

RUTGERS

School of Communication
and Information

RESILIENT ORGANIZATIONAL NETWORKS: Challenges and Opportunities for Organizations and their Communities

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Robustness

- Manage stress without loss of function
- Consistency, ongoing partnerships

Resourcefulness

- Identify problems, establish priorities, mobilize resources
- Network flows make them readily available

Rapidity

- Meet priorities and goals effectively and efficiently
- Structures have balance of brokers to manage info load

Redundancy

- Substitutable components
- Multiple orgs that provide similar goods/services (competitors)

External Availability

- Use of ICTs to (re)connect
- Access resources, share information, (re)connection

Chewning et al. (2013); Kendra & Wachtendorf (2003); Myerson et al. (1993)

Volatile Communities

- Croatia
- Serbia
- Afghanistan



Organizational disruption

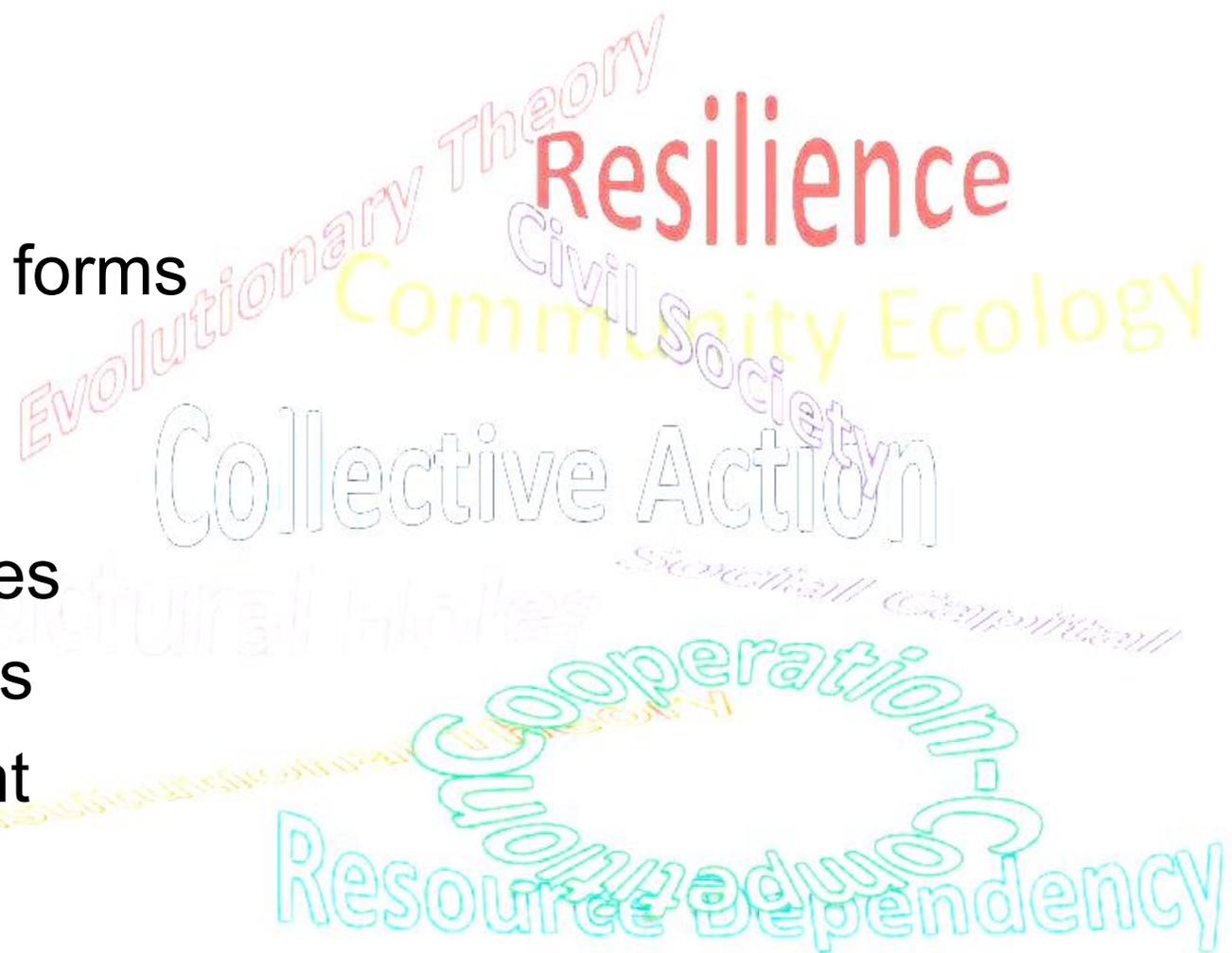
- New Orleans
- New Jersey; (Long Island, NY)





Networked forms

- Dynamic
- Flexible
- Resources
- Weak ties
- Emergent



Networked forms needs

- Dynamic
- Flexible
- Resources
- Weak ties
- Emergent

Political/ local needs

- Stable
- Predictable
- Resources
- Trust (strong ties)
- Designed/planned

Robustness

Orgs hold status

- Manage stress without loss of function
- Consistency, ongoing partnerships

Resourcefulness

*Strong ties; leadership quandary-
important orgs ≠ brokers*

- Identify problems, establish priorities, mobilize resources
- Network flows make them readily available

Redundancy

*Membership increasing;
fairly centralized*

- Substitutable components
- Multiple orgs that provide similar goods/services (competitors)

Rapidity

*Info overload; inefficient;
comm partnerships stable*

- Meet priorities and goals effectively and efficiently
- Structures have balance of brokers to manage info load

External Availability

*ICTs not panacea
Previous relationships easier to access*

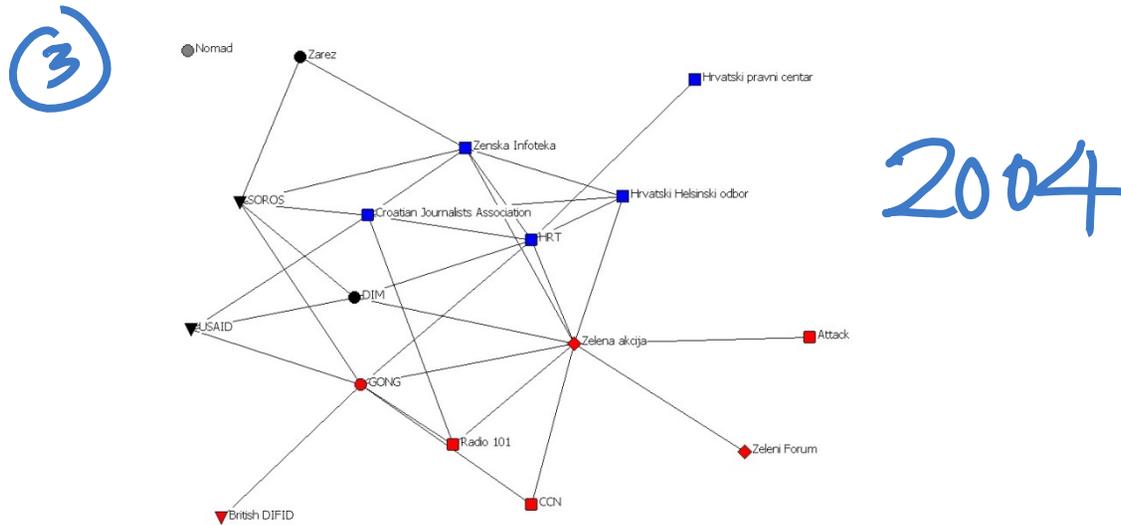
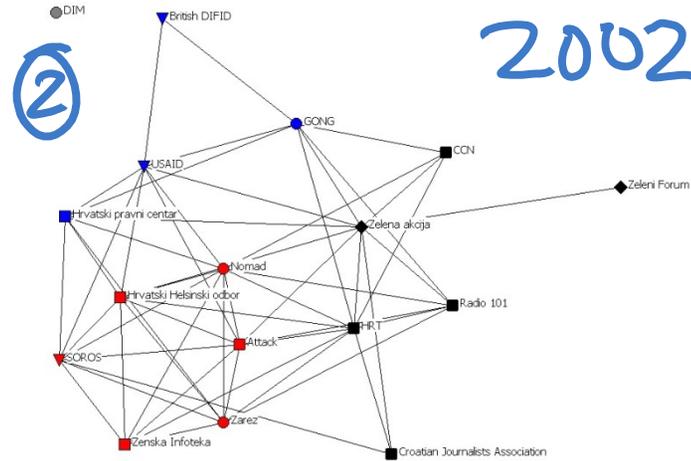
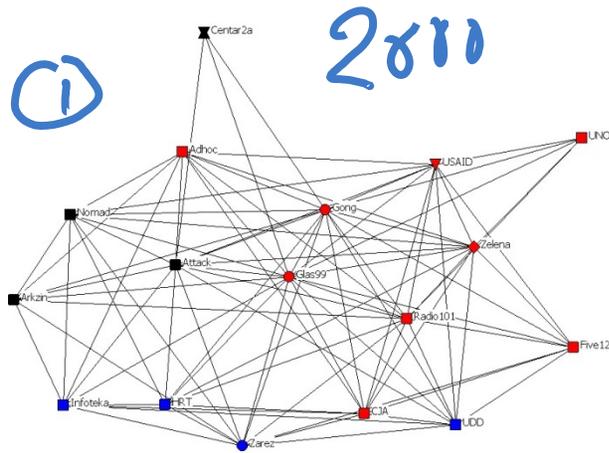
- Use of ICTs to (re)connect
- Access resources, share information, (re)connection

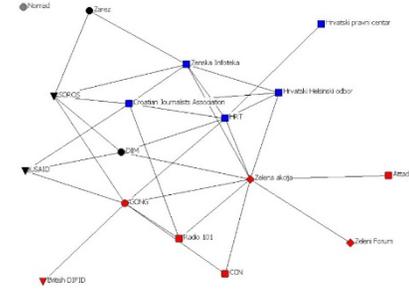
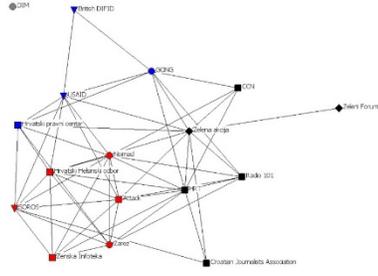
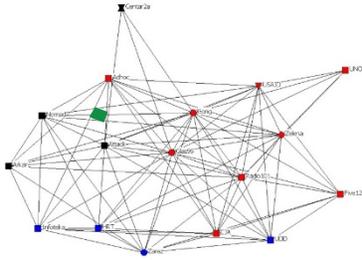
Time 1

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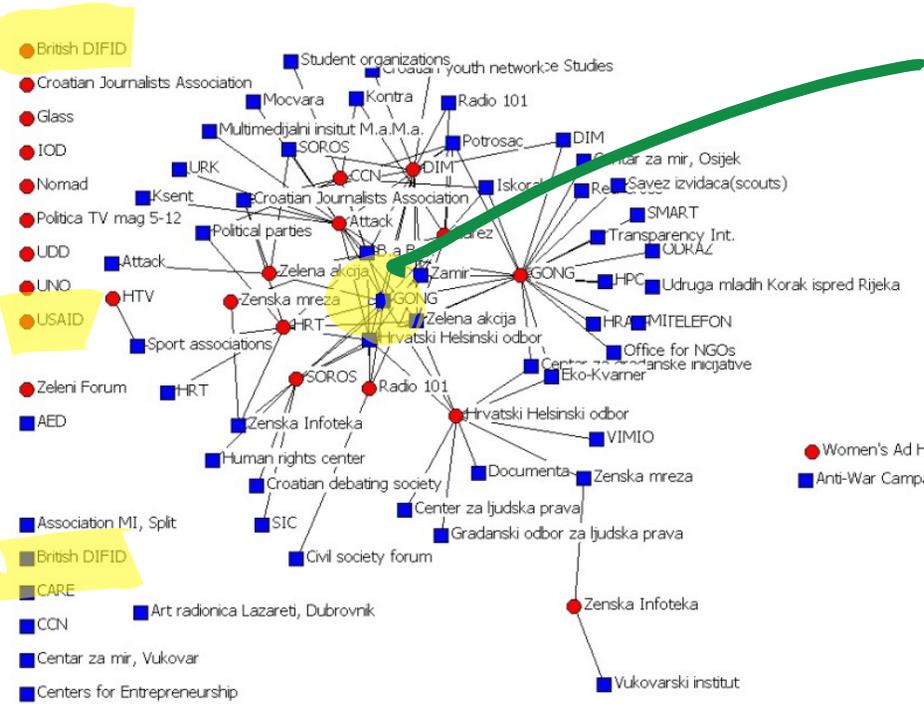
Croatia 1-2-3





Resources

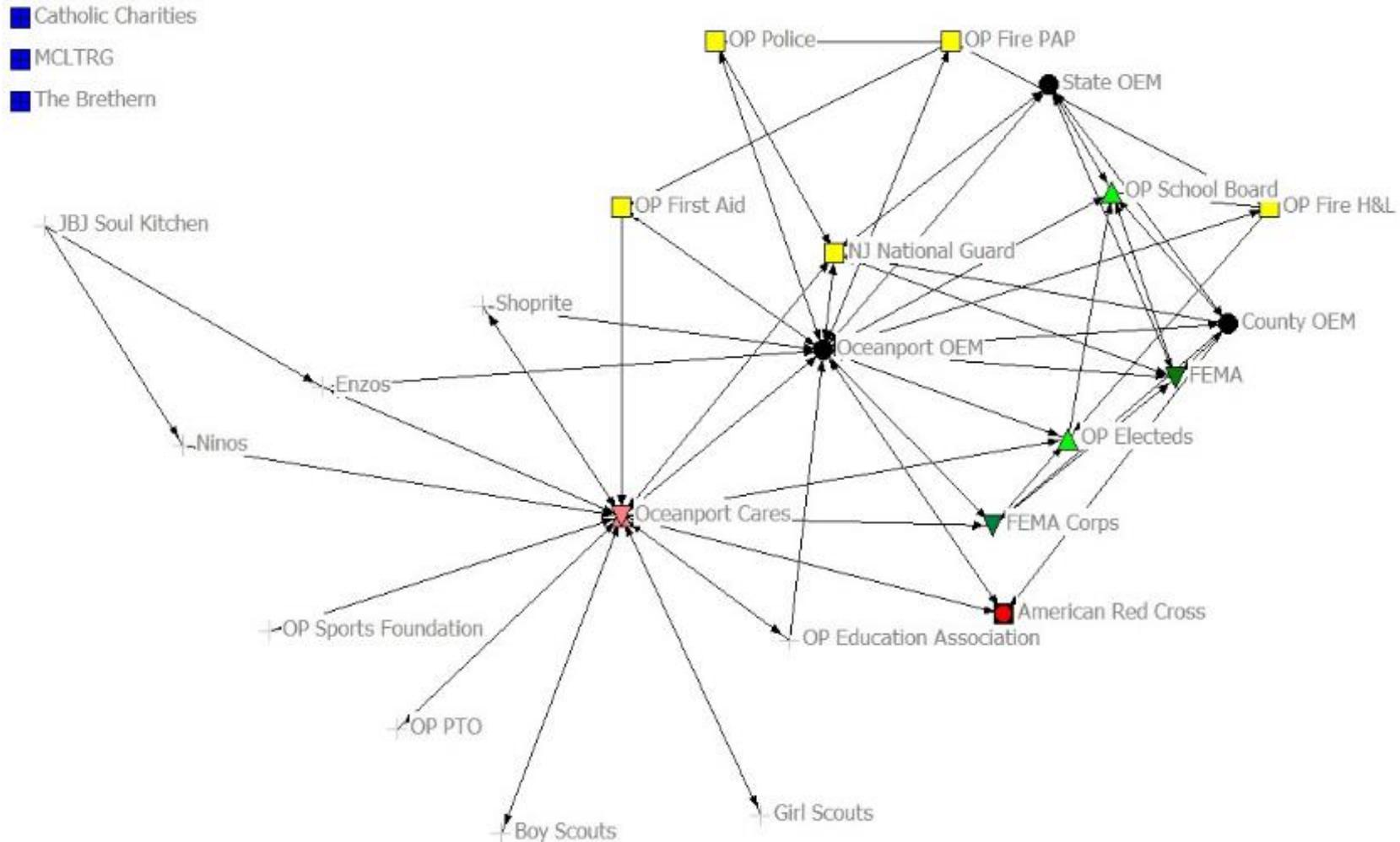
- British DIFID
- Croatian Journalists Association
- Glass
- IOD
- Nomad
- Politica TV mag 5-12
- UDD
- UNO
- USAID
- HTV
- Sport associations
- Zeleni Forum
- AED
- Association MI, Split
- British DIFID
- CARE
- CCN
- Art radionica Lazareti, Dubrovnik
- Centar za mir, Vukovar
- Centers for Entrepreneurship



Local NGOs and media

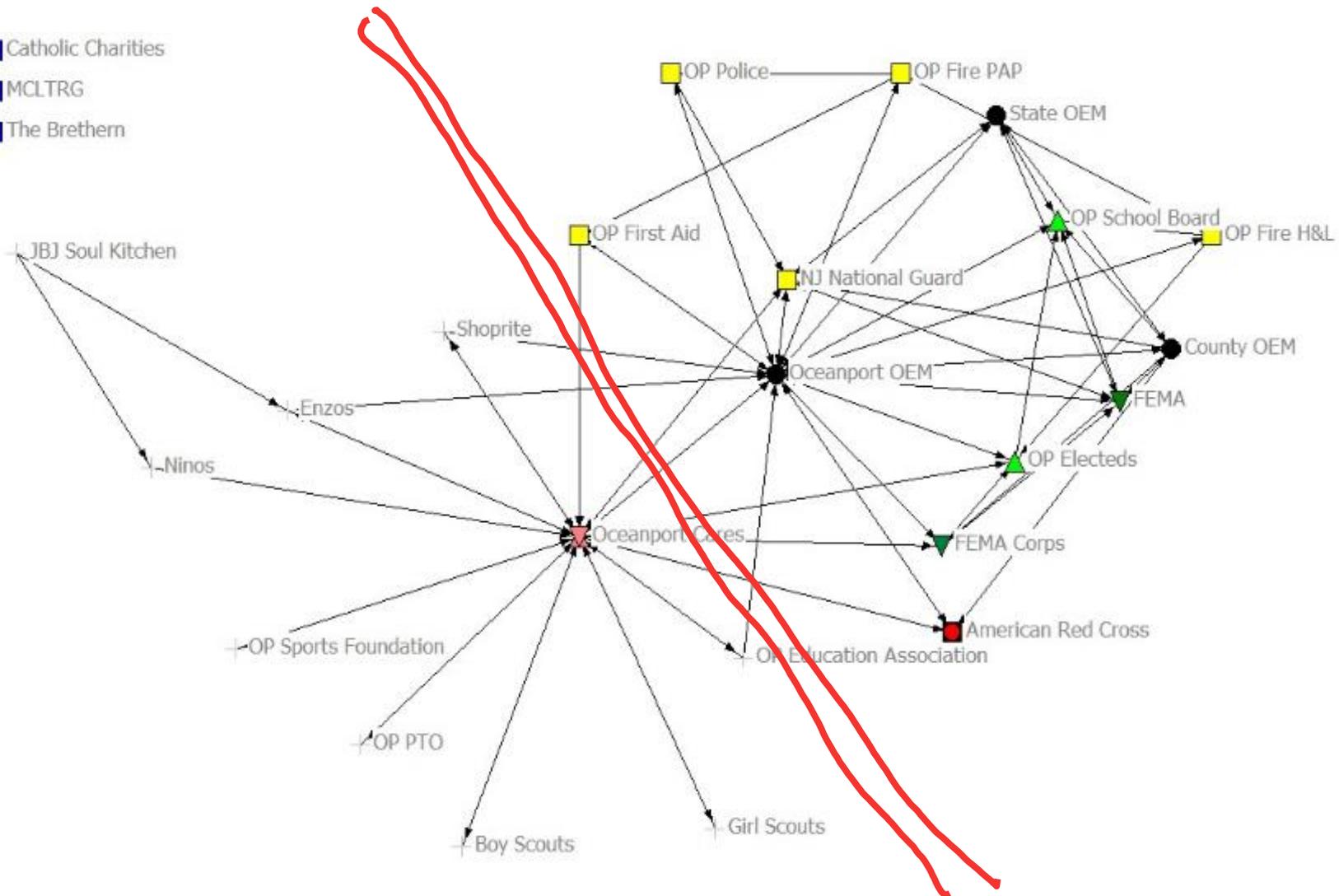
2004

- Women's Ad Hoc
- Anti-War Campaign

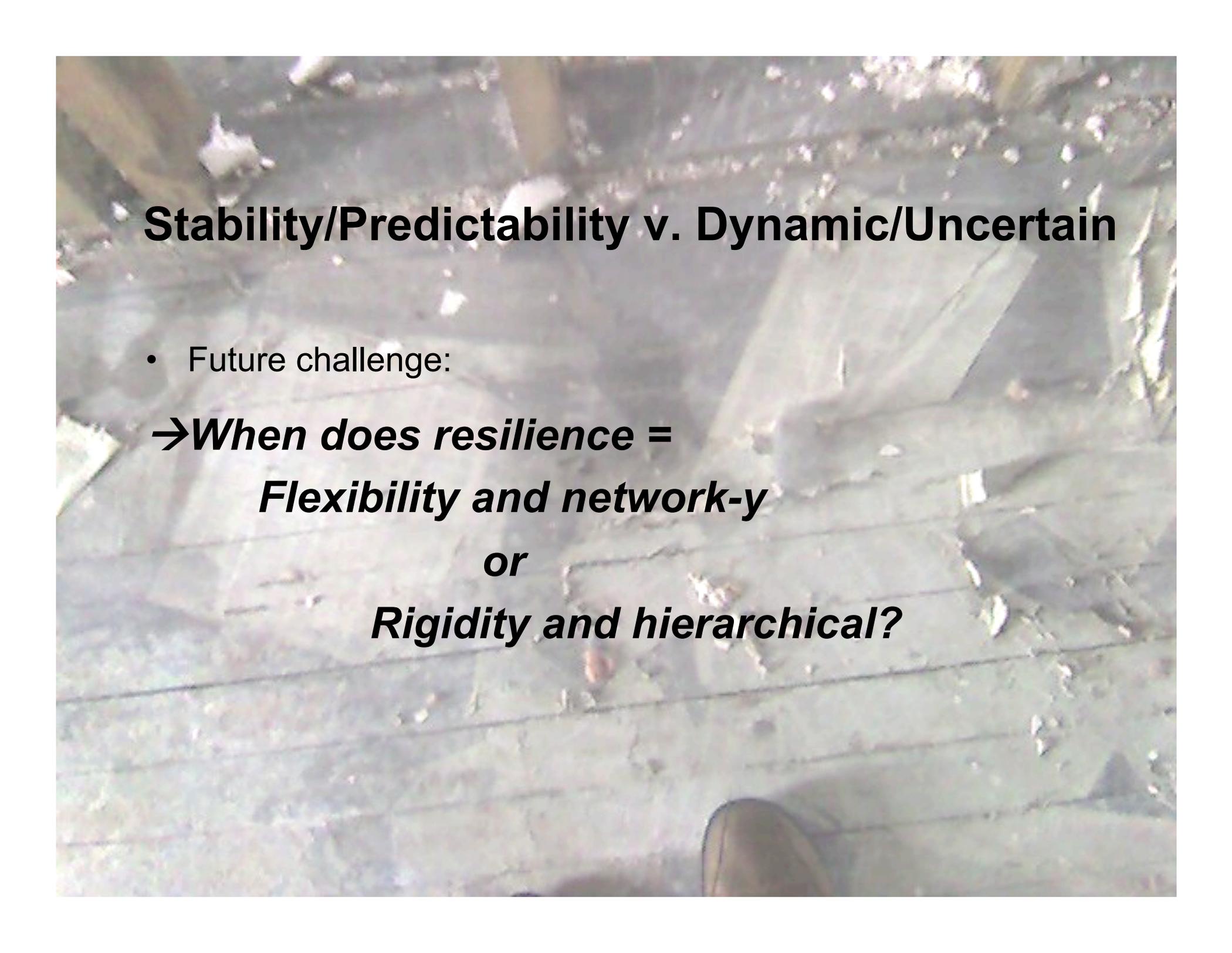


The Clash of the Responders

- Catholic Charities
- MCLTRG
- The Brethern



- Civil society and (in)stability
 - Afghanistan v. Croatia
- Organization-level hegemony
 - US organizations- so big they do fail
 - International contexts- INGOs become unwitting leaders
- Networking processes reify power and relations
 - Resource holders evolve as perceived leaders
(but don't broker)
 - Network patterns become difficult to change
 - Reification of structures as leaders continue to be valued
(despite their lack of engagement)

The background of the slide is a photograph of a severely damaged floor. The floor is covered in a thick layer of grey and white debris, including what appears to be crushed concrete, wood splinters, and other unrecognizable fragments. The lighting is somewhat dim, highlighting the texture and chaos of the destruction. Overlaid on this image is the main title and a list item.

Stability/Predictability v. Dynamic/Uncertain

- Future challenge:

**→ *When does resilience =
Flexibility and network-y
or
Rigidity and hierarchical?***



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