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MODELING ORGANIZATIONAL RESILIENCE
CONCEPTS IN THE PUBLIC SECTOR
ORGANIZATIONS OF LITHUANIA IN THE CONTEXT
OF UNCERTAINTY

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Content of scientific presentation

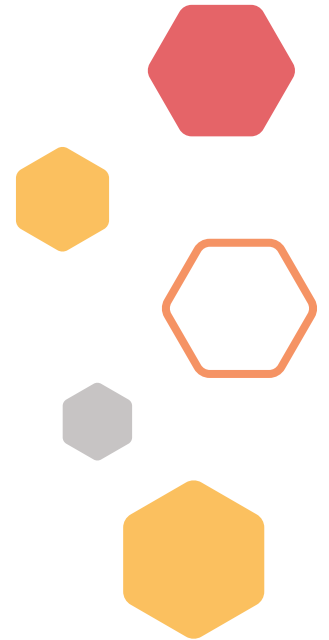


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The relationship between resilience and other management theories;

Modeling organizational resilience in a variety of uncertainty conditions;

Modeling organizational resilience management in the context of Lithuanian central government institutions - the need for the necessary information for decision-making under changing conditions of uncertainty.



This theoretical report is a component part of the thesis being prepared "Improving public management in the conditions of social transformations: modeling the resilience of Lithuanian public sector organizations".





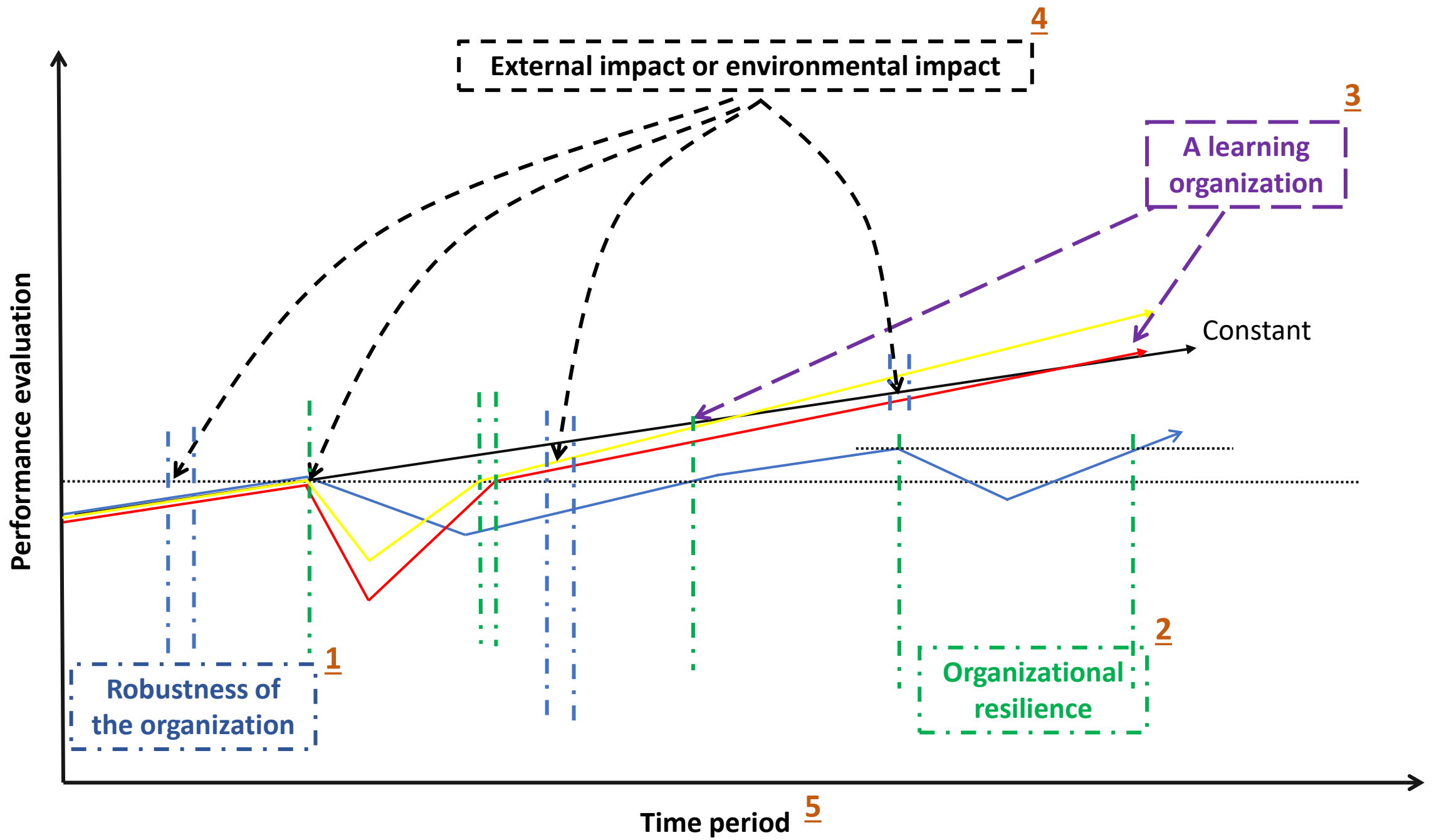
The relationship between resilience and other management theories



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1. Organizational resilience **to what?**
2. Organizational resilience as **an outcome**;
3. Organizational resilience as **a process**;
4. Organizational resilience as **a capacity**;
5. Organizational resilience as **a capability**;
6. Organizational resilience as **bounce back**;
7. Organizational resilience as **bounce forward**;
8. Organizational resilience **assessment**;
9. **Individual** and **collective** resilience;
10. **Dynamic** vs. **static** resilience;
11. Organizational resilience **measurement**;
12. Organizational resilience and **learning organization**;
13. Organizational resilience and **robustness**;
14. Organizational resilience and **sustainability**;
15. Organizational resilience and **anti-fragility**;
16. Organizational resilience **modeling // model**.







The relationship between resilience and other management theories

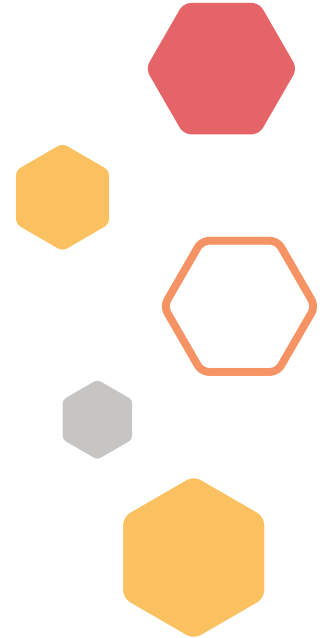


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In recent years, numerous scientific and practical studies have emphasized the functioning of the organization in an uncertain, turbulent, dynamic, complex, changing, crisis, shock (and many other versions) environment.

However, in many studies of this kind, there was a lack of qualitative identification of the prevailing uncertainty, complexity, dynamism and other factors within the framework of management theories. All these factors were presented as non-operationalized fact/statement.

As a result, it can be assumed that the presented universalistic models of organizational resilience, applied or attempted to be applied by both private and public sector organizations, do not have sufficient capacity to be adequately managed in a changing, uncertain, <.....> environment.





Modeling organizational resilience in a variety of uncertainty conditions

Static



Nr. 1 Simple



Low perceived uncertainty

1. Small number of factors and components in the environment
2. Factors and components are somewhat similar to one another
3. Factors and components remain basically the same and are not changing

Necessary information is known and available

Complex

Nr. 2



Moderately low perceived uncertainty

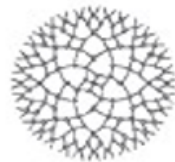
1. Large number of factors and components in the environment
2. Factors and components are not similar to one another
3. Factors and components remain basically the same and are not changing

Constant need for new information

Dynamic



Nr. 3



Moderately high perceived uncertainty

1. Small number of factors and components in the environment
2. Factors and components are somewhat similar to one another
3. Factors and components of environment are in continual process of change

Information overload

Nr. 4



High perceived uncertainty

1. Large number of factors and components in the environment
2. Factors and components are not similar to one another
3. Factors and components of environment are in continual process of change

It is unknown what information would be needed

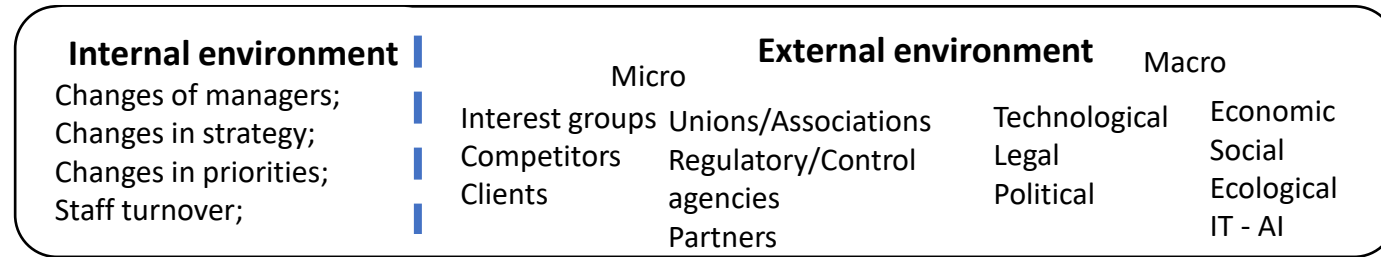




Modeling organizational resilience management in the context of Lithuanian central government institutions



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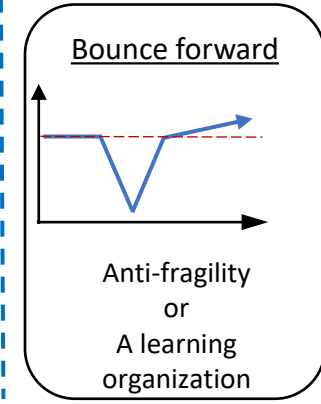
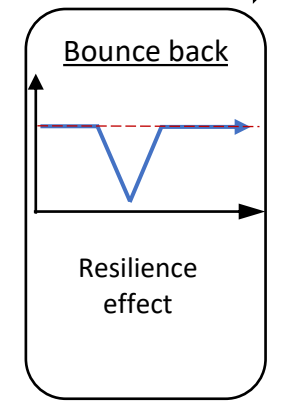
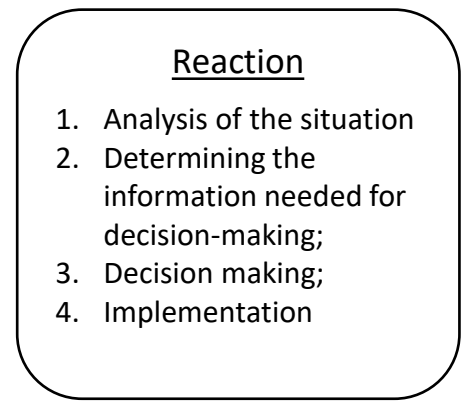
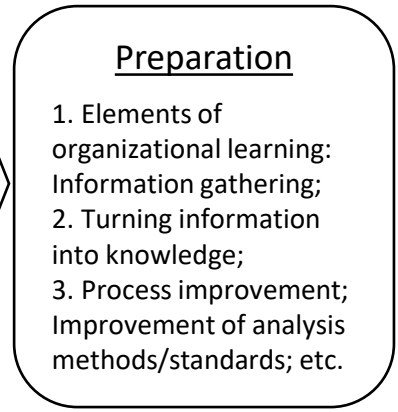
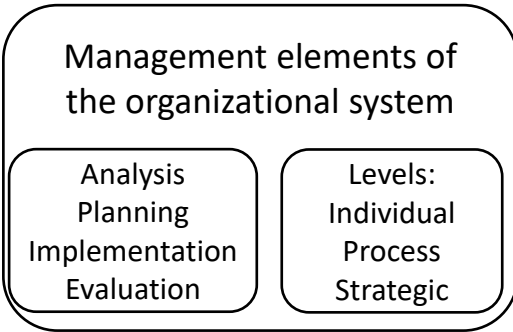


Makes up

Conditions of uncertainty

Impact

- Level 1 - **Low Uncertainty**: Static environment and simple/non-complex system;
- Level 2 - **Moderately low uncertainty**: Static environment and complex system;
- Level 3 - **Moderately high uncertainty**: Dynamic environment and simple/non-complex system;
- Level 4 - **High uncertainty**: Dynamic environment and complex system;



Static resilience

Dynamic resilience



Insights about what are the possible exceptions due to the features of the civil service model in Lithuania



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Civil service law – salary, recruitment, career possibilities, seniority is considered etc. = a mixed model with more dominant career-based elements;

Public administration law - public administration principles, areas of public administration, system of public administration subjects;

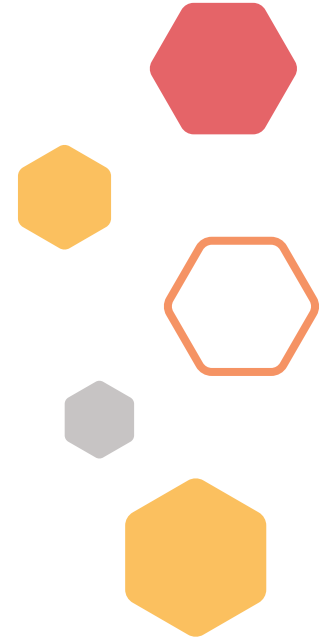
Budgetary institutions law - determines the concept, establishment, restructuring, termination, organization of activities, and governance of budget institutions;

Strategic management law - determine the principles of the strategic management system, define the levels and types of planning documents, their interrelationships and influence;

Civil service ethical codex - create legal assumptions that government institutions serve the people, improve the quality of public administration, increase public trust in state and municipal institutions...

And others...

Therefore, the internal environment of many Lithuanian central government organizations seems to be formally structured similarly, but differences prevail in terms of available resources, inter-institutional and international cooperation, performed functions, application of quality management methods, organizational culture, and leadership style.

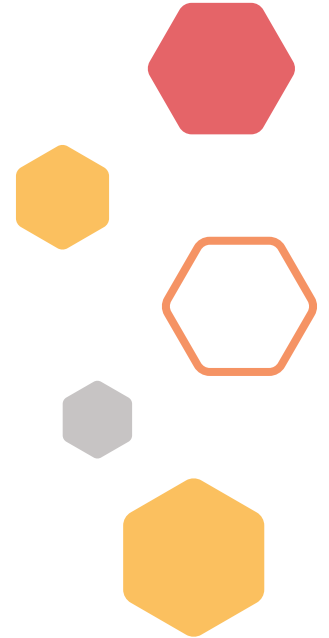




Insights about what are the possible exceptions due to the features of the civil service model in Lithuania



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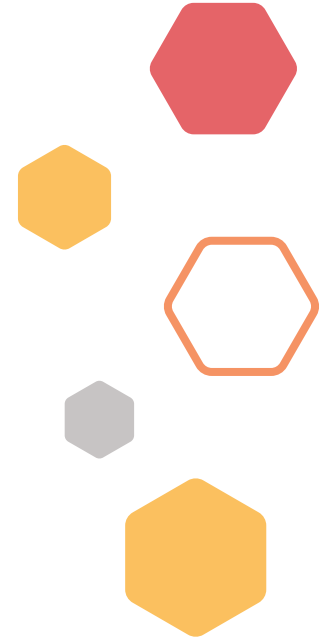




Insights how Lithuanian public sector organizations are exposed to conditions of uncertainty arising from both the external and internal environment



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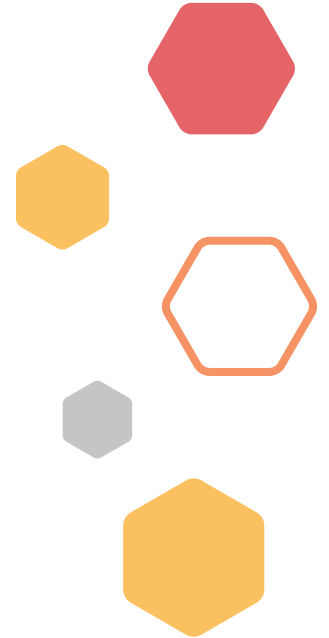




Insights about the need for the necessary information to make decisions when the levels of uncertainty conditions change



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Thank you