

Thriving not surviving

How resilience thinking will help you succeed
as the world around you changes

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STM Week 2017: The Future of Publishing



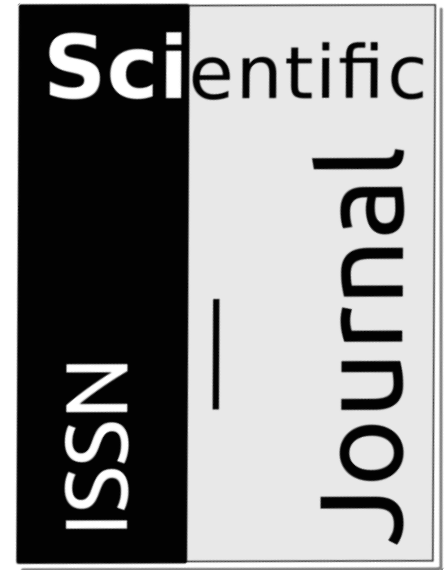
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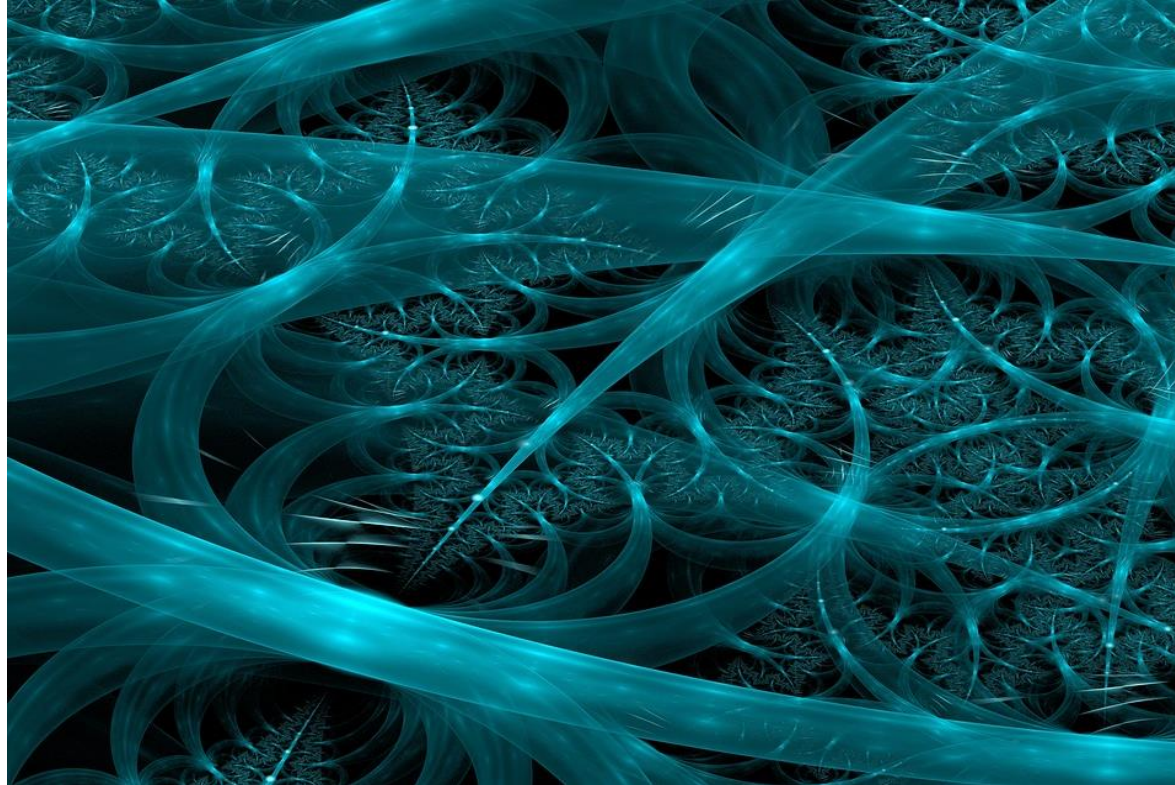


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Our organisations are part of a dynamic reality



Outline

1. What is resilience?
2. What is the relevance for Scholarly Communications?
3. What is the Adaptive Cycle?
4. What does this mean for organisations & Scholarly Communications?

1. What is Resilience?

“The capacity of a system to absorb disturbance, and still retain its basic function and structure”

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Complex adaptive systems have...

- 1) Feedback loops
- 2) Thresholds



A system's ability to respond depends on diversity



2. How does this relate to Scholarly Communications?



CONNECTING THE KNOWLEDGE COMMUNITY

The scholarly communications ecosystem:

understanding and responding to evolving expectations

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The Next Generation Scholarly

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Lee Dirks

scholarly communications ecosystem

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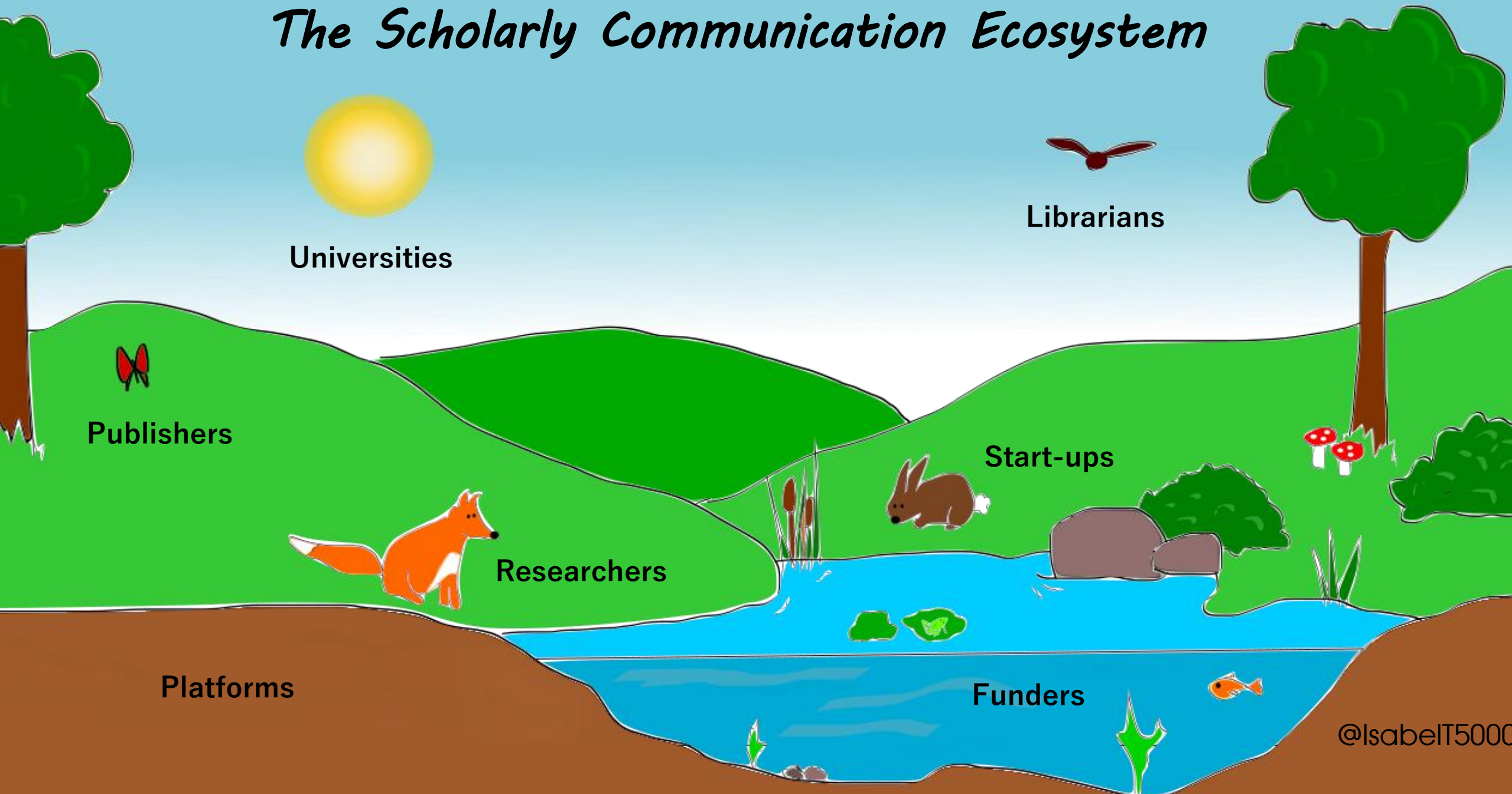
[PDF] ✓ The scholarly communications ecosystem

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the Research and Communication Ecosystem

The Scholarly Communication Ecosystem



Universities

Librarians

Publishers

Researchers

Platforms

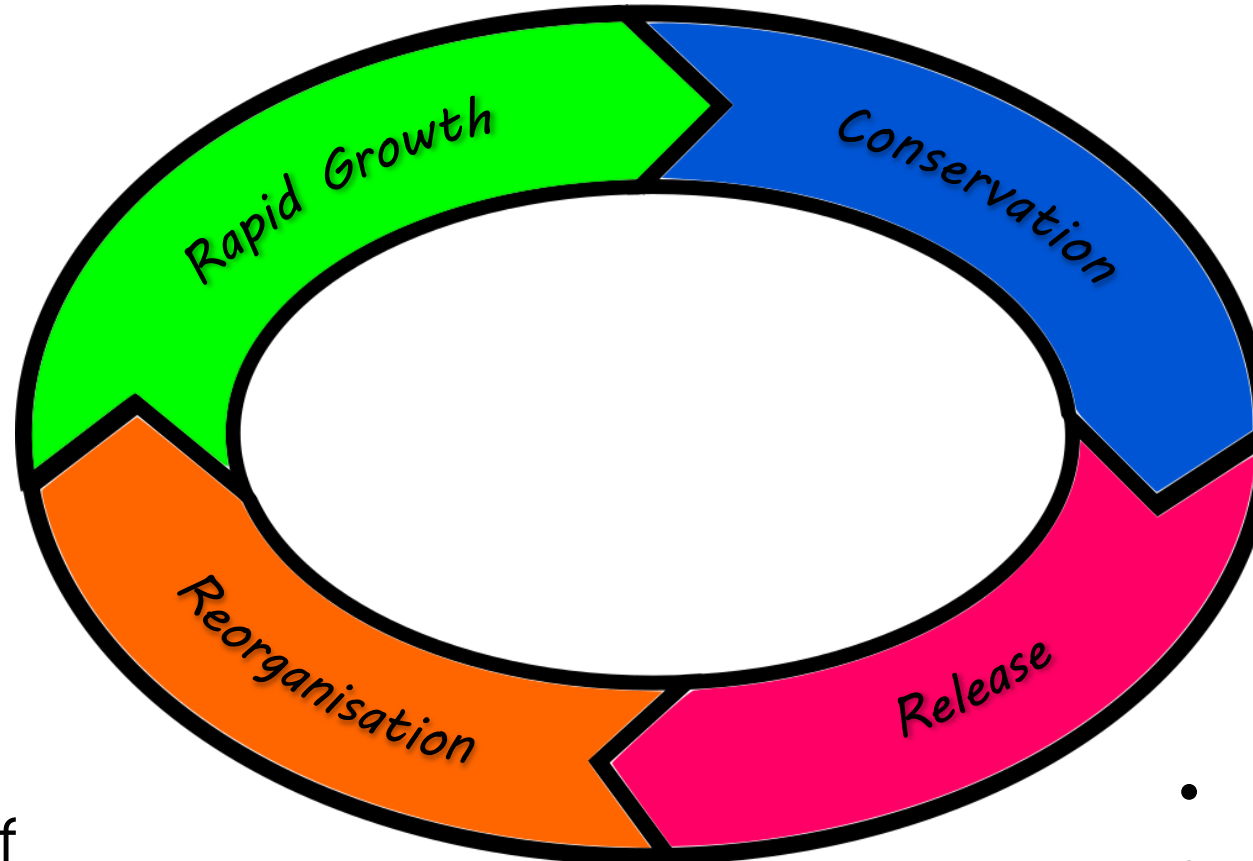
Start-ups

Funders

3. What is the Adaptive Cycle?

The Adaptive Cycle

- Weak structures
- High activity
- Short time-frames

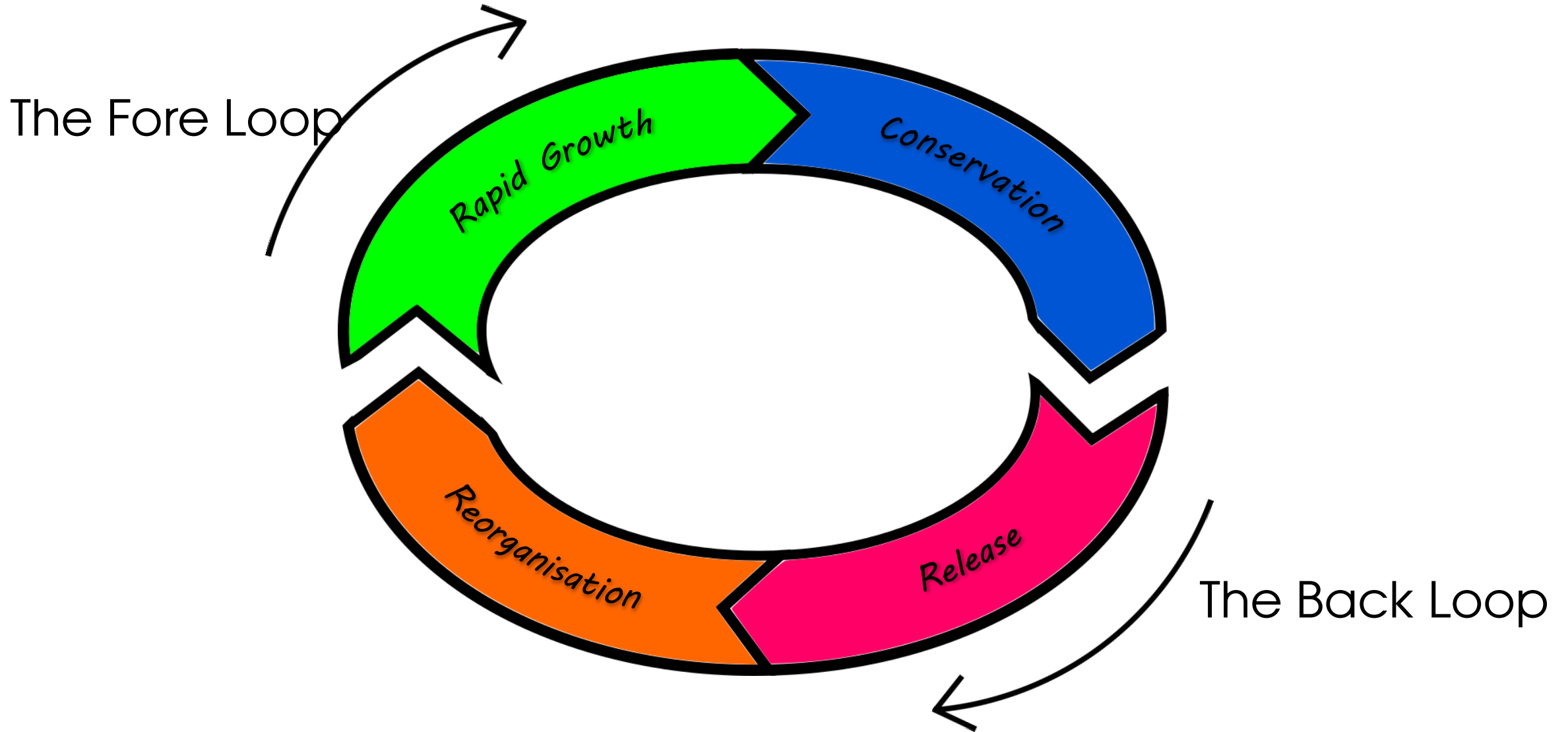


- Slower growth
- Process
- Structure
- Rigidity

- Innovation
- New ideas
- New ways of working

- Process unravels
- Unpredictable change

The Adaptive Cycle



The “Late Conservation Stage”:

- Increases in efficiencies
- Increased command and control
- A preoccupation with process
- One-size-fits-all solutions
- Subsidies not to change rather than to change
- Less support for novelty or experimentation
- More “sunk cost” effects



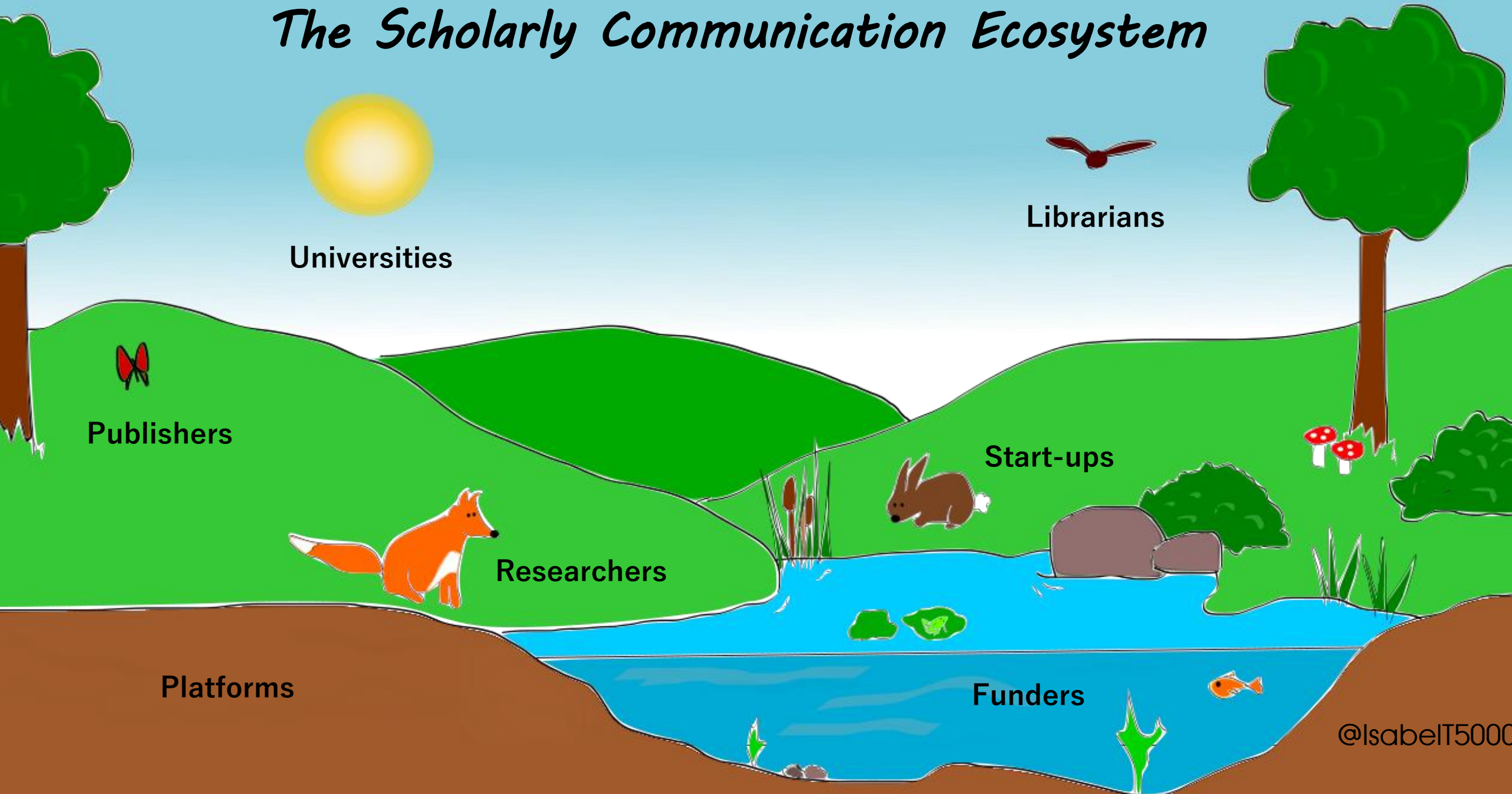


4. What does this mean for Scholarly Communications?

A resilient system has:

- Diversity – of entities and responses
- Modularity – interconnected, but not overconnected
- Tight feedback loops – change is picked up on quickly

The Scholarly Communication Ecosystem



Universities

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Funders

“The capacity of a system to absorb disturbance, and still retain its basic function and structure”

- Prioritise diversity, innovation, learning, and adaptation
- Reengineer constantly
- Recruit the right staff to help you
- Change before you have to

Resilience is not necessarily a good thing

- What does “Resilience Thinking” mean for how we approach change in Scholarly Communications?
- How resilient is your organisation?
- Where is it in the Adaptive Cycle? And what forces are holding it there?
- What does it need to focus on to increase its capability for resilience?

Questions?

Further reading:

- Walker, B. and Salt, D. 2006. *Resilience Thinking: Sustaining ecosystems and people in a changing world*. Island Press, Washington D.C.
- Gunderson, L. H. and Holling, C.C., eds. 2002. *Panarchy: Understanding transformations in human and natural systems*. Island Press, Washington D.C.
- Podcast/recorded lecture of Professor Brian Walker – email me if you would like a copy (Isabel.Thompson@StoneAndRiver.com)

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