

Resilience at team level

At the *team level*, two resilience-explanatory elements were found, which we called *team characteristics* and *team coordination and planning*. Firstly, we find a positive influence on resilience of "*team characteristics*" such as the extent to which people feel connected (often also outside work), the extent to which they feel support for each other, shared vision and responsibility and a safe working environment: mistakes being allowed to make, being able to ask for help and collective responsibility for end results. Breda University of Applied Sciences offers various training courses that can contribute to strengthening the team:

1. Project management course with SCRUM method.
2. Lego serious play (LSP) workshops: an approach in which participants are supported in a process of creative thinking and problem solving. During a workshop, each participant is invited to build an answer or solution to a question with LEGO® bricks. An example is the team building workshop. This training can further strengthen mutual cooperation and team effectiveness.
3. Training in team roles and personal characteristics using the Belbin method. Belbin's team role model is a social-psychological model that is used worldwide in coaching, training and advising individuals, teams and organizations. The team role model is based on years of empirical research by Dr. Meredith Belbin, a British scientist, and his colleagues on the interactions in successful and unsuccessful teams.
4. Team resilience training: These specialized workshops can provide insights into the factors that influence resilience and provide insight into the individual's contribution to team success. With the LSP method, among other things, there are various effective workshops available that have proven to be effective in other industries and situations

By *team coordination and planning* we mean the presence of checklists, manuals and debriefings, formalized task divisions and quality control systems and adequate training. Possibilities to improve this element are:

1. Lego serious play (LSP) workshops: an approach in which participants are supported in a process of creative thinking and problem solving. During a workshop, each participant is invited to build an answer/ solution to a question with LEGO® bricks. For example Agile workshop
2. Creative Production course (EN): Pre-production and post-production skills at Master level
3. Project management course

Resilience at an organizational level

At organizational level, we have found two resilience-determining factors: *Organization and resource management* and *Fit for the future*.

With regard to factors *Organization and resource management*, Buas has a wide range of course options available

1. Lego serious play (LSP) workshops: Strategy development or customer insights. The Strategy Development workshop is aimed at generating and raising awareness within the organization of a clear strategic vision and direction. This in turn contributes to retaining talent within the organization. Customer insight workshop can help the organization to clarify a customer problem and better tailor the product offering to it. This can be illuminating, especially in some creative companies that are strongly product-oriented
2. Financial management course in the creative industry aimed at keeping the portfolio profitable and keeping the fixed assets effective and flexible
3. Change management course in the creative industry that should enable organizations to scale up and down quickly.
4. Branded entertainment marketing course that responds to the constant need of companies to develop successful content marketing to their customer target groups.
5. Course Exploring strategy in the creative industry (EN)

It is remarkable to see that formally organized organizations in the creative industry are less resilient than more loosely organized organizations. We find negative correlations for resilience and the presence of established norms, checklists, manuals, formalized division of labor, quality control systems, and formal debriefings. Our research shows that in an environment where creativity is one of the key raw materials, too much formalization leads to less resilient organizations. We found a negative association for formalistic procedures with resilience. Trainings that can contribute to strengthening the *Fit for the future factor* are therefore mainly aimed at creative problem solving and developing a strong organizational vision, in short, contributing to *fit for the future*:

1. Course Exploring strategy in the creative industry (EN)
2. Lego serious play (LSP) workshops: Landscape of the future of the Creative Industry. Together with a team (MT or production teams), the vision and mission are formed and consciously shared.
3. Stakeholder analysis (EN) course strongly focused on strengthening and managing the organization's network.
4. Market mapping course in the creative industry: who are the customers of the future and the competitors of tomorrow.
5. Platform economy course: new business models and forms of collaboration in the creative industry.

Resilience at the network level

Organizations in the creative industries depend on collaboration networks for knowledge integration, creative inspiration and outsourcing specific tasks such as software testing. Organizations in the creative industries try to develop and retain a core team of professionals who can help solve specific problems on a project basis and are known for their expertise (network of professionals). This core team of professionals can be deployed to supplement the organization with knowledge and skills that are not present within the organization . Courses aimed at structurally working on network strengthening are:

1. Production pipeline management course
2. Course Stakeholder analysis in the creative industry
3. Course social innovation in the creative industry

If you would like to know more, click [here](#) .