
Contents

1	Introduction	1
	References	3
2	What Is the Meaning of Resilience?	5
2.1	Resilience in Psychology	5
2.2	Corporate Resilience	6
2.2.1	The Problem Case: The Self-driving Company	6
2.2.2	Significance for Corporate Resilience	10
2.3	Resilience in Sociology	11
2.4	Core Requirements for Corporate Resilience	12
	References	13
3	Corporate Resilience as Part of the “Winning Wheel”	15
3.1	Definition of the Winning Wheel	16
3.1.1	Autonomy	16
3.1.2	Sustainability	18
3.1.3	Humanity	21
3.1.4	Resilience	23
3.2	Expanding the Winning Wheel	24
3.2.1	The Sectors of the Winning Wheel	25
3.2.2	The Hemispheres of the Winning Wheel	28
3.2.3	Positions on the Winning Wheel That Favor Resilience	30
3.3	The “Turkey Illusion”	31
3.4	The Winning Wheel as a Measurement Tool	31
3.5	Conclusion	33
	References	34
4	First Case Study: Evaluating Interviews with the <i>Winning Wheel</i>	35
	References	40
5	Indicators of Resilient Organizations	41
5.1	The Example of Arpanet	41
5.2	Features of Entrepreneurial Resilience	43
5.2.1	Robustness	43
5.2.2	Redundancy	43

5.2.3	Decentralization	44
5.2.4	Diversification	45
5.2.5	Error-Friendliness	45
5.3	Evaluating the Features of Resilient Organizations	46
5.4	Organizational Resilience According to ISO Standard 22316.	46
5.5	Further Indicators of Resilient Self-driving Organizations	48
5.5.1	Digitization	48
5.5.2	Agility	49
5.5.3	Cooperation	50
5.5.4	Software Resilience	50
5.5.5	Process Resilience	52
5.6	Conclusion	53
	References.	53
6	Identifying the Measures That Build Resilience	55
6.1	Traveling Yogurt Jars and Articles of Clothing	56
6.2	Risk Classes and Risk Perception	59
6.2.1	Immediate Threat	60
6.2.2	Calamity	61
6.2.3	Tests of One’s Own Strength	61
6.2.4	Gambling, Games of Luck	62
6.2.5	Early Indicators of Insidious Danger	62
6.3	Interim Conclusion.	63
6.4	The Risk-Based Resilience Model.	64
6.5	Exceptional Risks.	68
6.5.1	Systemic Risks.	68
6.5.2	Fat-Tailed Risks	70
6.5.3	Algorithms and Resilience.	74
6.6	Risk Awareness	75
6.7	Conclusion	77
	References.	77
7	Testing for Resilience: The Procedure.	79
7.1	Goal and Scope of Resilience	80
7.2	Resilience Indicators	81
7.3	Derivation of Measures	81
7.4	Simulation (Stress Test) and Quantification.	81
7.5	Special Features of Quantification.	84
7.6	Conclusion	85
	Reference	86
8	Second Case Study: The Resilient Financial Service Provider.	87
8.1	Agile Development and Co-creation Mode	88
8.2	Agility in the Technology Stack: Open Source and Open Application Programming Interfaces (OpenAPIs) Optimize Flexibility and Performance.	89
8.3	Conclusion	91

9	The Emergence of the Resilient Company	93
9.1	Companies in 2035: Self-driving and Resilient	94
9.1.1	Analog Resilience Management	94
9.1.2	Digital Resilience Management	95
9.1.3	Semiautomated Value Creation and the Automated Company	97
9.1.4	Self-driving Companies	98
9.1.5	Interim Conclusion	99
9.2	Specification of a Resilience Dashboard	99
9.2.1	Project Preparation	100
9.2.2	Initial Definition of Target	104
9.2.3	The Configurational Phase	106
9.2.4	Survey of Measures	115
9.2.5	Functional Requirements	117
9.2.6	Resilience-Specific Functional Requirements	118
9.2.7	Generic Functional Requirements	118
9.2.8	Nonfunctional Requirements	120
9.3	Distinguishing the Resilience Dashboard from Existing Systems	120
9.3.1	Risk Management	121
9.3.2	Strategic Planning	122
9.3.3	Business Intelligence Systems	123
9.4	Creation of a Scope Document	123
9.4.1	The Waterfall Model	124
9.4.2	Product Requirements Document	124
9.4.3	Agile Procedures	124
9.4.4	Scope Document	124
9.4.5	Requirements Documentation	126
	References	132
10	Implementing a Resilience Dashboard	135
10.1	Make a Resilience Dashboard or Buy One?	135
10.2	Use of Standard Software	136
10.3	Individualized or Customized Development	141
	References	145
11	Third Case Study: Implementation of a Resilience Dashboard Using Standard Software Based on the Enterprise Strategy Suite	147
11.1	Crowd Intelligence	149
11.2	Crisis Management	150
11.3	A New Business Plan	150
11.4	Conclusion	151
12	Conclusion	153
	Glossary	155