



Hyland™

Unlocking business resilience and agility

2023

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FOREWORD FROM HYLAND

Empowering you to build for the future

For today's organizations, building resilience and agility is an absolute necessity.

Executives are under pressure to ensure their organizations are agile and futureproof, yet few have a formula for success. Many propose digital transformation as the answer, aiming to create a foundation for consistency, connectedness and agility. Still, many leaders struggle with how to implement the right technology systems — or how to ensure these systems will have the most positive impact on their people and customers.

Through our experiences working with thousands of organizations around the world — including half of Fortune 500 companies — we've developed a deep understanding of the challenges facing today's executives. In this report, we've identified executives' key concerns, defined the top ten attributes for building resilience and agility, and pinpointed four barriers to overcoming common challenges.

We've created this report for forward-thinking leaders who seek sustainable growth and optimized scale for their organizations — and long-term success with their customers and workforce.

Bill Priemer
President and CEO, Hyland

INTRODUCTION

Business resilience and agility are on executives' minds

At the 2023 World Economic Forum Annual Meeting in Switzerland, most presentations touched upon the topics of business resilience and agility.

Bob Sternfels, global managing partner at McKinsey & Company, summed up why it's a priority: **"Companies that act in a resilient way, outperform their peers by up to 50% in terms of total shareholder returns."**¹

Consulting firms address this issue for good reason: **Business resilience and agility are key strategic concerns for executives.**

Additionally, an analysis of Google searches for "business resilience" and "business agility" reveals more than 10,000 searches per month, from January to December 2022 — with key topics focused on risk, compliance, governance, innovation, and data analytics.

So, what defines business resilience and agility? How can executives cultivate it? And where do companies stand on their journey toward building it?

To answer these questions, our global study mined the perspectives of executives and employees. We wanted to hear from people at the top and from those who deliver daily on their visions and strategies. Do these groups align on what it means to be resilient and agile? Are they working together toward a common goal?

The data shows us the state of business resilience and agility today and points to the most efficient pathways for organizational success.



Research conducted in collaboration with Vertic

1. <https://www.weforum.org/events/world-economic-forum-annual-meeting-2023/sessions/rewiring-the-globe-for-resilience>

INTRODUCTION

Companies are struggling with resilience and agility

Nearly half of today's companies do not consider themselves to be resilient and agile.



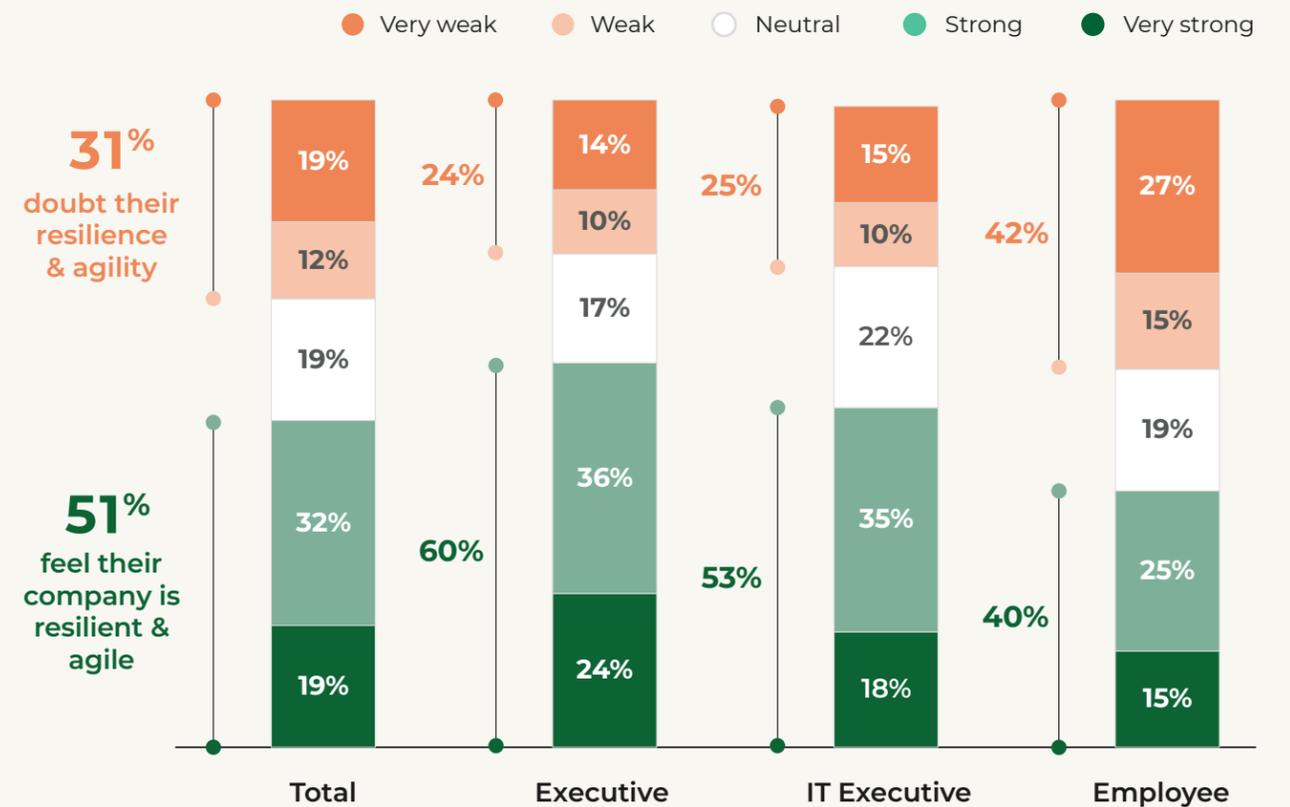
Resilience

"Our organization is well prepared to respond to and overcome disruptions or significant, unplanned changes that threaten its processes, people, data or other assets."

Agility

"Our organization is well prepared to avoid disruptions and even improve performance after disruption."

So, who is more accurate about the current state of business: Leaders or employees?

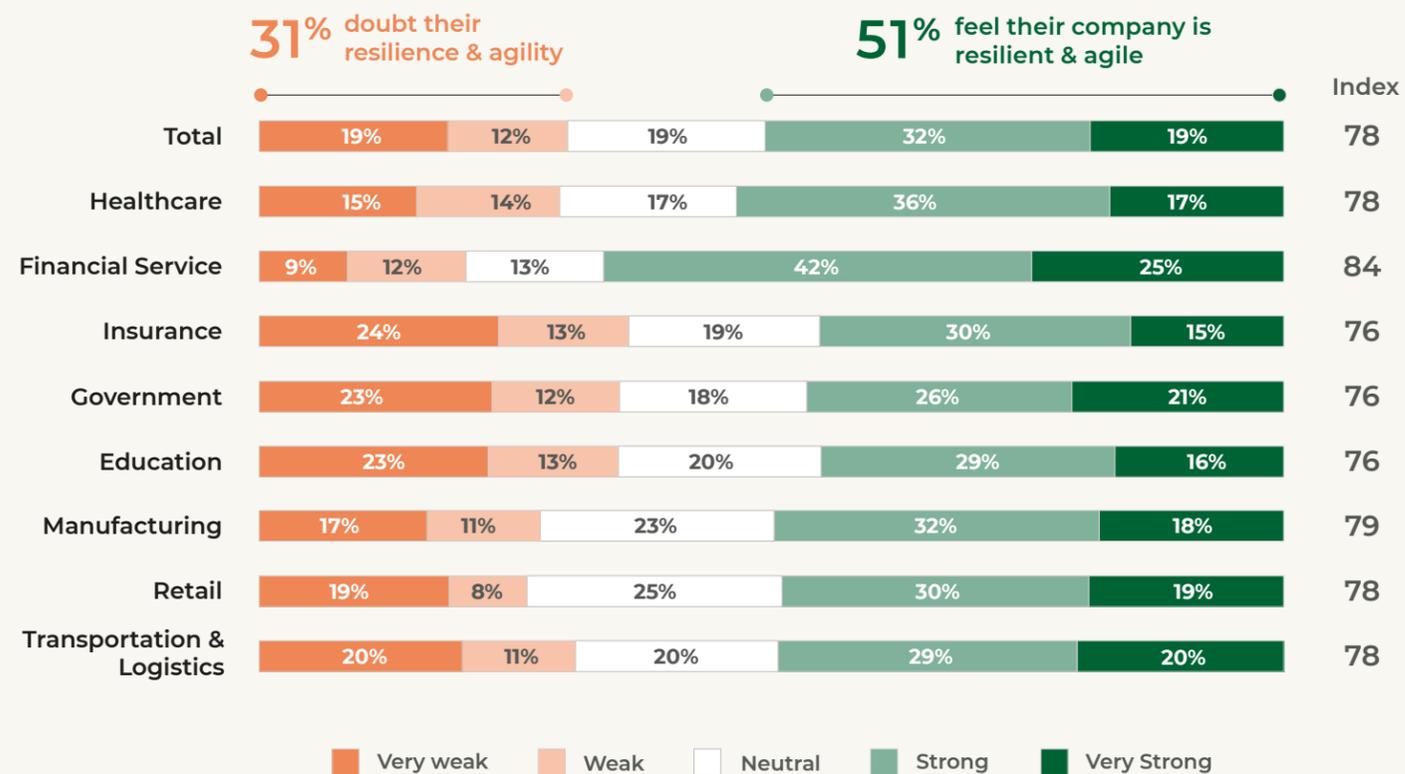


INTRODUCTION

Similar results across industries

When digging into results across industries, we see a very similar — and negative — picture. Only the financial services industry rates itself above the norm, with 67% of companies saying their resilience and agility are strong or very strong.

This could be a result of increased industry regulations following financial crises, or a consequence of proactive investments from companies within the industry.

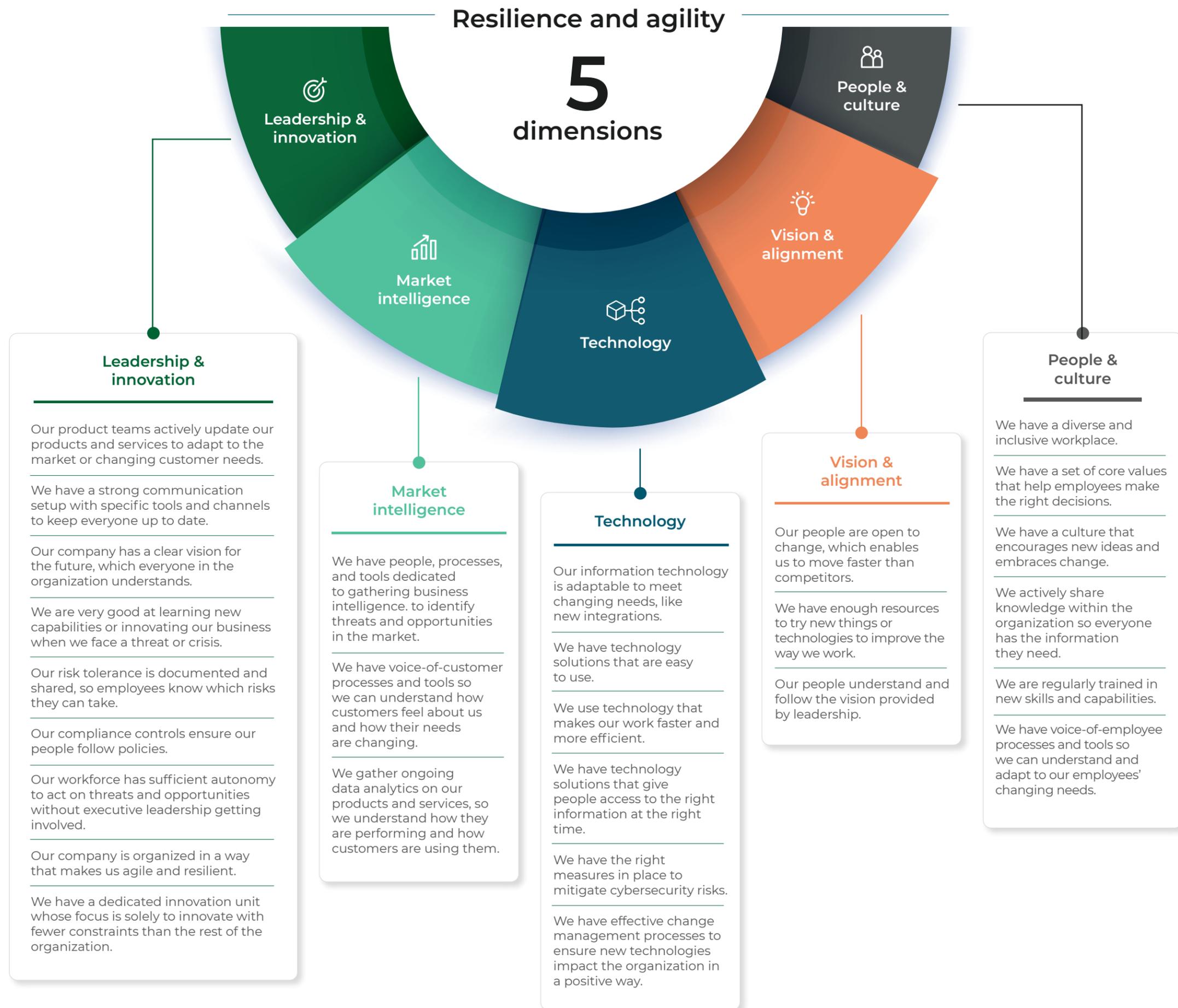


THE FIVE DIMENSIONS

The business resilience and agility model

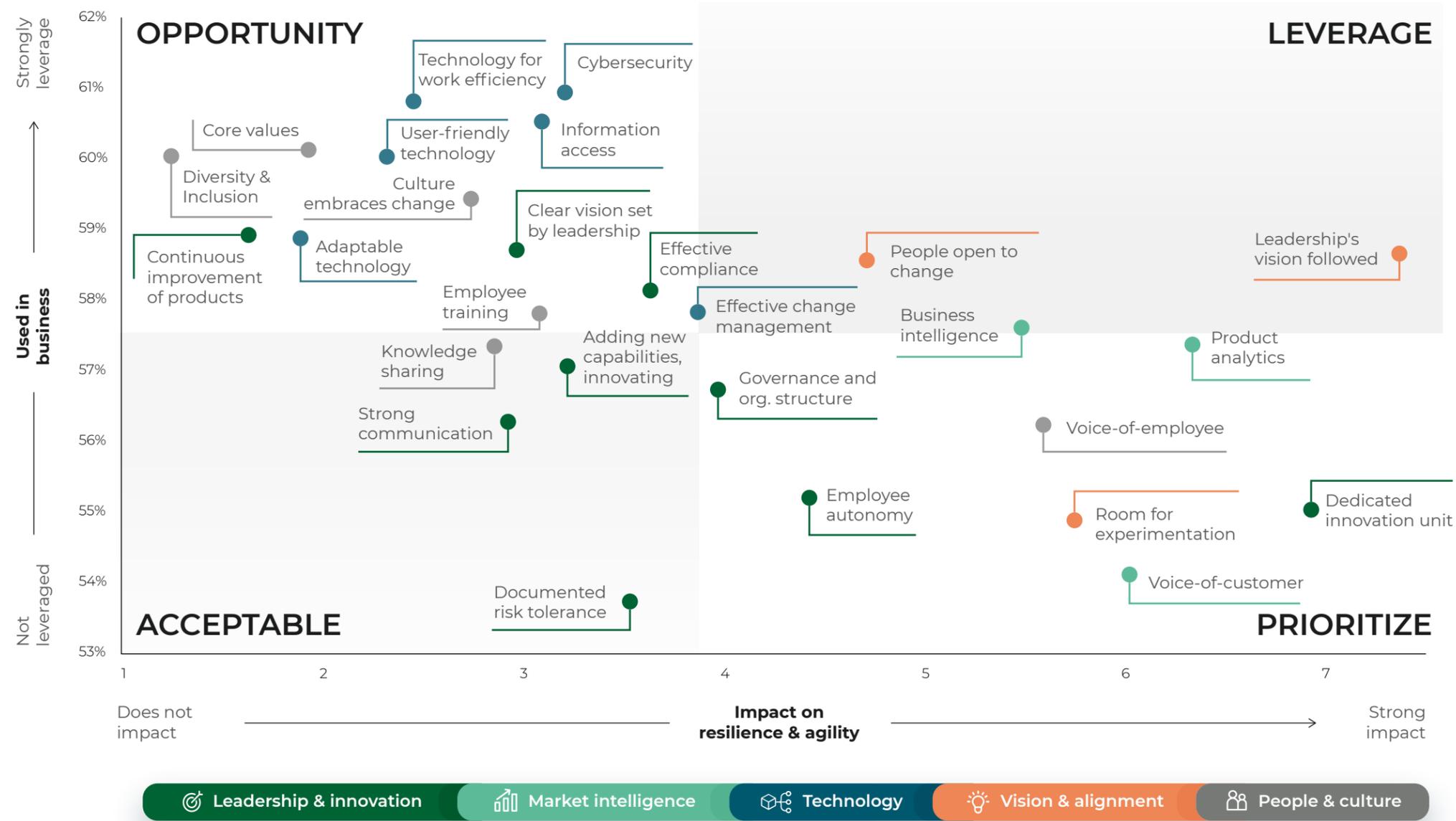
How does a company build business resilience and agility?

Our research has identified five dimensions that both employees and executives consider as key factors to achieving business resilience and agility.



THE MAIN DRIVER OF SUCCESS

What drives business resilience and agility?



These 10 attributes scored the highest among respondents as predictors for achieving resilience and agility in an organization.

1. Our people follow the vision provided by leadership.
2. We have a dedicated innovation unit.
3. We gather ongoing data on our products and services.
4. We have voice-of-customer processes and tools.
5. We have dedicated resources gathering business intelligence.
6. We have voice-of-employee processes and tools.
7. We have enough resources to try new things or technologies to improve the way we work.
8. Our people are open to change, which enables us to move faster than competitors.
9. Our organization is structured in a way that makes us agile and resilient.
10. Our workforce has sufficient autonomy to act without executive leadership getting involved.

Four barriers emerge from these attributes: people, technology, alignment, and mindset.

And within these barriers are a number of observations which companies must address to build business resilience and agility.

Let's take a closer look to understand what these barriers entail.

THE FOUR BARRIERS

Four barriers to overcome

Based on the analysis, we have identified four barriers that companies must overcome to build strong business resilience and agility.

1. 

PEOPLE

People are the challenge but also the solution

A key to business resilience and agility is people. Employees can be a company's greatest strength — or, if not empowered, a major weakness. People's actions have a direct impact on whether or not companies are able to avoid crises and navigate changing environments. Ensure that employees are aligned with the company's vision, using technology systems efficiently and embracing a mindset of change.

2. 

TECHNOLOGY

Treating technology as a solution rather than an enabler

Technology is a fundamental part of every company's success. But for those seeking business resilience and agility, technology isn't the solution — it's the enabler. Or, it can be, as long as companies know how best to wield technology tools to further organizational goals. For companies to get the full value of their tech investments, they must put in sufficient time and money to ensure their people are in a position to leverage technologies for efficiency, innovation and progress.

3. 

ALIGNMENT

Failing to balance compliance with autonomy

Successful teams know how to secure compliance while fostering autonomy. Far from being mutually exclusive, these actions work together to form resilient, agile companies. But it's not easy to strike the right balance between limiting risks and enabling employees to respond to change quickly and effectively — especially when executives and employees don't see eye to eye on these measures.

4. 

MINDSET

Bouncing back, but not forward

When a company faces a challenge, the goal isn't to bounce back to its pre-crisis state but to take advantage of the situation and bounce forward. This requires investing in business intelligence and innovation and cultivating a leadership mindset. Successful companies gather intelligence post-crisis and use it to innovative products and processes. Executives who can balance a long-term vision with micro-level needs are better equipped to emerge from crises stronger and more agile than before.

FOUR BARRIERS - PEOPLE



1. People: The challenge and the solution



People: The challenge and the solution

People are the key to business resilience and agility. No initiative can succeed if the individual members of an organization aren't ready to put it into practice on a daily basis, and reaching that point has proved a challenge for many companies.

Our data shows that companies are struggling to align their people with the organization's vision, to encourage efficient use of technology systems, and to cultivate in executives and employees a resilient mindset open to change.

“

Perspectives

People should always be what we think of first, before considering technology. New technology doesn't help much when people are sticking to the past and the processes they're used to. Be open to hiring new people that have new ideas and are willing to try new things. Start with people, then build the systems around them.

- Professor, Education

”



People vs. systems

Executives and employees agree that the way people use technology systems is the major barrier.

The study asked: “Which is the greater cause of problems like shadow IT, lack of tech adoption and compliance rules being broken?”

- **71%** said: “People and the way they use the systems are the cause of the most problems.”
- **29%** said: “The way systems are designed or implemented causes the problems.”



Culture of change

Being open to change and having voice-of-employee tools and processes were two of the top 10 predictors for achieving resilience and agility.

However, around half of the companies surveyed don't make these attributes priorities:

- **59%** said: “Our people are open to change, which enables us to move faster than our competitors.”
- **56%** have voice-of-employee processes and tools in place



Vision alignment

The most important driver of business resilience and agility is that employees act in accordance with the company vision.

Adherence to leadership's vision is critical, but not all employees follow a clear vision – or executives are not providing one:

- **62%** of executives and 64% of IT executives said “Our people understand and follow the vision provided by leadership.”
- While **50%** of employees said “Our people understand and follow the vision provided by leadership.”

Actions to take



People vs. systems

In theory, cutting-edge technology solutions and systems help employees work faster and more efficiently while helping them uphold safety and compliance rules. But not all companies realize these benefits. Executives and employees agree: the problems are not the systems, but the way people use them.

Companies must invest not only in the tech systems, but also in helping people leverage them successfully. Organizations updating their systems shouldn't look at buying technology as a one-time transaction. Technology vendors should offer advisory, implementation and training services — and company leaders should invest in training to ensure employees are using the solutions to their full potential.



Culture of change

Voice-of-employee tools and systems are top indicators of business resilience and agility, providing an ongoing feedback loop exploring issues, goals and risks. Here, our research found a gap in perception: 62% of executives say their company has voice-of-employee processes or tools, while 46% of employees say they exist.

Companies need people who are open to change and ready to move fast when necessary. This requires a transparent culture where people know what they're expected to do, what not to do and why. Voice-of-employee systems help executives to know where employees stand in regard to culture, making it easier to set expectations, convince people to follow them into battle, and adopt the new technology that will help them win.



Vision alignment

Since following and understanding the vision provided by leadership are the most important attributes to business resilience and agility, there is room for improvement even for the 59% of companies that said employees share and support this vision.

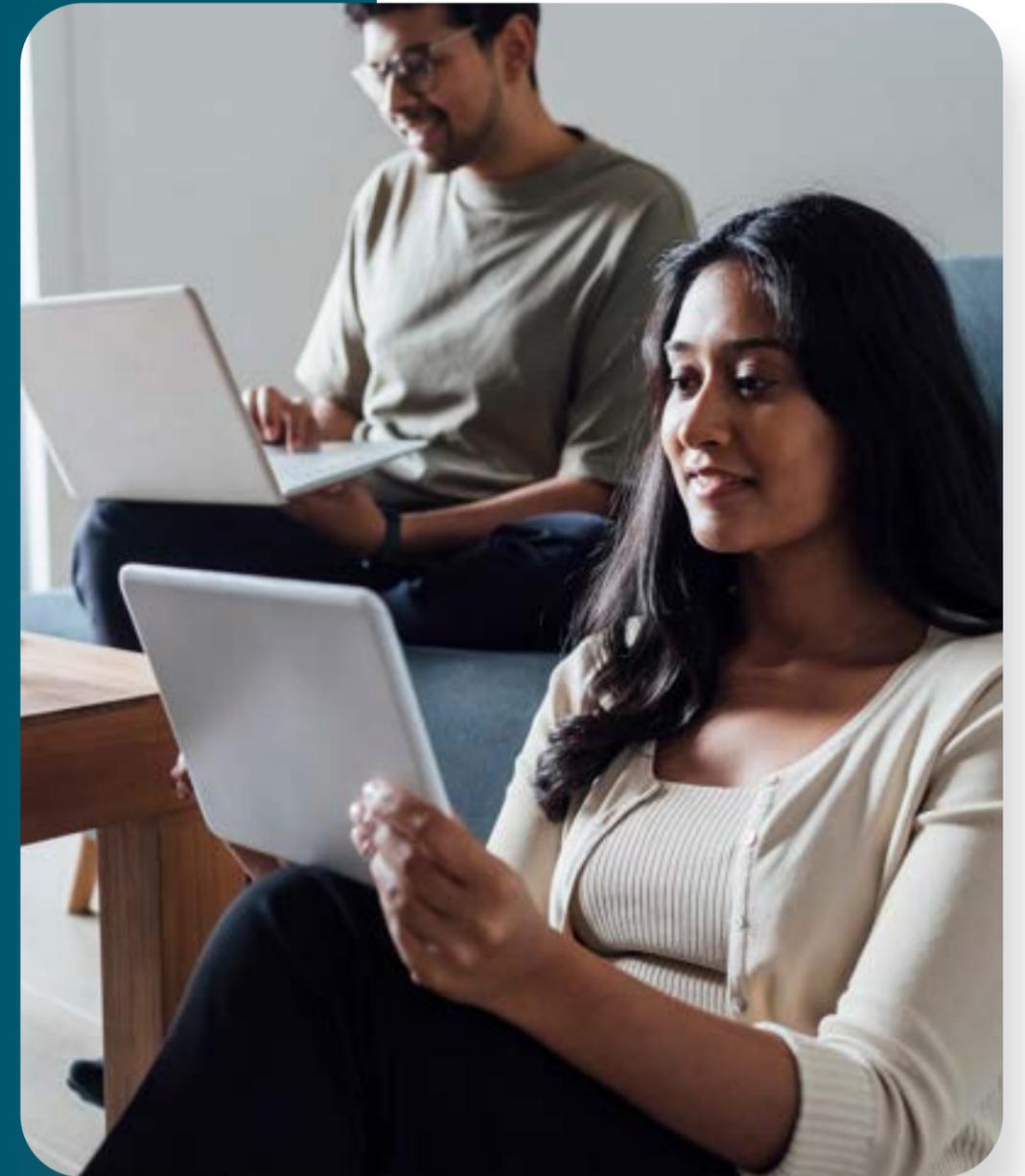
For the 41% of companies lacking a shared vision, is the problem due to a lack of employee awareness and understanding? Or do executives fail to provide and communicate a clear vision?

Companies that put in the work to develop a compelling vision — and invest in employee engagement efforts to ensure alignment with that vision — will realize the benefits of greater resilience and agility.

FOUR BARRIERS - TECHNOLOGY



2. Technology: The foundation, not the solution



Technology: The foundation, not the solution

Technology is a fundamental part of every company's success. But for those seeking business resilience and agility, it's an enabler, not the solution.

Companies need to overcome people and process barriers to get the full value of their investments. This may be why technology's impact ranked #22 and #23 for importance on our survey.

The data tells us there are three main requirements for technology to fully enable efficiency, innovation and progress.

“

Perspectives

Most companies take a kind of fire-and-forget approach to systems. And historically, from a technology and platform standpoint, these companies aren't particularly agile or adaptive. It's important to remember that over time, business and user needs change, just as our expectations for technology change.

- Executive, Technology

”



Investment in technology

Innovation at scale requires technology investments that enable process efficiency and adaptability. Yet these investments are not always a priority.

- 55% of companies said they “have time and money to try out new technologies to improve the way they work.”
- 59% said “our IT is adaptable to changing needs.”



Impact from technology

It is essential that technology has a positive impact on business processes, and executives and employees actually feel that impact.

- When presented with 14 different technologies and asked to evaluate the impact on resilience and agility, scores ranged between **51% to 68%** on the specific technology strongly enabling resilience and agility.



Easy-to-use technology

Without intuitive, easy-to-use technology systems, companies suffer from low adoption and wasted investments. When employees believe that technology slows processes, the negative effects on resilience and agility can be felt enterprise-wide.

- 39% of companies did not agree that their technology “makes work more efficient and faster.”
- 40% said they do not have “technology solutions that are easy to use.”

Actions to take



Investment in technology

For companies without the resources to experiment with new technologies, there is a great deal riding on each investment. Here, it's crucial for these companies to set a vision for technical innovation before spending valuable resources. A discovery process that considers user needs is another important step toward ensuring tech is widely adopted, and doesn't become another wasted investment.

In addition, technology that enables resilience and agility will be adaptable and scalable to ensure long-term viability.



Impact from technology

It's essential that technology has a measurable, positive impact on business processes that executives and employees can actually see.

These five technology solutions are considered impactful for business resilience and agility, yet less than 40% of companies implement them:

- Experience management systems
- Artificial intelligence
- Issue tracking systems
- Enterprise resource planning
- Learning management systems



Easy-to-use technology

While the definition of helpful technology will be different for every company, there are some areas that are universally important to enable resilience and agility:

- Technology that is easy to use
- Technology that makes work more efficient and faster
- Technology that gives people access to the right information at the right time

Our data shows that 40% of survey respondents do not find their technology solutions helpful to business processes. Decision makers and IT executives will continue to be faced with poor tech investments unless the basic requirements listed above are met.

One strategy is to engage users in technology product development and implementation to ensure it will have the desired impact on processes.

FOUR BARRIERS - ALIGNMENT



3. Alignment:

Failing to balance compliance and autonomy



Alignment: Failing to balance compliance and autonomy

Strong governance and compliance policies limit risk. But keeping employees on too tight a leash can hold them back from performing with speed and agility.

Our survey showed companies are struggling to find balance, and that executives and employees have differing opinions on the matter.

“ Perspectives

If an organization is interested in resilience, it is more likely to accept redundancy in technology. These days, it is much easier to provide duplicate, backup equipment or links to take over should the originals fail, easing the way towards a comfortable cohabitation with resilience.

- Executive, Technology

”



Autonomy vs. compliance

Organizations struggle to find the right balance between strict governance and autonomy.

We asked respondents whether they believe their organization's imbalance is caused by too much autonomy or too much compliance:

- Overall, **60%** of all respondents said too much autonomy is increasing risk.
- Employees are evenly split 50/50 on this matter.
- Executives are more worried about excess autonomy creating risk, with **66%** saying this is the problem.



Executives vs. employees

On average, employees are **11% more critical** than executives of their company's practices in relation to resilience and agility.

Our data shows the biggest lack of alignment in the area of autonomy:

- **47%** of employees said they have “sufficient autonomy to act without executive leadership getting involved.”
- **62%** of executives said their workforce has “sufficient autonomy to act without executive leadership getting involved.”



Action vs. inaction

Of the many ways executives can empower employees to make effective, autonomous decisions, our data found that around half of companies don't make use of tactics that help to foster alignment:

- **56%** have voice-of-employee processes and tools
- **58%** have change management processes
- **54%** document risk tolerance
- **58%** provide regular training
- **60%** have defined core values

Actions to take



Autonomy vs. compliance

For companies to stay agile, employees need to be able to make decisions and act without leadership involvement. However, this can expose the company to risks. To cap risk, companies implement compliance rules and procedures which, in turn, may hinder agility. Too many companies get stuck in this cycle of imbalance.

Some companies have escaped this vicious cycle and found balance by educating employees on their company's vision — and engaging them in actions that are “on-brand” and aligned with company culture and goals.



Executives vs. employees

Lack of alignment in goals and perspectives undercuts a company's resilience and agility. Without trust and communication between executives and employees, leadership is compelled to implement stricter compliance rules and procedures, which slows growth and momentum.

Here, companies must strike a delicate balance. This is where technology systems that enhance security and set compliance rules provide clarity to employees. In addition, technology that provides the right information to the right people ensures that everyone has what they need to make the right choices and avoid the wrong types of risk.



Action vs. inaction

If people don't see eye to eye, autonomy and compliance can act as opposing forces. But getting everyone on the same page is challenging, especially for large enterprise companies.

There are several tools that can help employees define shared goals, better understand their roles, and ultimately make more informed and autonomous decisions:

- Voice-of-the-customer programs
- Voice-of-the-employee programs
- Change management processes
- Established risk tolerance
- Consistent employee training
- Defined core values

FOUR BARRIERS - MINDSET



4. Mindset:

Bouncing back —
but not forward



Mindset: Bouncing back — but not forward

Successful companies use challenges as learning opportunities. They don't just bounce back after a crisis — they bounce forward.

Our data shows three main ways companies can set themselves up to bounce forward.

“ Perspectives

The best companies don't adapt, they take advantage of the crisis.
- Professor, Education

The most innovative have moved the decision-making power to the front line. Executives focus on the core values, the purpose of the company and the business goals. And then they let the employees on the front line decide on how they will do it. This improves innovation and speed to market.
- Professor, Education

”



Leveraging market intelligence

Companies can use market intelligence to anticipate crises and confront challenges head-on. Yet many are not yet taking advantage of this key data:

- 43% of companies do not gather ongoing data on their products and services.
- 45% of companies do not have voice-of-the-customer processes and tools.
- 42% of companies do not have dedicated resources for gathering business intelligence.



Investing in innovation

Both a strong organizational structure and investments in innovation help organizations learn from relevant challenges and improve. However, the data shows that four in ten companies do not fully invest in innovation.

- 45% of companies do not have a dedicated innovation unit.
- 43% of companies do not give their workforce sufficient autonomy to act without executive leadership involvement.
- 44% of respondents do not believe the company is organized in a way that facilitates agility and resilience.



Maintaining a micro and macro-level view

Being able to bounce forward after a crisis requires executives to embody both a strong micro and macro-level understanding of their company. Our results show that while executives tend to possess strong strategic perspectives, they may lack tactical understanding.

- 54% of executives and 61% of employees agreed with the statement: “Our executives lack the understanding of the details at the micro-level and are too focused on the macro strategic level.”
- 46% of executives and 39% of employees agreed with the statement: “Our executives lack the macro view, as they are too focused on small details.”

Actions to take



Leveraging market intelligence

Bouncing forward after a crisis requires executives to constantly keep a finger on the pulse of what's happening in the market – both with their own clients and with competitors. However, our results show that many companies are not making business intelligence a priority.

Employees are taking notice. As the direct line to customers, employees will feel the most impact from making improvements in these important areas:

- Gathering ongoing data analytics on our products and services, so we understand how they are performing and how customers are using them.
- Having voice-of-customer processes and tools so we can understand how customers feel about us and how their needs are changing.
- Having dedicated people, processes and tools gathering business intelligence to identify threats and opportunities in the market.
- Learning new capabilities or innovating our business when we face a threat or crisis.



Investing in innovation

Investments in innovation, including a strong organizational structure that fosters fast decision-making, are critical elements for any organization.

When businesses dedicate time and resources toward strategically developing new products and processes, they gain the power not only to improve their current market position, but also to take major leaps forward.

A dedicated innovation unit that works with different risk parameters than the rest of the organization is one impactful way leaders can invest in innovation and, in turn, resilience and agility.



Maintaining a micro and macro-level view

Our findings show that while executives tend to have strong macro-level perspectives, they struggle with maintaining a micro-level view of their organizations.

Being able to bounce forward from a crisis requires executives to have both a strategic view of the future AND a deep knowledge of the day-to-day demands of a business.

While executives and employees will naturally have differing views on whether leadership is too focused on one or the other, it's safe to say a healthy balance is necessary for a resilient and agile business to thrive.



ACTIONS TO TAKE

Unlocking business resilience and agility

ACTIONS TO TAKE

Unlocking business resilience and agility

Building business resilience and agility starts and ends with people. While they can be the challenge, it's clear that they are the solution and the core element to success.

To build resilience and agility, companies should empower their employees to deliver on the company's vision and strategy with autonomy and access to the right technology solutions.

There are four specific actions to take:

1.



Ensure employees understand the company vision and goals, and help them align their actions with them.

2.



Invest in technology training to ensure employees are able to use systems and solutions to their full potential.

3.



Organize and structure in a way that gives employees the autonomy to make decisions within their area, and invest in systems to enable quality control and compliance.

4.



Focus on improving from a crisis by investing in market intelligence and innovation to bounce forward and not just back.

Appendix

APPENDIX

Glossary of terms

Resilience

The ability for an organization to respond to and overcome disruptions or significant, unplanned changes that threaten its processes, people, data, or other assets.

Agility

The ability to respond quickly or avoid unplanned changes and even improving performance amid disruption.

Business intelligence

Collecting and analyzing data to share knowledge of the business, changes in the market, customers and competitors.

Leadership and governance

How executives are communicating their vision and how they ensure the organization adheres to the vision and external regulations.

Voice-of-employee

Tools and processes that anonymously collect employees' ideas, needs and wishes. This greatly improves transparency within the organization and empowers executives with information from all levels of the business.

Voice-of-customer

Tools and processes that collect feedback on products and services from customers. Whether through emails, surveys, bug reports, product communities, etc. channels should centralize the feedback.

Core values

The fundamental beliefs that guide behavior within the organization. When faced with any decision, employees and executives should use core values to help decide the best path forward.

People and culture

Values and cultural norms that shape how people work together in the organization.

APPENDIX

Research methodology

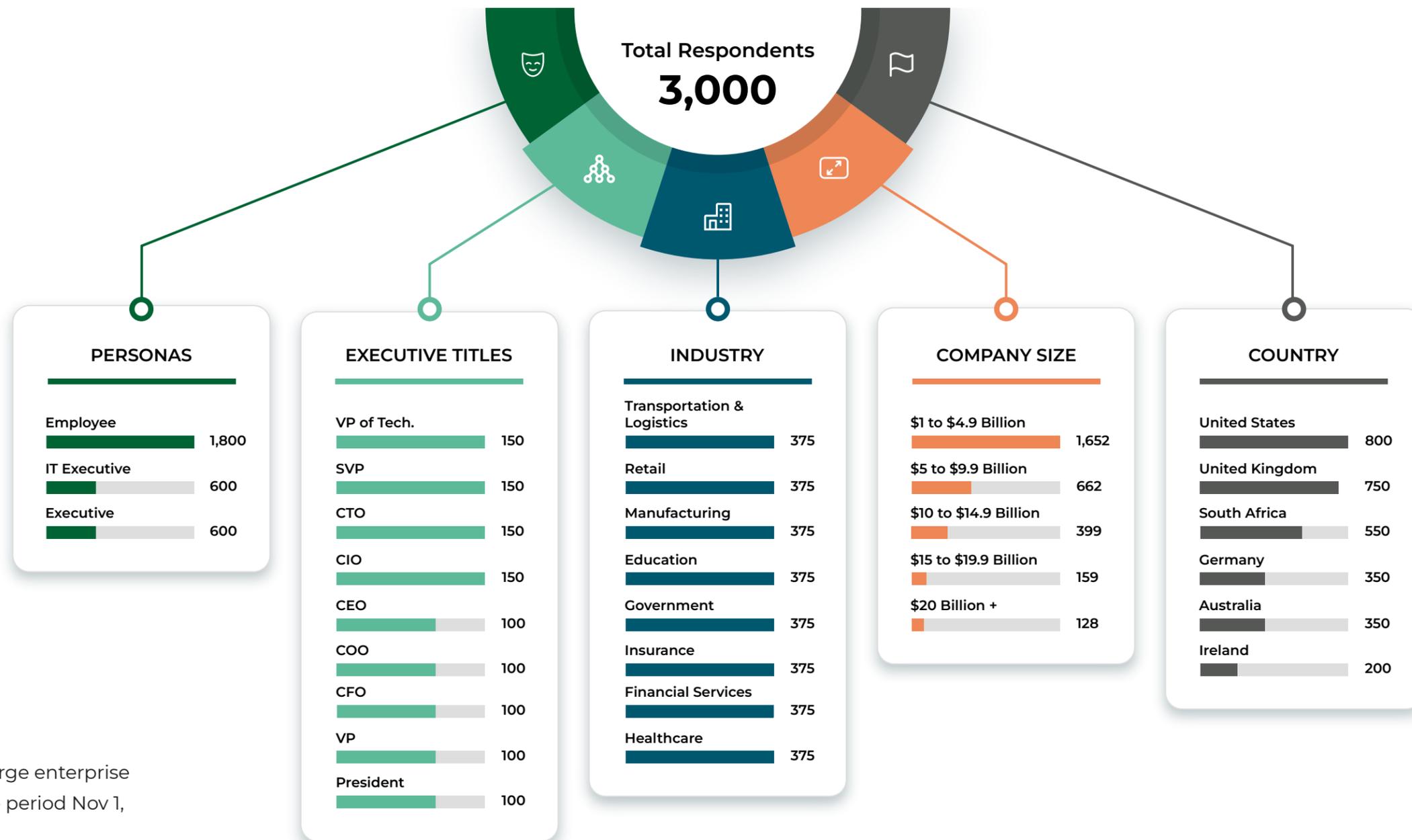
Our empirical data for this whitepaper comes from two main sources:

1. A series of interviews conducted with executive stakeholders at Hyland, as well as external thought leaders within the Business Resilience topic.
2. A global survey of 3,000 respondents from large enterprise companies. The survey was conducted in the period Nov 1, 2022 to Dec 1, 2022.

Quotes are from interviews with industry experts and survey respondents.

Confidence interval

Industries	+/- 2.2-7.2%
Executives	+/- 1.8-5.7%
Employees	+/- 1.0-3.3%
Total	+/- 1.0 -2.5%



Driver analyses methodology

The Principal Component Regression (PCR) method was used to calculate the weights of each statement in driving business resilience and agility.

This approach is widely used with data that have high multicollinearity, which is bound to happen with multiple questions designed to explore the depths within each sub-topic.

All results are significant at a 95% confidence interval.

APPENDIX

Are business resilience and agility linked?

Resilience

“Our organization is well prepared to respond and overcome disruptions or significant, unplanned changes that threaten its processes, people, data or other assets.”

Agility

“Our organization is well prepared to avoid disruptions and even improving performance after disruption.”

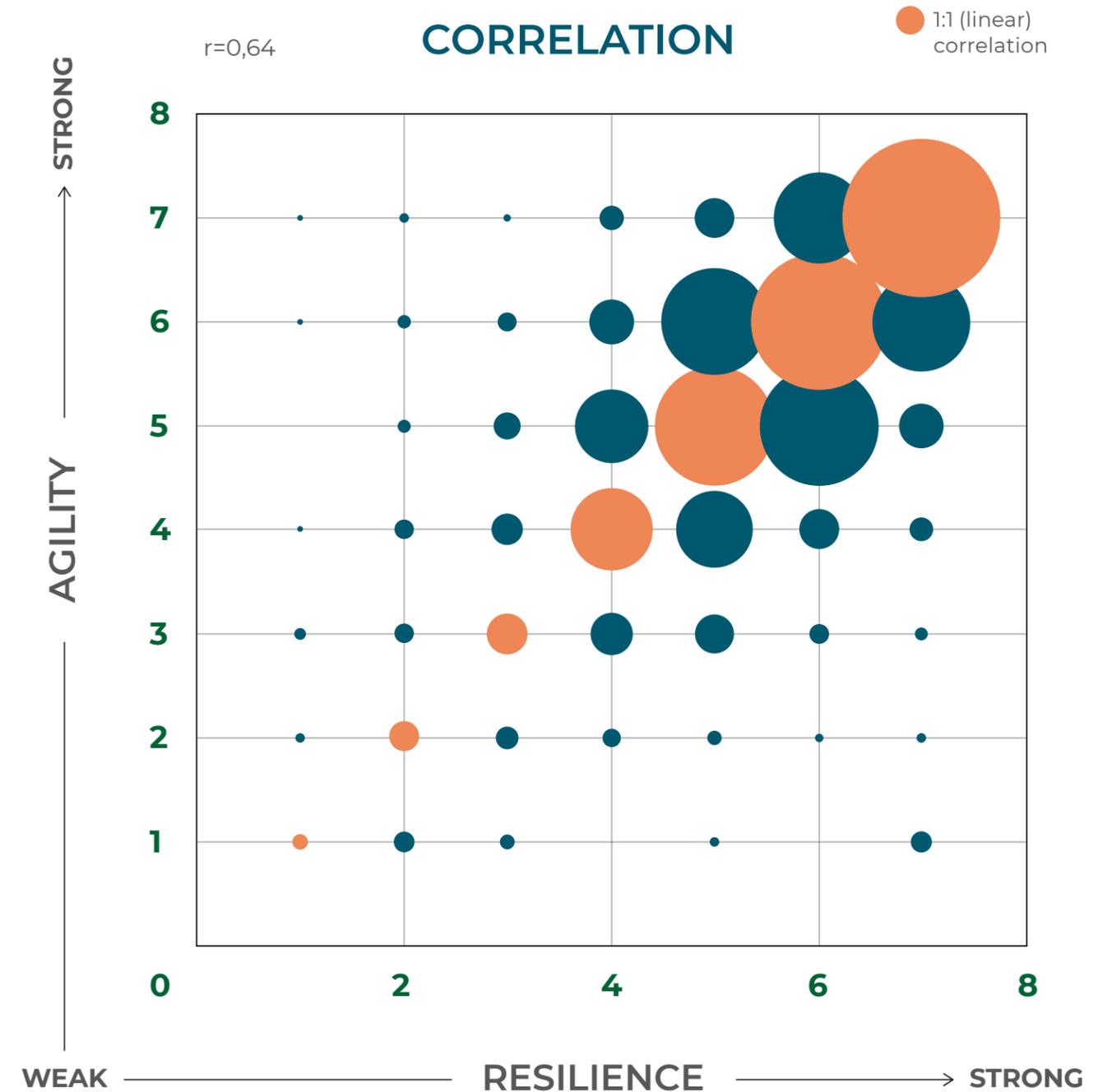
Respondents' answers to their perceptions of agility and resilience are strongly correlated ($r=0.64$).

We can further analyze the contributing attributes and dimensions for both at the same time (not separate concepts).



Finding:

Business Resilience and agility are complementary concepts.



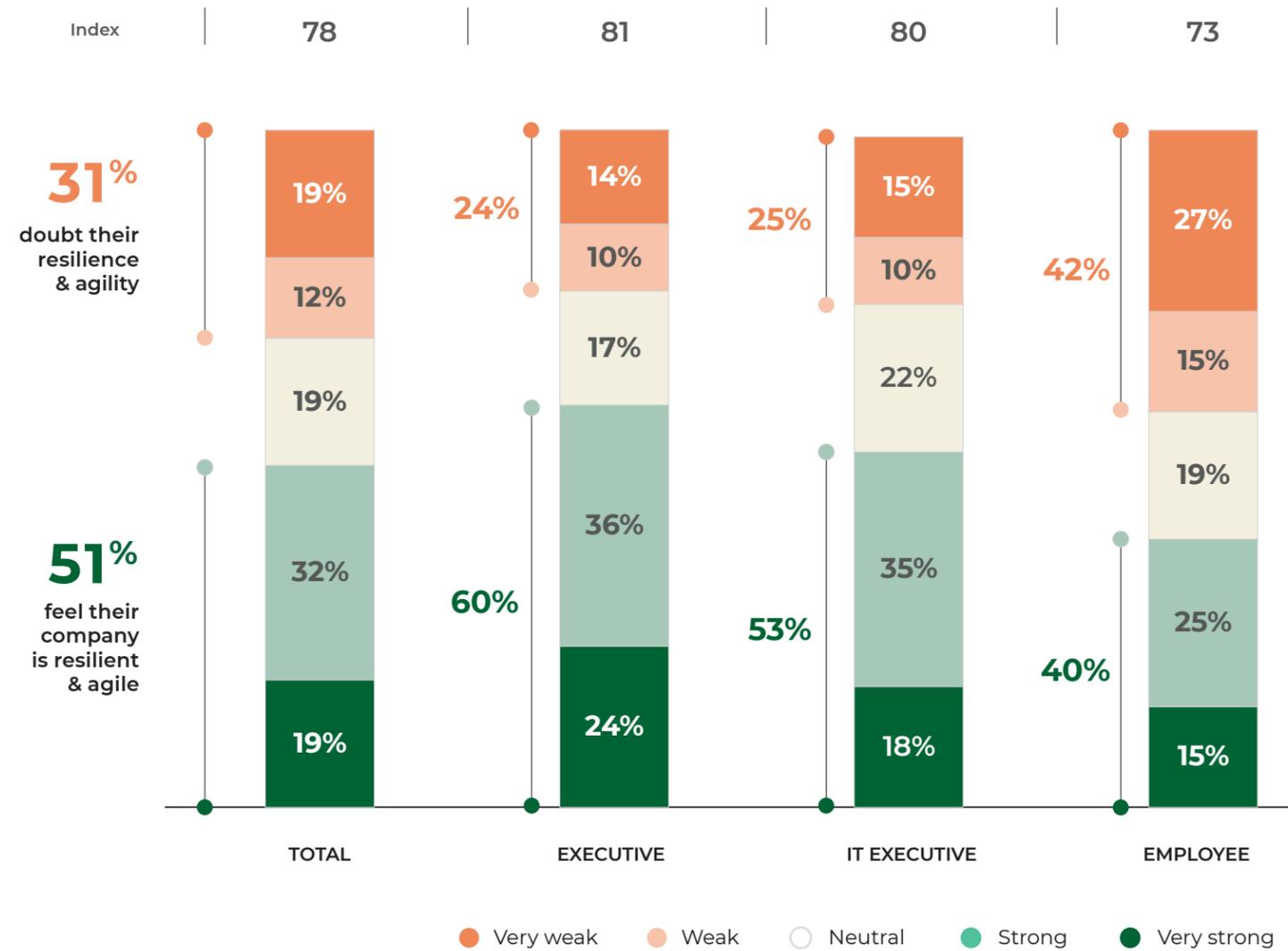
APPENDIX

Do different roles think differently about their company's business resilience and agility?

Finding:

Employees are much more critical, with only **40%** agreeing their organization is resilient.

On the other hand, executives are much more optimistic, with **60%** agreement.



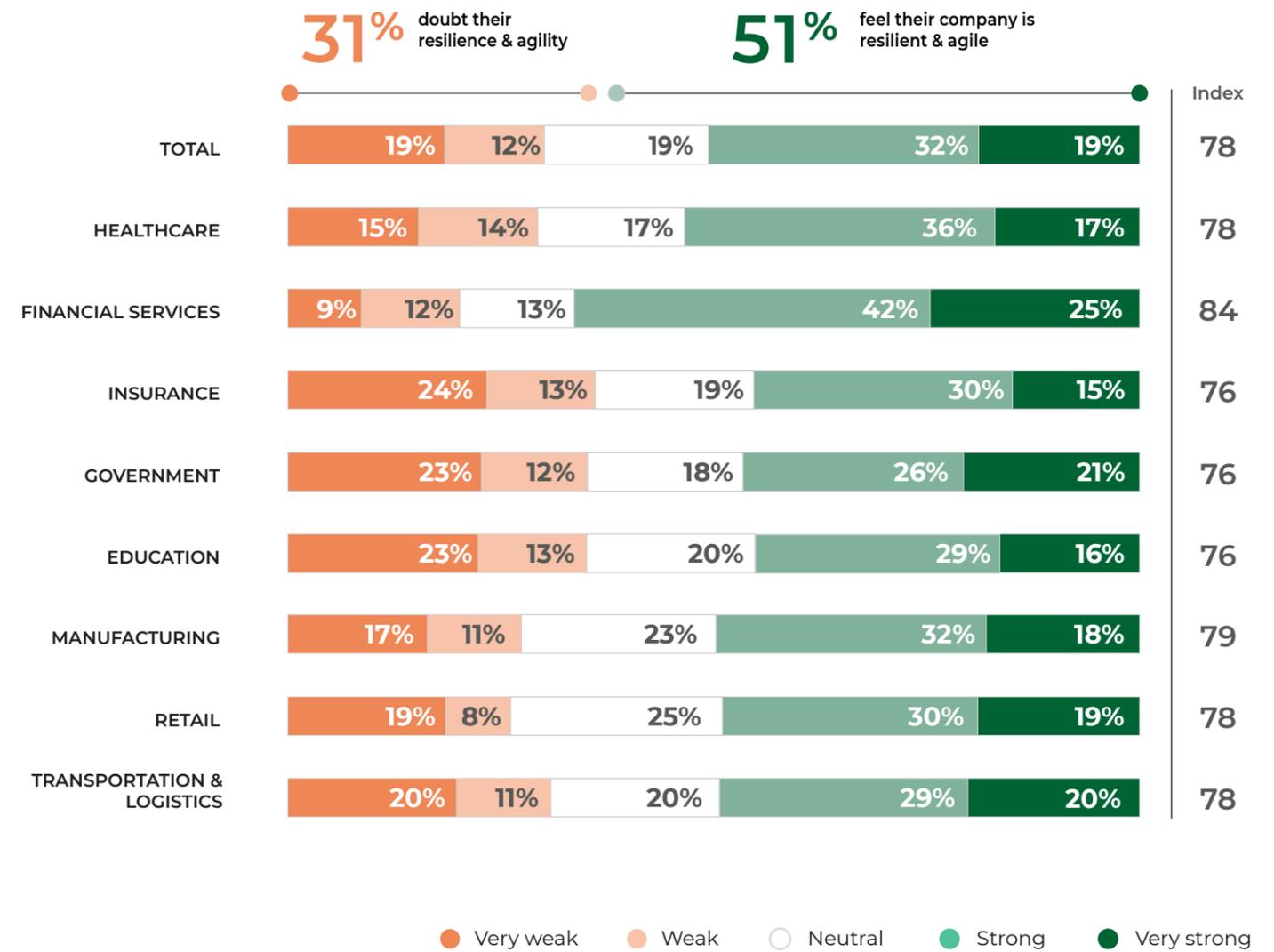
APPENDIX

Do different industries think differently about their company's business resilience and agility?

Findings:

The average company has an index of 78.

Financial Services are the most confident. Insurance, Education and others are lagging.



APPENDIX

Which attributes impact business resilience and agility the most?



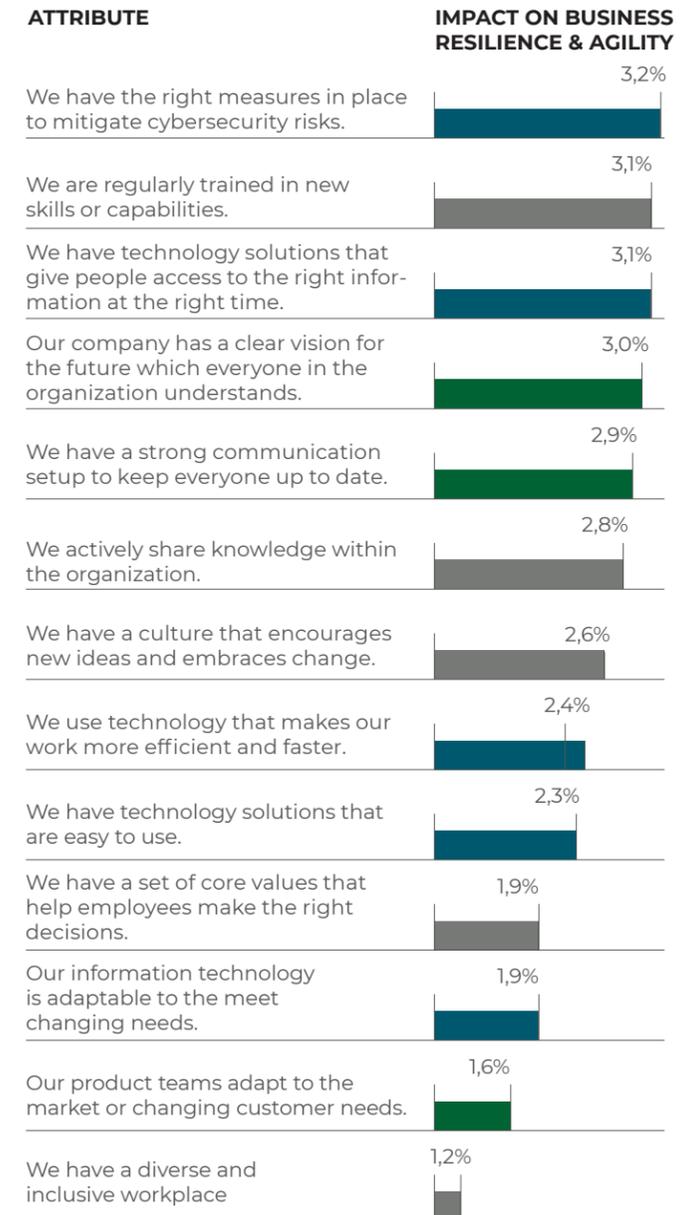
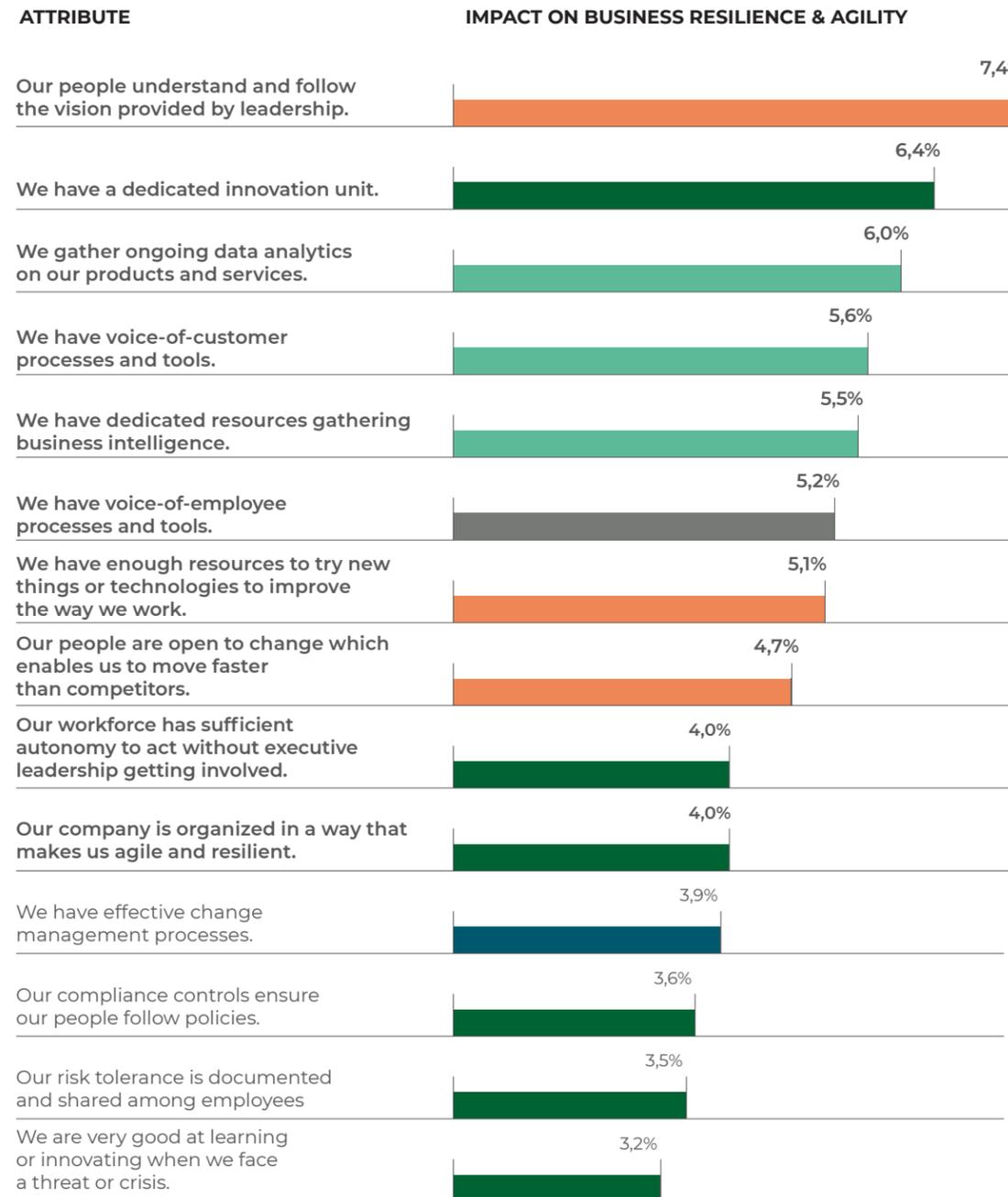
Findings:

Top 10 attributes make up >50% of driver weight.

Remaining 17 attributes have lower impact scores.

4 out of 5 dimensions are in the top 10 attributes.

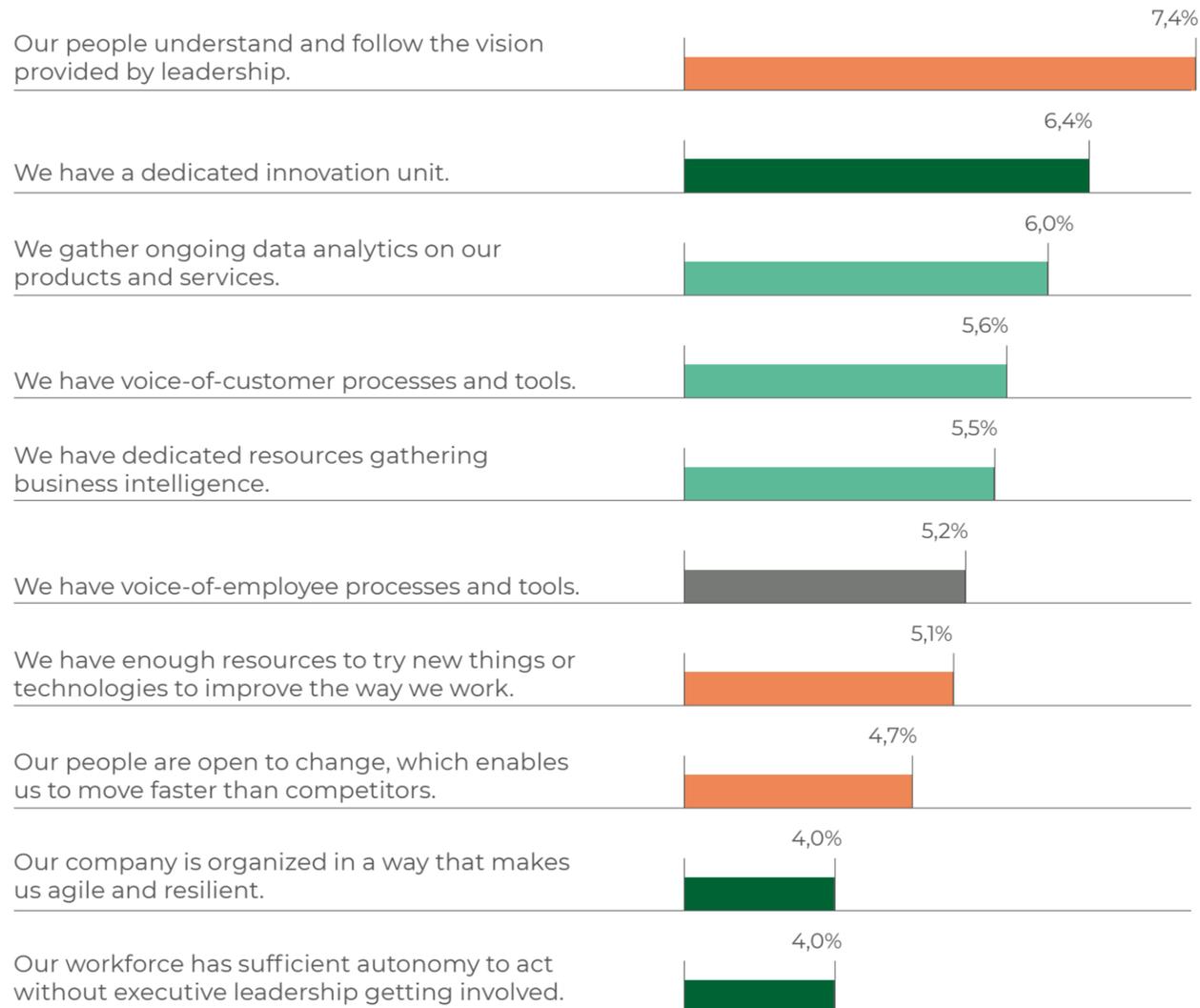
Technology is not but is still the 3rd most impactful overall.



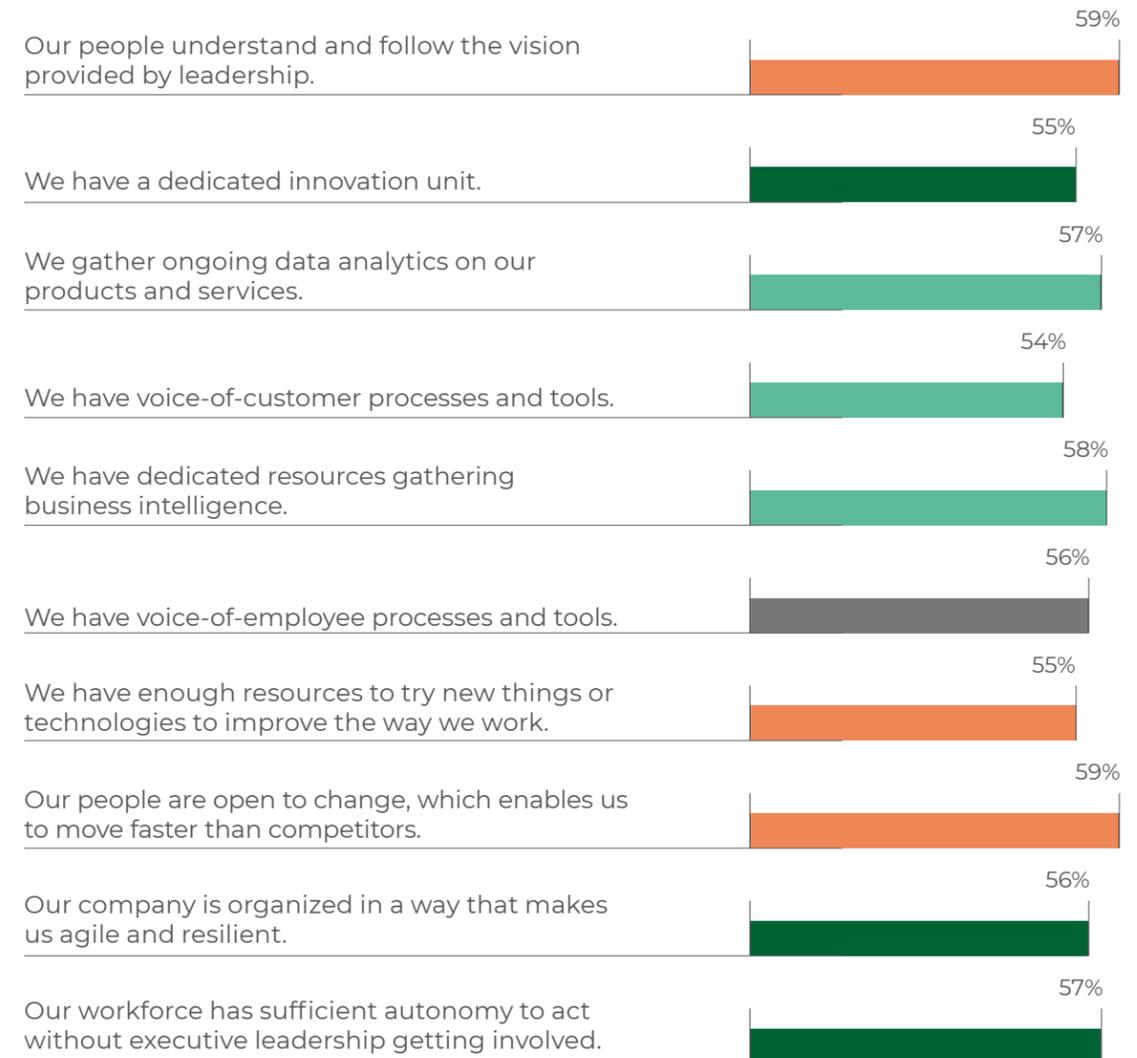
APPENDIX

Which attributes are the most impactful?

10 MOST IMPACTFUL ATTRIBUTES - IMPACT



10 MOST IMPACTFUL ATTRIBUTES - RELEVANCE



KEY: Leadership & innovation | Market intelligence | Technology | Vision & alignment | People & culture



Findings:

These 10 attributes are the most impactful, driving **50%** of Business Resilience and agility.

Only **54%-59%** of companies are performing well today. Four specific attributes scored **56%** or lower. These should be the key focus areas for improvement.

Where should companies focus to improve business resilience and agility?

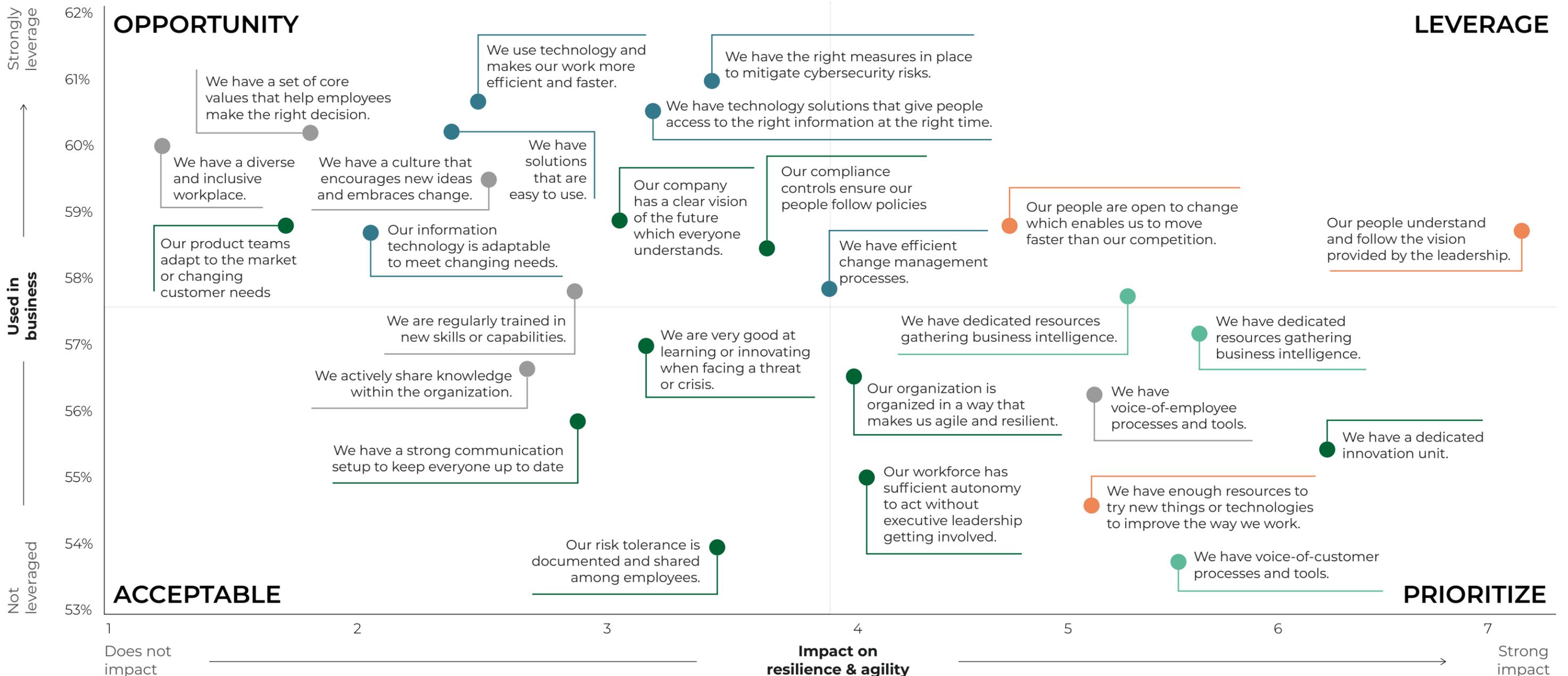


Findings:

LEVERAGE is impactful and most companies are doing well here, but they need to maintain their efforts.

OPPORTUNITY and **ACCEPTABLE** are less impactful on resilience and agility.

PRIORITIZE is most impactful attributes where many companies are not doing well. These are key areas of improvement and contribute >50% of total impact.



APPENDIX

Driver attributes

Disagree Neutral Agree Not Sure

	Disagree	Neutral	Agree	Not Sure	Driver weight	Factor	Rank
Our people understand and follow the vision provided by leadership.	3%	38%	59%	0%	7,4	5	1
We have a dedicated innovation unit.	3%	41%	55%	1%	6,4	2	2
We gather ongoing data analytics on our products and services.	2%	40%	57%	1%	6,0	4	3
We have voice-of-customer processes and tools.	4%	41%	54%	1%	5,6	4	4
We have dedicated resources gathering business intelligence.	2%	39%	58%	1%	5,5	4	5
We have voice-of-employee processes and tools.	4%	39%	56%	1%	5,2	3	6
We have enough resources to try new things or technologies to improve the way we work.	5%	41%	55%	0%	5,1	5	7
Our people are open to change, which enables us able to move faster than competitors.	3%	38%	59%	0%	4,7	5	8
Our workforce has sufficient autonomy to act without executive leadership getting involved.	3%	42%	55%	0%	4,0	2	9
Our company is organized in a way that makes us agile and resilient.	3%	40%	57%	1%	4,0	2	10
We have effective change management processes.	3%	39%	58%	0%	3,9	1	11
Our compliance controls ensure our people follow policies.	2%	39%	58%	0%	3,6	2	12
Our risk tolerance is documented and shared among employees.	3%	42%	54%	1%	3,5	2	13
We are very good at learning or innovating when we face a threat or crisis.	3%	40%	57%	0%	3,2	2	14

Disagree Neutral Agree Not Sure

	Disagree	Neutral	Agree	Not Sure	Driver weight	Factor	Rank
We have the right measures in place to mitigate cybersecurity risks.	2%	37%	61%	0%	3,2	1	15
We have technology solutions that give people access to the right information at the right time.	2%	37%	61%	0%	3,1	1	16
We are regularly trained in new skills or capabilities.	4%	38%	58%	0%	3,1	3	17
Our company has a clear vision for the future, which everyone in the organization understands.	3%	38%	59%	0%	3,0	2	18
We have a strong communication setup to keep everyone up to date.	3%	40%	56%	0%	2,9	2	19
We actively share knowledge within the organization.	3%	39%	57%	0%	2,8	3	20
We have a culture that encourages new ideas and embraces change.	3%	37%	59%	0%	2,6	3	21
We use technology that makes our work more efficient and faster.	2%	37%	61%	0%	2,4	1	22
We have technology solutions that are easy to use.	2%	37%	60%	0%	2,3	1	23
We have a set of core values that help employees make the right decisions.	3%	37%	60%	0%	1,9	3	24
Our information technology is adaptable to meet changing needs.	2%	39%	59%	0%	1,9	1	25
Our product teams adapt to the market or changing customer needs.	2%	38%	59%	1%	1,6	2	26
We have a diverse and inclusive workplace.	3%	37%	60%	0%	1,2	3	27

APPENDIX

Rank of variables - executive

		Driver weight	Factor	Rank
We have enough resources to try new things or technologies to improve the way we work.	4% 38% 59% 0%	11,3	5	1
We have voice-of-customer processes and tools.	5% 37% 57% 1%	7,8	4	2
Our compliance controls ensure our people follow policies.	3% 36% 61% 0%	7,2	2	3
We have dedicated resources gathering business intelligence.	3% 32% 64% 1%	7,1	4	4
Our people are open to change, which enables us able to move faster than competitors.	4% 38% 59% 0%	6,1	5	5
We have a dedicated innovation unit.	3% 37% 60% 0%	5,5	2	6
Our people understand and follow the vision provided by leadership.	3% 35% 62% 0%	5,4	5	7
Our company has a clear vision for the future, which everyone in the organization understands.	3% 35% 62% 0%	5,3	2	8
Our risk tolerance is documented and shared among employees.	3% 39% 58% 1%	5,2	2	9
We have voice-of-employee processes and tools.	4% 35% 61% 1%	5,2	3	10
We have effective change management processes.	3% 32% 64% 0%	4,5	1	11
Our company is organized in a way that makes us agile and resilient.	4% 36% 59% 1%	4,4	2	12
We gather ongoing data analytics on our products and services.	2% 35% 62% 1%	3,9	4	13
We use technology that makes our work more efficient and faster.	2% 36% 62% 0%	3,1	1	14

Disagree Neutral Agree Not Sure

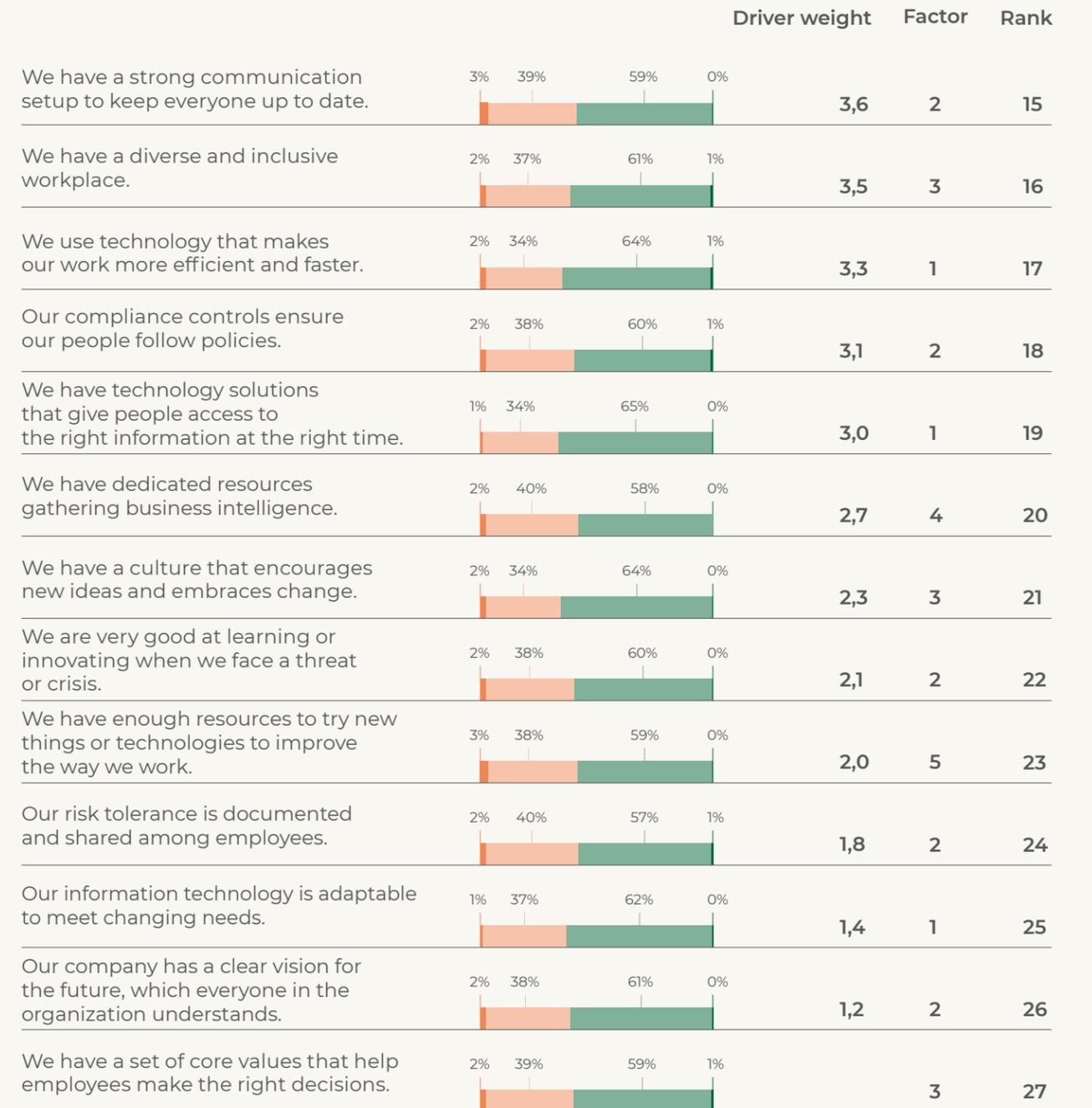
		Driver weight	Factor	Rank
We are very good at learning or innovating when we face a threat or crisis.	2% 37% 61% 0%	3,1	2	15
Our workforce has sufficient autonomy to act without executive leadership getting involved.	3% 36% 62% 0%	2,9	2	16
We have the right measures in place to mitigate cybersecurity risks.	3% 38% 64% 0%	2,7	1	17
We have technology solutions that give people access to the right information at the right time.	2% 35% 63% 0%	2,4	1	18
We have technology solutions that are easy to use.	2% 33% 64% 0%	2,3	1	19
We have a culture that encourages new ideas and embraces change.	3% 34% 63% 0%	1,9	3	20
Our information technology is adaptable to meet changing needs.	3% 34% 63% 0%	1,5	1	21
We are regularly trained in new skills or capabilities.	4% 33% 63% 0%	1,2	3	22
Our product teams adapt to the market or changing customer needs.	2% 34% 63% 1%		2	23
We have a strong communication setup to keep everyone up to date.	4% 36% 60% 0%		2	24
We have a diverse and inclusive workplace.	4% 33% 63% 0%		3	25
We have a set of core values that help employees make the right decisions.	3% 30% 67% 0%		3	26
We actively share knowledge within the organization.	3% 36% 61% 0%		3	27

APPENDIX

Rank of variables - IT executive

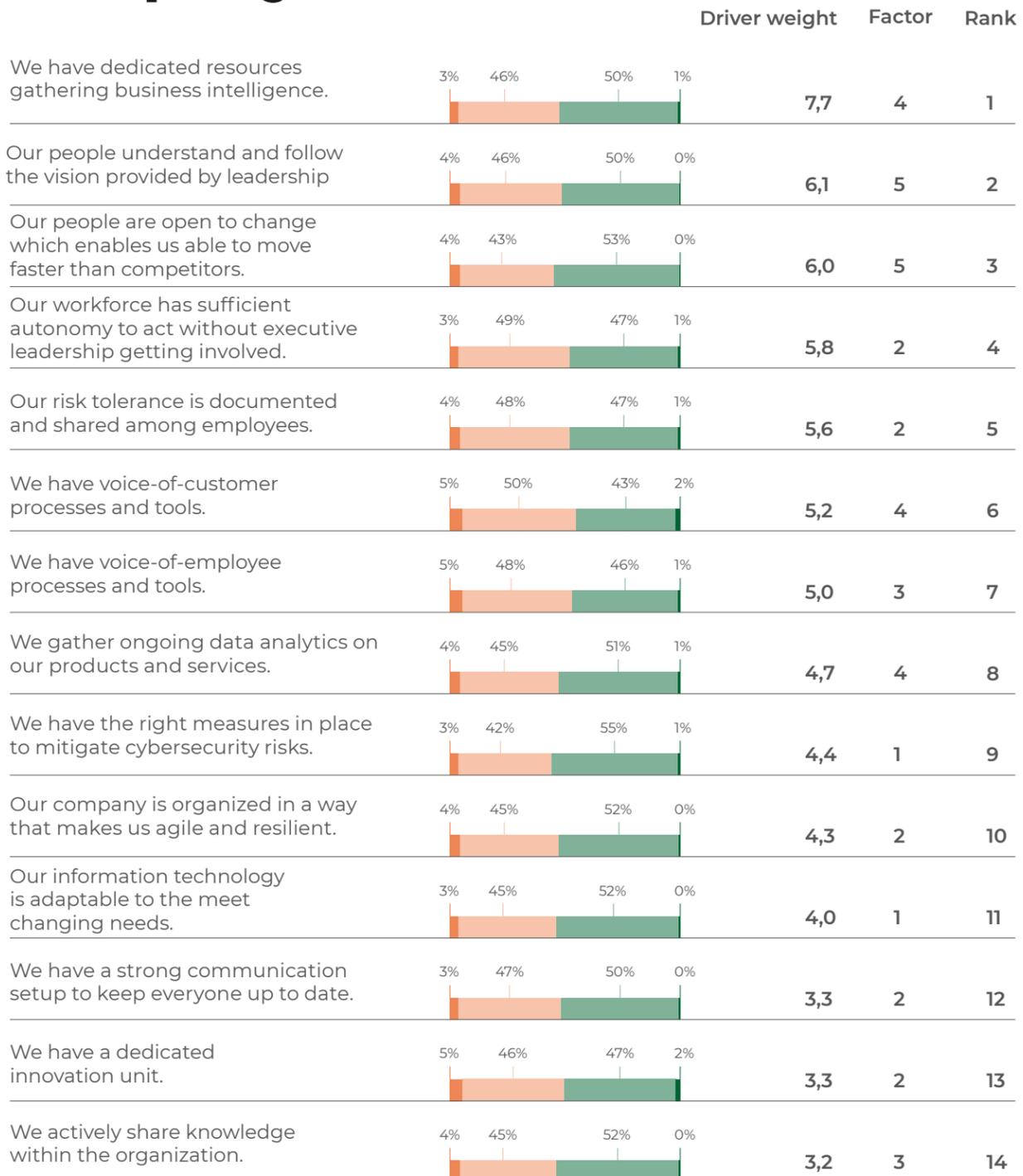


Disagree Neutral Agree Not Sure

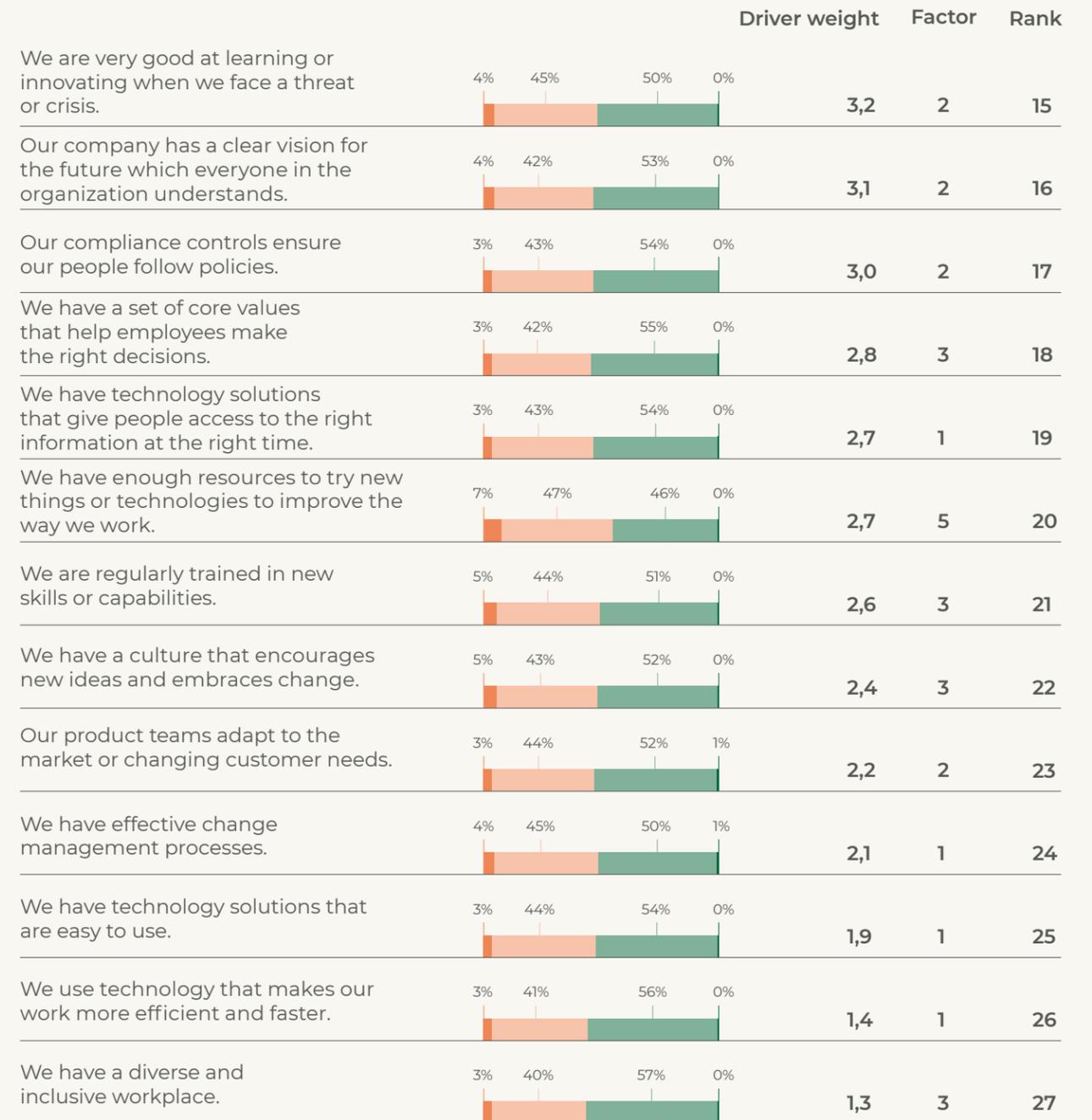


APPENDIX

Rank of variables - employee



Disagree Neutral Agree Not Sure



APPENDIX

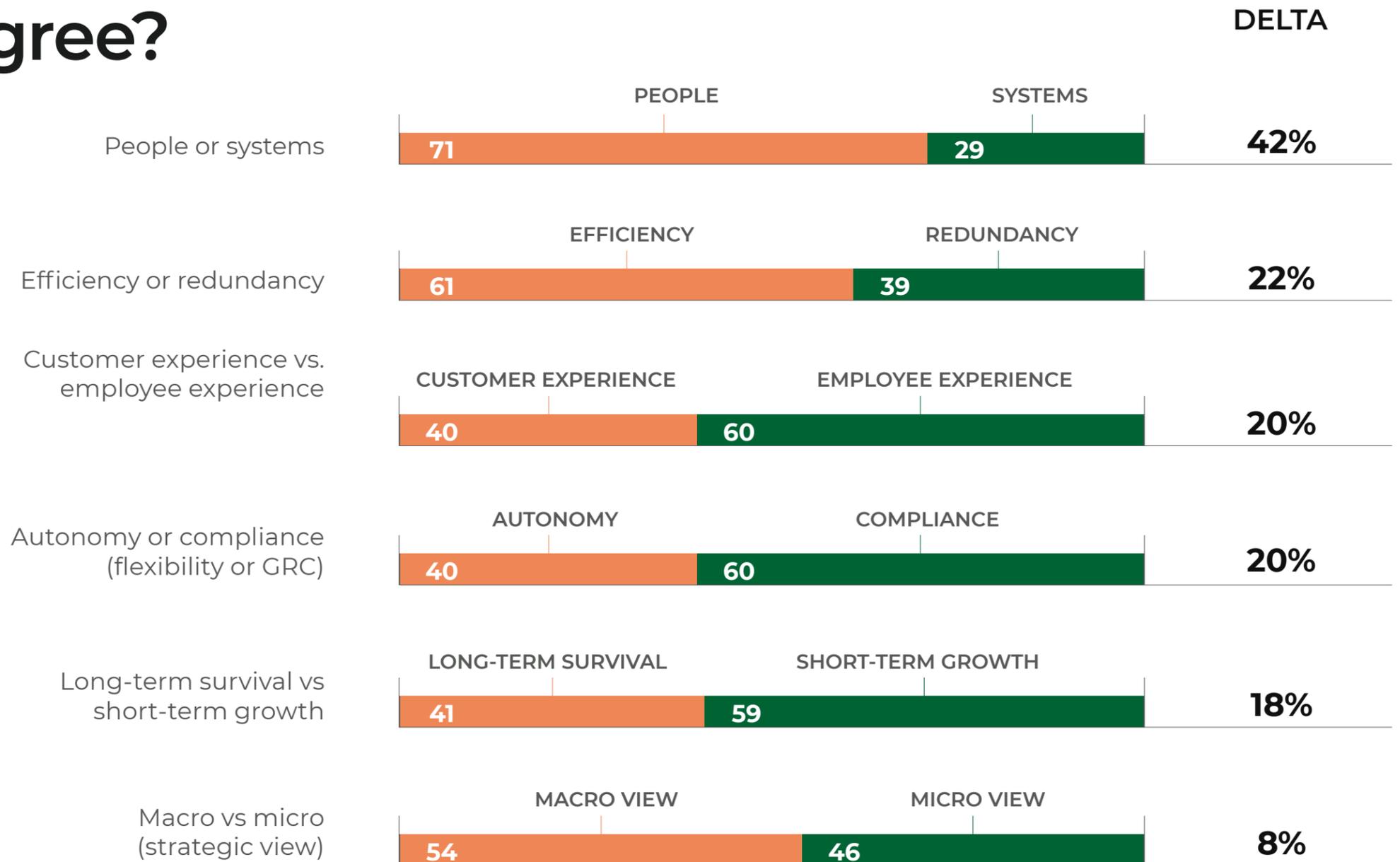
Which dilemmas are most present? Where do people most disagree?



Findings:

All personas agree **PEOPLE** are the problem in People vs. Systems.

Autonomy is an important Resilience and agility driver, but most respondents picked **COMPLIANCE**.



APPENDIX 1A

FOUR BARRIERS - 1. PEOPLE

Observations

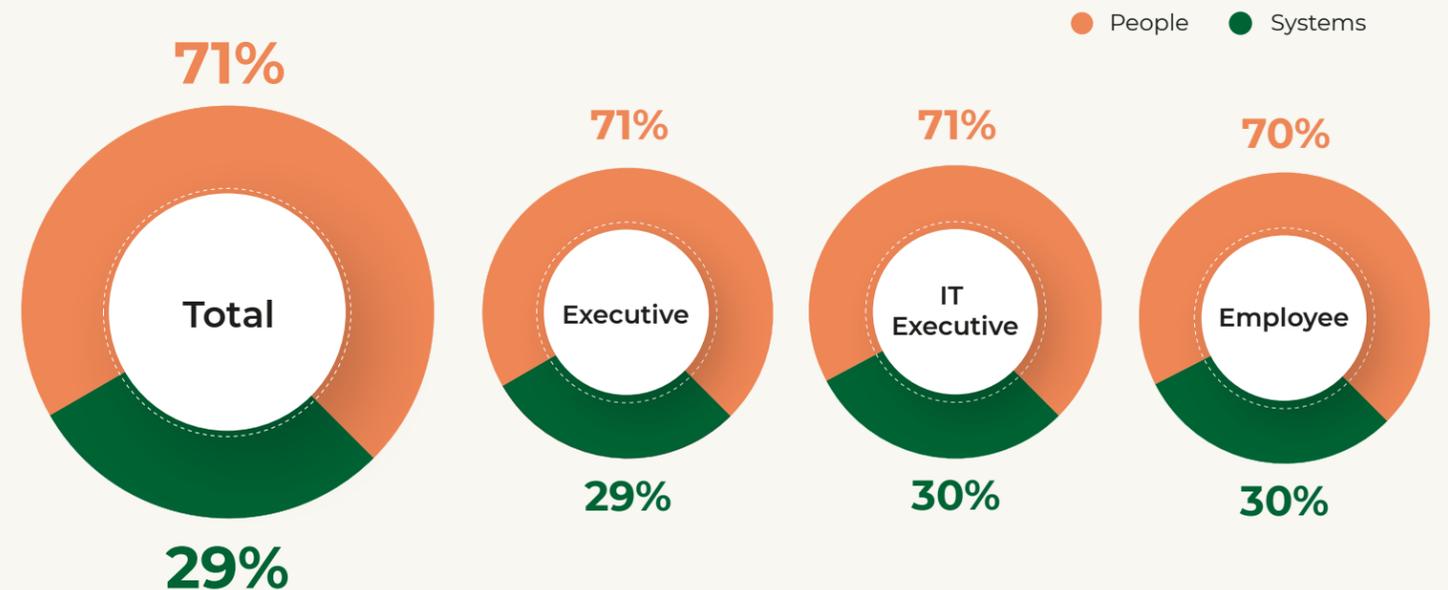
People vs. systems

Executives and employees agree that usually people — not systems — are the cause of problems like shadow IT, lack of tech adoption and noncompliance, all of which negatively impact business resilience and agility.

To build business resilience and agility, companies must invest not only in the tech systems, but also in helping people leverage them successfully.

Survey evidence

Many companies update their technology and call it a done deal. We asked: “Which is the greater cause of problems like shadow IT, lack of tech adoption and compliance rules being broken,” people or systems?



Observations



Culture of change

“ Perspectives

It starts with building a culture of adaptability and flexibility. [...] If you have an organization that’s culturally adaptive to change and willing to change when new processes are introduced, that organization will adapt better when change is necessary.

- Executive, Technology

Have risk tolerance and risk management documented

so that when you enter scenarios where the growth is at odds with the resilience and the governance, your [risk tolerance is] codified.

- Executive, Technology

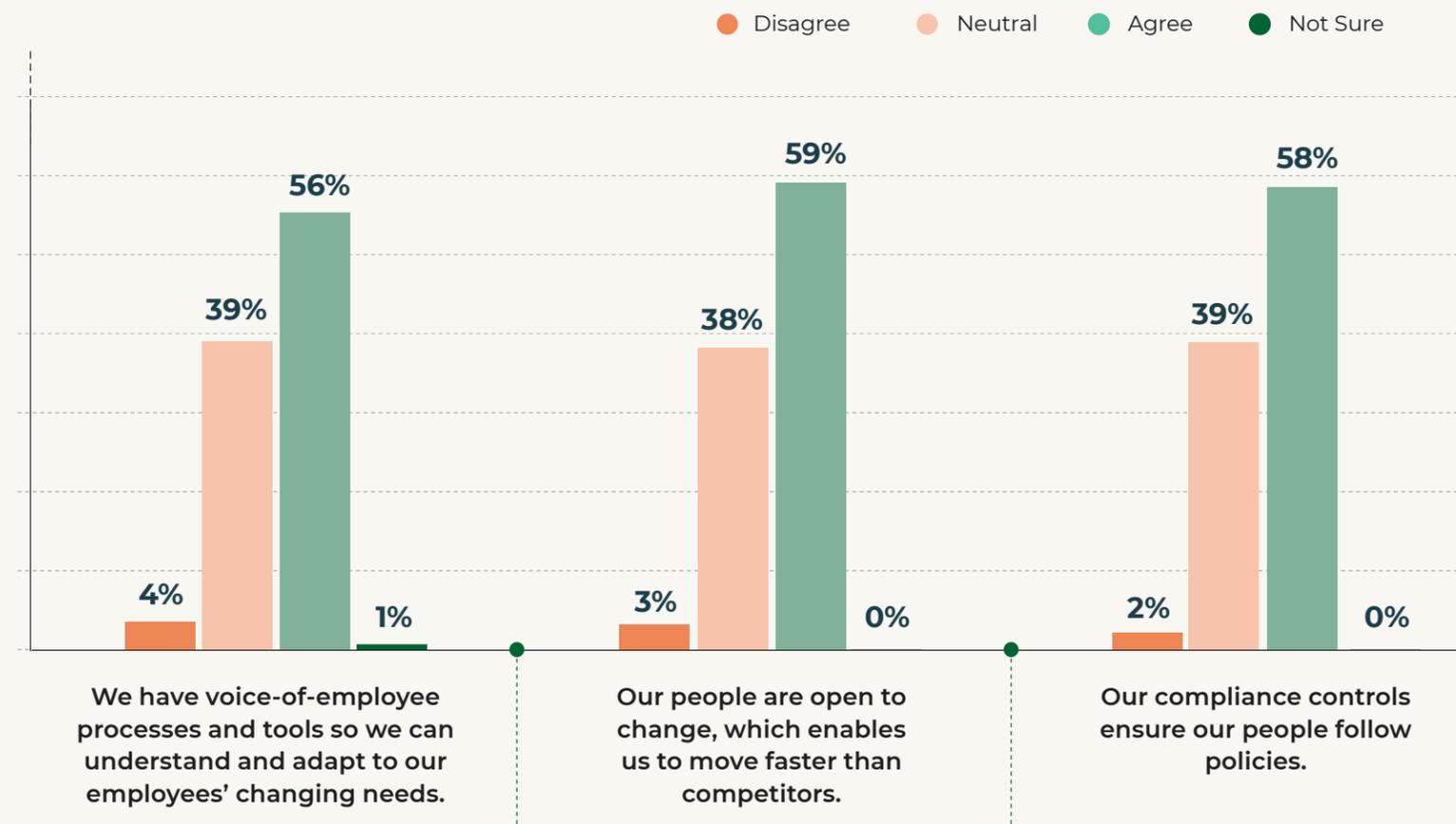
[Resilience and agility is] having a culture where you’re able to identify important events, modify your systems, and **quickly respond to customer and company needs.**

- Executive, Technology



Survey evidence

The data reveals the percentage of companies fostering a positive culture of change:



APPENDIX 1C

FOUR BARRIERS - 1. PEOPLE

Observations

 Vision alignment

The research identified **“Our people understand and follow the vision provided by leadership”** as the **number one driver of business resilience and agility.**

“ Perspectives

What [executives] should say is **‘Here’s where the ship is going and these are the outcomes we want to achieve.’** [Executives] should not prescribe how to achieve them. **We have a lot of really creative, smart, intelligent people who can figure out the ‘how.’**
- Executive, Technology

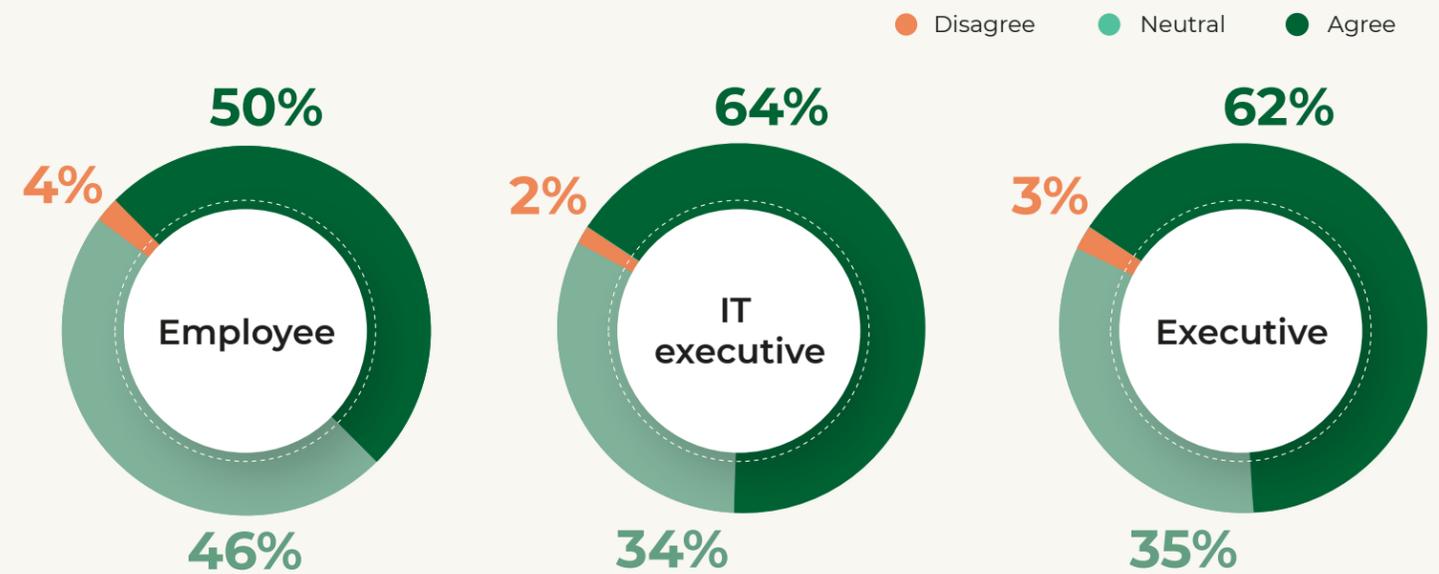
A lot of people need to champion [new technologies] and put their name behind it. If physicians are accustomed to old antiquated ways, they have nurses that are filling out all their paperwork, and now they’re asked to sit in front of a patient and type. That type of pushback can really slow down the adoption and quality of a solution.
- Executive, Technology

”

Survey evidence

We asked respondents whether they agree or disagree with the following statement: **“Our people understand and follow the vision provided by leadership.”**

This attribute has the most significant impact on business resilience and agility today — and on how it’s perceived within companies.



Observations



Investment in technology

“ Perspectives

It is most important for companies to focus on **innovation**. This comes in many forms—whether from the resilience to deal with a changing market, or accepting innovation from within to improve on internal and external processes.

- Employee, Education

Companies must have a strong commitment to using the latest technology, as **technology leads to innovation and agility**.

- Executive, Transportation and Logistics

The most important thing **companies must focus on to remain competitive is early adoption of technology and product innovation**.

- IT Executive, Manufacturing

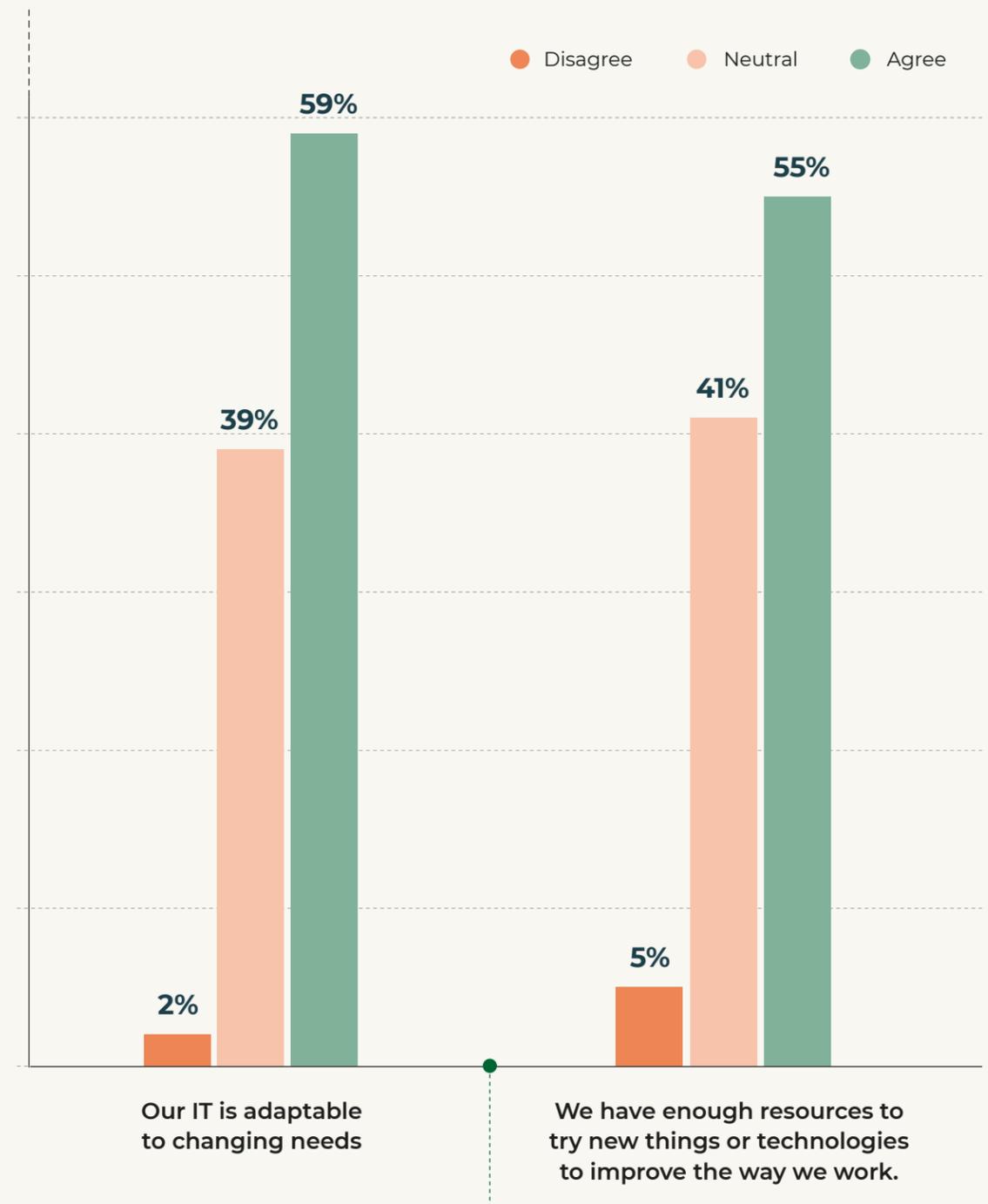
Investing in innovation and technology was the main focus for our company in building business resilience.

- IT Executive, Retail



Survey evidence

The data shows to what extent companies are embracing technologies that contribute to innovation:



APPENDIX 2B

FOUR BARRIERS - 2. TECHNOLOGY

Observations

Impact from technology

Companies using technology should be able to trace a line from the tech solution to business success — in other words, **it's essential that the technology has a positive impact on business processes and that executives and employees can actually see that impact.**

These five technologies are considered very impactful on resilience and agility,

but **less than 40%** of companies implement them:

- Experience management systems
- Artificial intelligence
- Issue tracking systems
- Enterprise resource planning
- Learning management systems

51% to 68%

of those surveyed felt that specific technologies strongly enabled resilience and agility.

“

Perspectives

Organizations need to focus on using technology to be efficient and effective in their manufacturing processes, to enhance their human resources and to provide the best customer experience possible.

- Executive, Government

Remote work was a heavy technological adjustment for lots of companies and many failed because of it. That tells me **technology is a core element of both business resilience and agility.**

- Executive, Technology

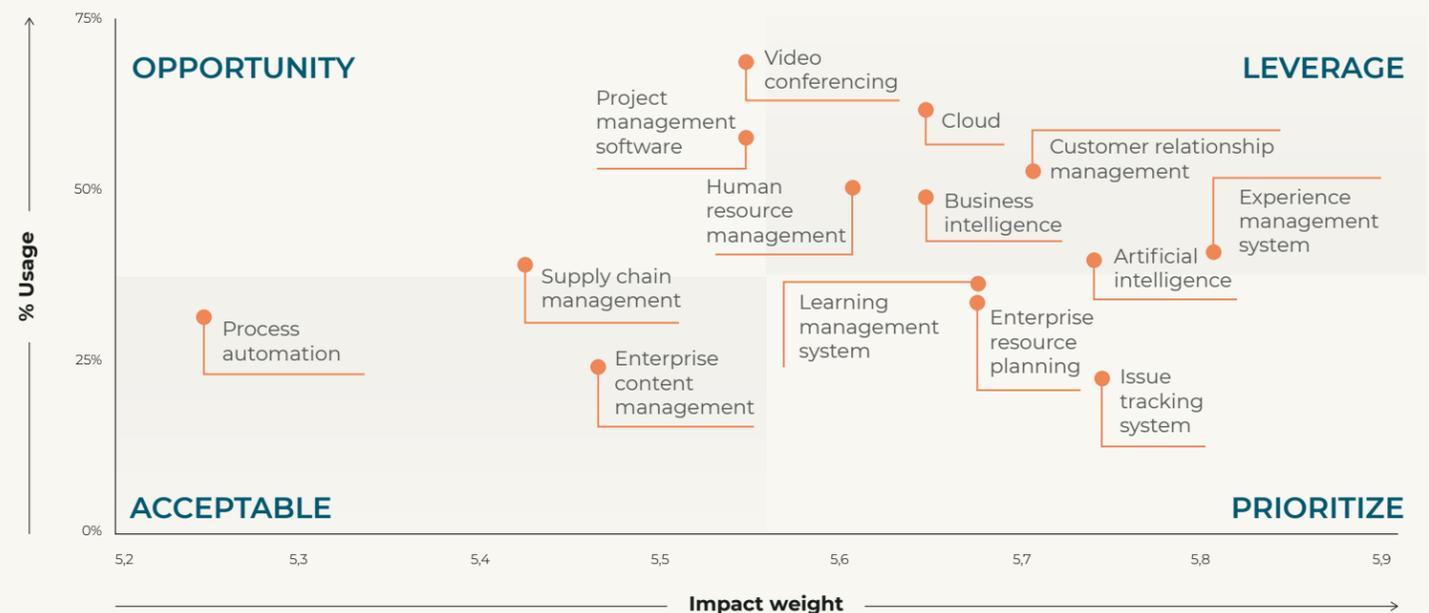
[Bouncing forward is] **learning from past mistakes and trying to come up with more innovative ways of organizing and competing. Digital technology really helps with that.**

- Professor, Education

”

Survey evidence

The data highlights different technologies and their impact:



APPENDIX 2C

FOUR BARRIERS - 2. TECHNOLOGY

Observations

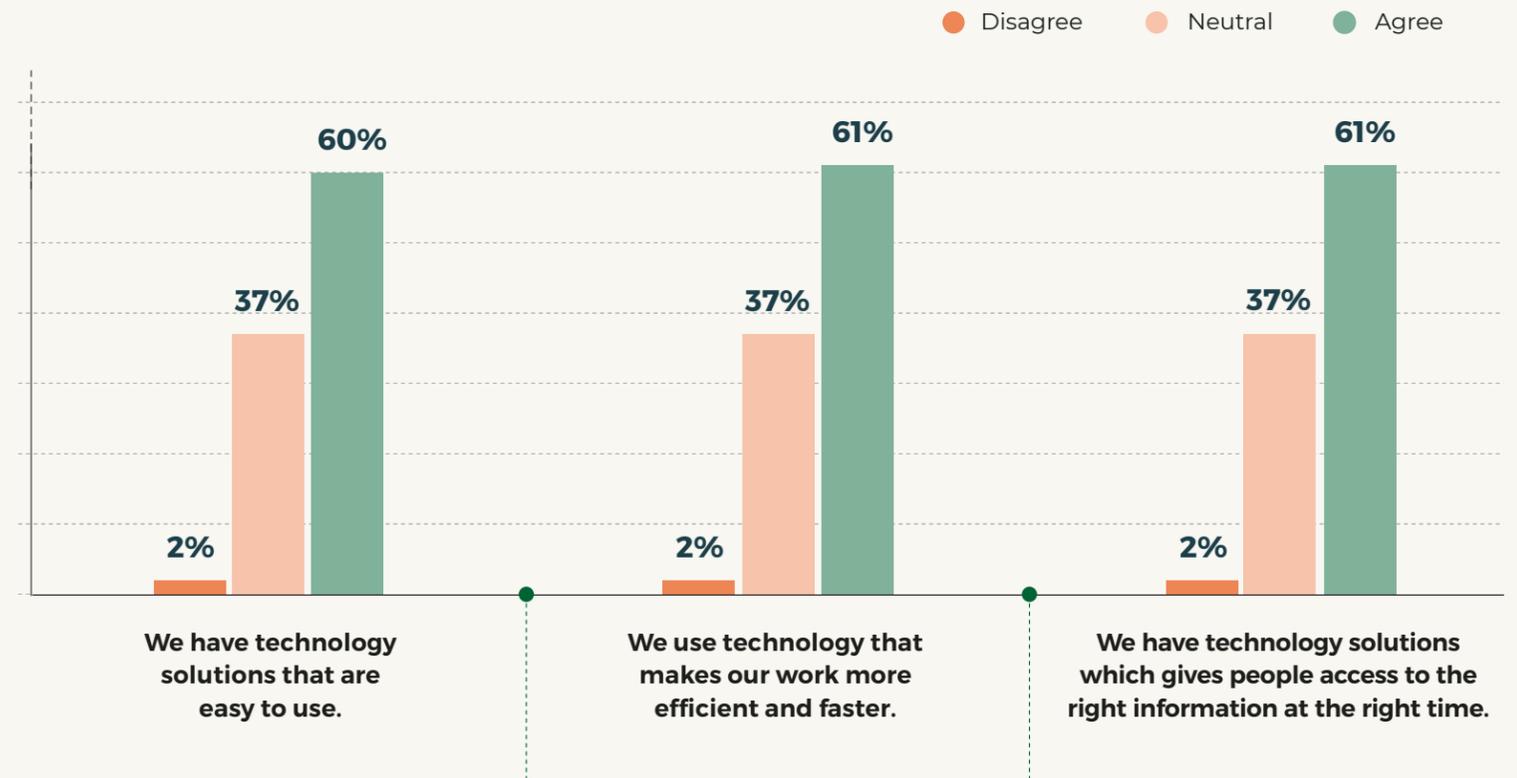
Easy-to-use technology

The data tells us technology is the enabler — not the solution itself — to business resilience and agility. Nevertheless, it is a key driver of business success. How, then, can this number be improved? One strategy is to engage users in technology product development and implementation. That way, companies can know exactly how their tech can improve business processes.



Survey evidence

Nearly **40%** of respondents said they don't find their technology solutions helpful to business processes — a problem for companies wanting to build resilience and agility.



APPENDIX 3A

FOUR BARRIERS - 3. ALIGNMENT

Observations

Autonomy vs. compliance

We asked respondents whether they believe their organization's imbalance is caused by too much autonomy or too much compliance:

- Overall, **60% of all respondents** said too much autonomy is increasing risk, while **40%** said too many compliance rules are slowing them down.
- Employees are evenly split 50/50 on this matter. Executives are more worried about excess autonomy creating risk, with **66%** saying this is the problem.

Which way does your organization lean?

Survey evidence

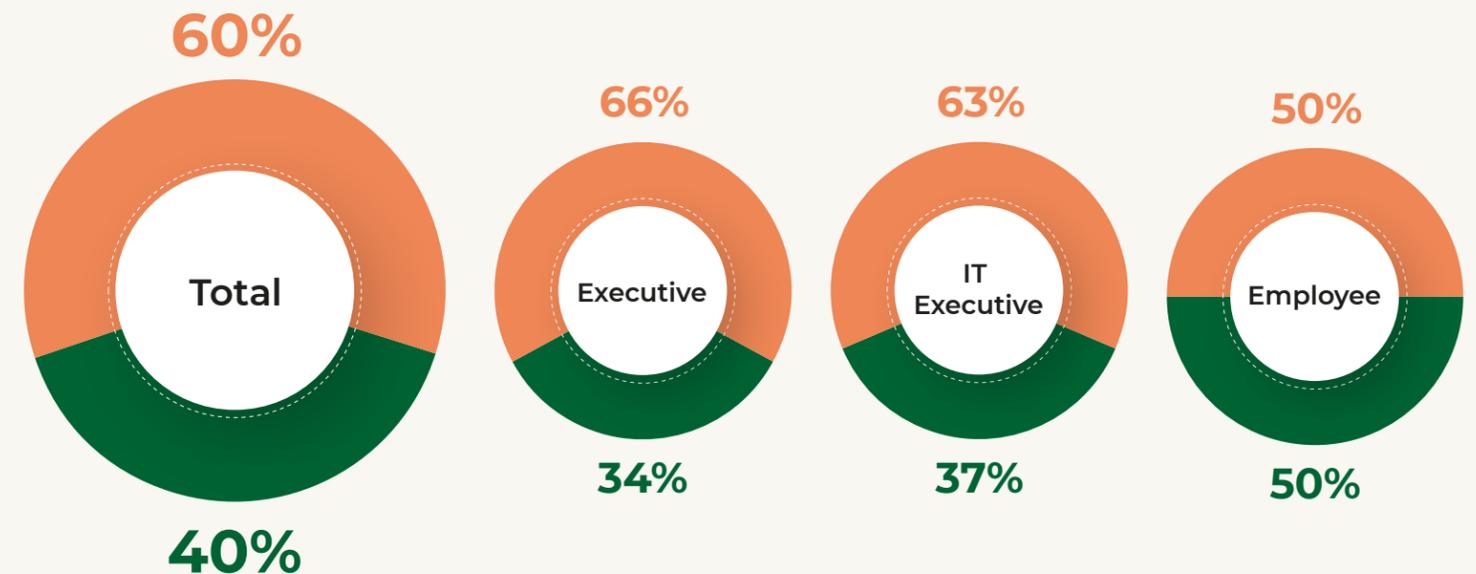


We have increased risks because we have too much autonomy and too little compliance.

OR



We are limited by too many compliance rules.



Perspectives

If an organization is interested in resilience, it is more likely to accept redundancy in technology. These days it is much easier to provide duplicate, backup equipment or links to take over should the originals fail, easing the way towards a comfortable cohabitation with resilience.
- Executive, Technology

Allow employees autonomy and strong business intelligence.
- Employee, Insurance

Invest in redundant resources so that you have a backup in case one goes bad.
- IT Executive, Retail

The ability to develop certain redundancies for continued operations.
- Employee, Financial Services



APPENDIX 3B

FOUR BARRIERS - 3. ALIGNMENT

Observations



Executives vs. employees

On average, employees are **11% more critical** of their company's resilience and agility attributes.

Are executives and employees in your organization aligned on big picture observations and goals?

“

Perspectives

Where do we ultimately want to go? And how does compliance help get us there? [...] Deliver the right information to the right people at the right time and in the right way. This happens within a highly secure and compliant environment.

- Executive, Technology

”

Survey evidence



	Employee % Agree	Executive % Agree	IT Executive % Agree	Delta
Our company has a clear vision for the future, which everyone in the organization understands.	53%	62%	61%	-8%
Our compliance controls ensure our people follow policies.	54%	61%	60%	-7%
Our information technology is adaptable to meet changing needs.	52%	63%	62%	-11%
Our company is organized in a way that makes us agile and resilient.	52%	59%	59%	-8%
Our people are open to change, which enables us able to move faster than competitors.	53%	59%	64%	-11%
Our people understand and follow the vision provided by leadership.	50%	62%	64%	-14%
Our product teams adapt to the market or changing customer needs.	52%	63%	62%	-11%
Our risk tolerance is documented and shared among employees.	47%	58%	57%	-11%
Our workforce has sufficient autonomy to act without executive leadership getting involved.	47%	62%	57%	-15%
We actively share knowledge within the organization.	52%	61%	60%	-9%
We are regularly trained in new skills or capabilities.	51%	63%	60%	-12%
We are very good at learning or innovating when we face a threat or crisis.	50%	61%	60%	-10%
We gather ongoing data analytics on our products and services.	51%	62%	59%	-12%
We have a culture that encourages new ideas and embraces change.	52%	63%	64%	-12%
We have a dedicated innovation unit.	47%	60%	57%	-13%
We have a diverse and inclusive workplace.	57%	63%	61%	-6%
We have a set of core values that help employees make the right decisions.	55%	67%	59%	-13%
We have a strong communication setup to keep everyone up to date.	50%	60%	59%	-10%
We have dedicated resources gathering business intelligence.	50%	64%	58%	-14%
We have effective change management processes.	50%	64%	59%	-14%
We have enough resources to try new things or technologies to improve the way we work.	46%	59%	59%	-14%
We have technology solutions that are easy to use.	54%	64%	63%	-10%
We have technology solutions that give people access to the right information at the right time.	54%	63%	65%	-11%
We have the right measures in place to mitigate cybersecurity risks.	55%	64%	64%	-9%
We have voice-of-employee processes and tools.	46%	61%	61%	-15%
We have voice-of-customer processes and tools.	43%	57%	62%	-18%
We use technology that makes our work more efficient and faster.	56%	62%	64%	-8%

Observations



Action vs. inaction

There are several approaches that can help employees define shared goals, understand the tools at their disposal and ultimately make informed and autonomous decisions. These are:

- Voice-of-the-customer (VoC) programs
- Voice-of-the-employee (VoE) programs
- Effective change management processes
- Documented risk tolerance
- Consistent employee training
- Well-defined core values

Our survey results show that less than 60% of companies are taking advantage of these tools. Has your organization implemented any of these strategies?

“

Perspectives

Having risk tolerance and risk management documented, so when you enter scenarios where the growth is at odds with the resilience and the governance [risk tolerance is] codified.
- Executive, Technology

”

Survey evidence

● Disagree ● Neutral ● Agree ● Not Sure

Autonomy and Compliance

Our workforce has sufficient autonomy to act on threats and opportunities without executive leadership getting involved. 3% 42% 55% 0%

Our compliance controls ensure our people follow policies. 3% 39% 58% 0%

Tactics to help balance the dilemma

We have voice-of-customer processes and tools so we can understand how customers feel about us and how their needs are changing. 4% 41% 54% 1%

We have voice-of-employee processes and tools so we can understand and adapt to our employees' changing needs. 4% 39% 56% 1%

We have effective change management processes to ensure new technologies impact the organization in a positive way. 3% 39% 58% 0%

Our risk tolerance is documented and shared, so employees know which risks they can take. 3% 42% 54% 1%

We are regularly trained in new skills or capabilities. 4% 38% 58% 0%

We have a set of core values that help employees make the right decisions. 3% 37% 60% 0%

APPENDIX 4A

FOUR BARRIERS - 4. MINDSET

Observations



Leveraging market intelligence

Bouncing forward after a crisis requires executives to constantly keep a finger on the pulse of what's happening in the market – both with their own clients and with competitors.

However, our results show that many companies are not currently gathering intelligence in these important areas:

57%

of companies “gather ongoing data analytics on our products and services.”

55%

of companies have “voice-of-customer (VoC) processes and tools.”

58%

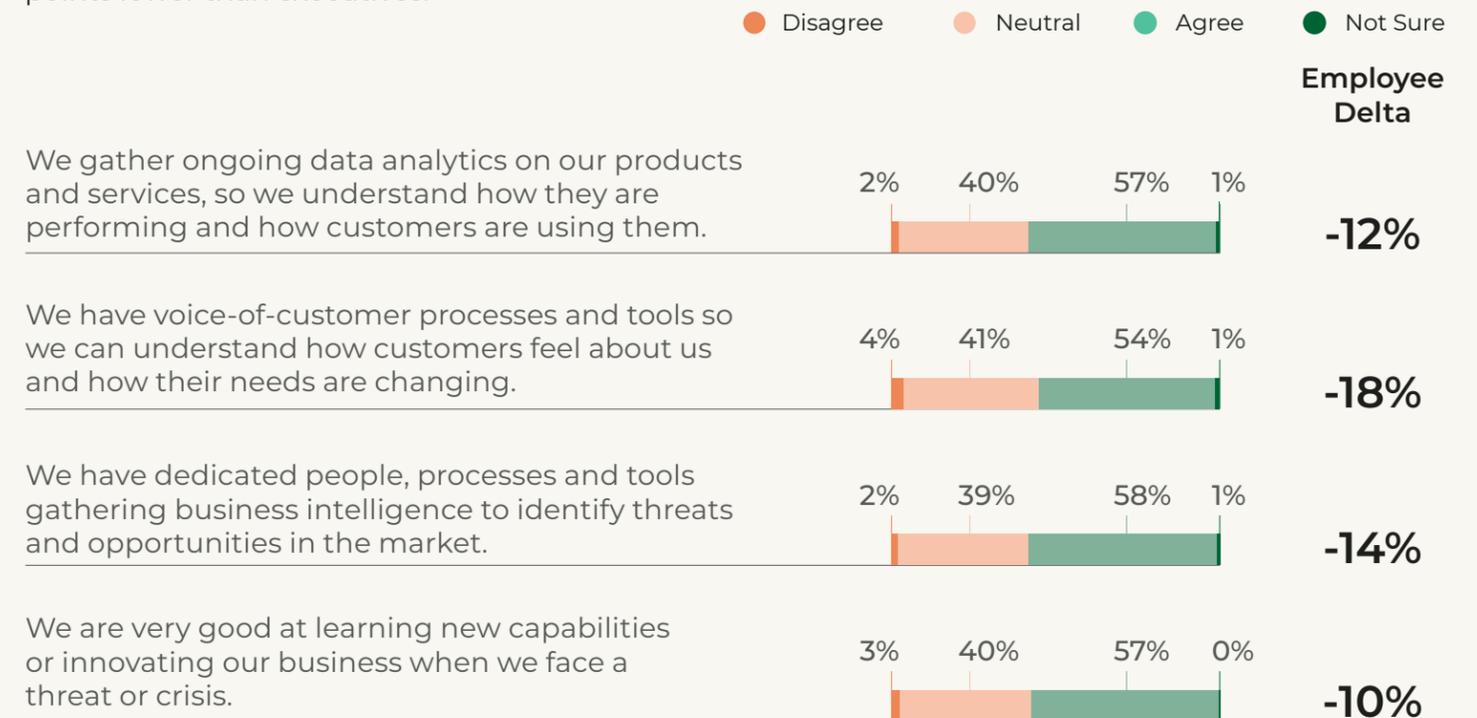
of companies have “dedicated resources for gathering business intelligence.”

57%

of companies agree they are “very good at learning or innovating when faced with a threat or crisis.”

Survey evidence

Employees are the most critical of their companies' ability to bounce forward. Their agreement with the following positive statements was consistently 10-18 points lower than executives.



“

Perspectives

You have to have strong communication links and feedback loops and you have to prioritize, making sure that you're connecting with your leaders and their leaders and that they are connecting with their people below them in a way that allows for that free flow of information up and down the organization.

- Executive, Technology

Without business intelligence or data, it's hard to make decisions that have an effect on business resilience and agility.

- Employee, Insurance

”

APPENDIX 4B

FOUR BARRIERS - 4. MINDSET

Observations



Investing in innovation

Investments in innovation, including a strong organizational structure that fosters fast decision-making, are critical elements for any organization. When businesses dedicate time and resources toward strategically developing new products and processes, they gain the

power not only to improve their current market position, but also to take major leaps forward.

However, our results show that many companies are failing to invest in innovation:

55%

of companies have a “dedicated innovation unit.”

57%

of companies give “workforce sufficient autonomy to act without executive leadership involvement.”

56%

of companies “are organized in a way that makes [them] agile and resilient.”

Survey evidence

● Disagree ● Neutral ● Agree ● Not Sure

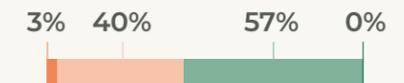
We have a dedicated innovation unit whose focus is solely to innovate with fewer constraints than the rest of the organization.



Employee Delta

-13%

Our workforce has sufficient autonomy to act on threats and opportunities without executive leadership getting involved.



-15%

Our company is organized and governed in a way that makes us agile and resilient.



-8%

APPENDIX 4C

FOUR BARRIERS - 4. MINDSET

Observations

Maintaining a micro and macro-level view

Being able to bounce forward from a crisis requires executives to have both a strategic view of the future AND a deep knowledge of the day-to-day demands of a business.

Our findings show that while executives tend to have strong macro-level perspectives, they struggle with maintaining a micro-level view of their organizations.

54% and **61%**
of executives of employees

agreed with the statement “Our executives lack the understanding of the details at the micro-level and are too focused on the macro strategic level.”

46% and **39%**
of executives of employees

agreed with the statement “Our executives lack the macro view, as they are too focused on small details.”

“

Perspectives

The closer you are to the street the better decisions you will make. Change processes, come up with new products.
- Executive, Technology

”

Survey evidence



Our executives **lack the macro view**, as they are too focused on small details.

OR



Our executives lack the understanding of the details at the micro-level and are too focused on the macro strategic level.

