Abstract: This workshop is providing evidence from 705 firms operating in seven different industries on how they have reacted to a crisis or a series of external shocks. What emerges is a model that can help firms build a strategy, organization and culture that is more resilient. We argue that firms can and should measure their resilience, and that they should invest time and resources in increasing their resilience to the desired level. Firms are not naturally resilient – they have to be made resilient. Think about children in their first year of life. Most of them hardly get sick because their anxious parents protect them from any possible environmental influence. However, when they start in pre-school, they frequently get sick. This happens because they do not yet have strong immunity defenses, which must be built. The same applies to businesses. A firm is not born resilient – it grows into resilience. During our workshop, we will discuss the responsibility of leaders to create resilient firms along the seven resilience drivers listed below:

- Resilient companies show higher levels of authenticity. They approach the business in coherence with their traditions, competences, brand image and values.
- Resilient companies have a high level of customer centricity. They are dedicated to the care of their customers and their needs, and they are willing to sacrifice short-term profitability in order to tie in customers in the long term. Employees identify with this
strategy and are proud to be able to add value for customers before they think about shareholders.

- Resilient companies have relatively simple business models and are determined to preserve key competencies by clearly linking their products and services to specific resources and capabilities.
- Contrary to common beliefs, aggressive geographical diversification often increases the fragility of an organization, as it is difficult to assess and control all local risks. These problems increase with greater geographic diversification. Resilient companies hold a strong position in their home markets and prefer to develop strong positions in a few additional markets as opposed to weak positions in many markets.
- Decision makers in resilient companies employ a long-term perspective that goes beyond their mandate.
- Leaders in resilient companies make strategic decisions. In addition, they manage to combine speed with quality of decisions.
- Resilient companies are led by CEOs and relatively small top management teams. Members of such teams have strong specialist and functional backgrounds, and they are bound by shared values.

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