

1. Design a research plan on corporate promotion of labor shortage, including: research purpose, research process, research methods and research structure. (15%)

2. Please answer the questions according to the following tables.

(1) Explain the meanings of the following three tables.(15%)

(2) What are the possible research purposes, research methods, research hypotheses and research framework? What model did this research apply with? (20%)

	Item	Factor loading	<i>t</i>	AVE	CR	Cronbach's alpha
Performance expectancy (PE)	PE1	0.838	-	0.623	0.990	0.824
	PE2	0.833	20.847			
	PF3	0.688	16.625			
Effort expectancy (EE)	EE1	0.801	-	0.712	0.993	0.876
	EE2	0.902	23.085			
	EE3	0.826	20.968			
Social influence (SI)	SI1	0.768	-	0.662	0.987	0.851
	SI2	0.858	18.932			
	SI3	0.814	18.337			
Facilitating conditions (FC)	FC1	0.837	-	0.640	0.989	0.836
	FC2	0.745	18.114			
	FC3	0.814	19.964			
Privacy risk (PR)	PR1	0.701	-	0.613	0.992	0.855
	PR2	0.914	18.480			
	PR3	0.852	17.902			
	PR4	0.632	13.559			
Intention to use MPS (IU)	IU1	0.851	-	0.770	0.993	0.906
	IU2	0.942	28.202			
	IU3	0.836	24.127			

Constructs	PE	EE	SI	FC	PR	IU
PE	<b>0.789</b>					
EE	0.679**	<b>0.843</b>				
SI	0.363**	0.342**	<b>0.813</b>			
FC	0.570**	0.637**	0.389**	<b>0.800</b>		
PR	0.044	0.047	-0.158**	-0.024	<b>0.782</b>	
IU	0.512**	0.463**	0.491**	0.466**	-0.202**	<b>0.877</b>

Note: \*\*  $p < 0.01$ .

Structural Path	$\beta$	$t$	$p$	Result
H1. PE → IU	0.316***	4.26	< 0.001	Supported
H2. EE → IU	0.068	0.87	0.380	Not supported
H3. SI → IU	0.309***	6.36	< 0.001	Supported
H4. FC → IU	0.099	1.49	0.134	Not supported
H5. PR → IU	-0.170***	-4.35	< 0.001	Supported

Note: \*\*\*  $p < 0.001$ .

Fitness statistics:  $\chi^2 = 337.313$ ,  $p < 0.001$ ,  $df = 137$ ; CFI = 0.967, TLI = 0.959,  
RMR = 0.028, RMSEA = 0.053.

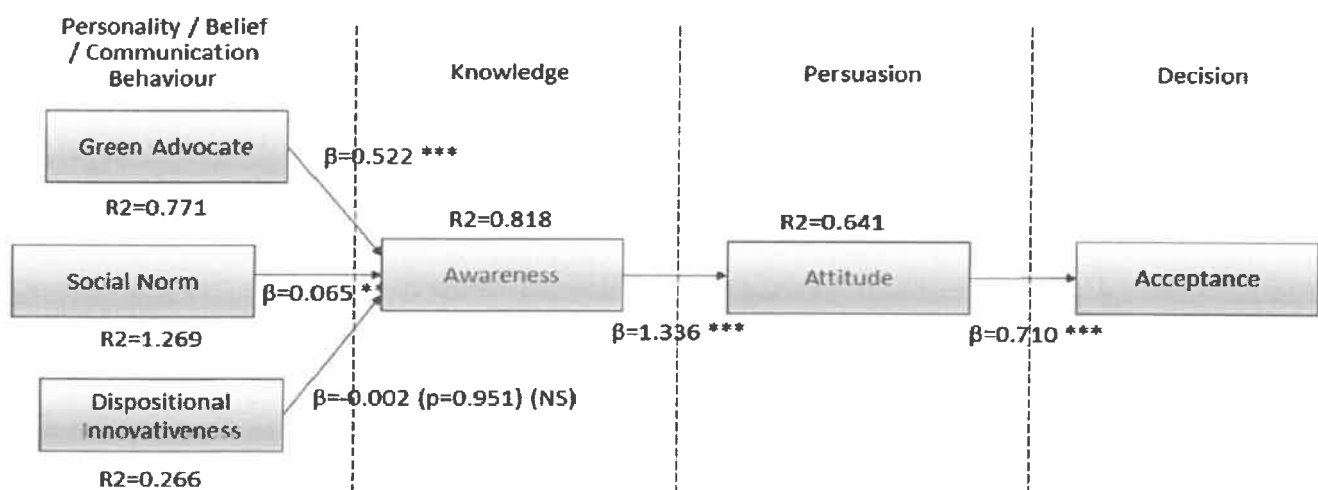
Source: Jin-Myong Lee, Bohan Lee, and Jong-Youn Rha(2019). Jin-Myong Lee, DETERMINANTS OF MOBILE PAYMENT USAGE AND THE MODERATING EFFECT OF GENDER: EXTENDING THE UTAUT MODEL WITH PRIVACY RISK International Journal of Electronic Commerce Studies Vol.10, No.1, pp.43-64, 2019

1. 請說明(1)何謂學術倫理(Academic Ethics)? (2)何謂研究倫理(Research Ethics)? (10分)
2. 在民意調查中，常常因為無法取得龐大的母體資料，必須仰賴抽樣來決定樣本。請說明以下在抽樣過程中的基本專有名詞。(1)解釋何謂抽樣誤差與調查誤差?(2)解釋何謂信心水準與信賴區間?(15分)
3. 請畫圖說明(1)何謂調節式中介(Moderated Mediation)模型?(2)何謂中介式調節(Mediated Moderation)模型?(10分)
4. 以下內容是節錄期刊論文的部分內容，請(1)試著寫出這篇期刊文章的研究假設，(2)試著解釋結構方程模式的結果。(15分)

資料來源：Wong, E.Y.C., Chan, F.F.Y., So, S., 2020. Consumer perceptions on product carbon footprints and carbon labels of beverage merchandise in Hong Kong. *Journal of Cleaner Production* 242, 118404.

A B S T R A C T

The increase in beverage production and consumption has received significant attention in environmental sustainability especially in terms of carbon emission. However, there has been a lack of research on consumer perceptions towards carbon label of beverage products. This study derived the carbon footprint of beverage products and analysed consumer behaviour towards carbon labels. An end-to-end beverage product carbon footprint was mapped and analysed. A total of 1,000 consumers were surveyed on their environmental awareness and on their acceptance of and perceptions towards beverage products with carbon labels. This study's theoretical framework was built on the diffusion of innovation theory, and the model was tested with structural equation modelling. Multi-group analysis was also conducted to examine the moderating effect of consumers' demographic characteristics of the sample, including age, gender and income. This facilitates the development of relevant policies and strategies in accelerating the adoption process. The results show that green advocates in the male group have comparatively more significant influences on the acceptance of low carbon emission products than the consumers in the female group, while green advocates at the age of 50 or above tend to accept low carbon emission products more easily. The awareness, attitudes and likelihood of the public in accepting and adopting low-carbon purchasing practice of beverages were examined and corresponding carbon label policies are recommended. The analysis of consumer behaviour and carbon labels may be extended to a longitudinal study and expanded to nearby countries in future research.



'Dispositional Innovativeness → Awareness' is insignificant, and it will be removed.

Fig. 2. Result of SEM (initial path model).

長榮大學管理學院經營管理博士班112學年度第一學期資格考試  
研究方法試題(B卷)

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**Table 5**  
Results of CFA (measurement model).

Fit Indices	Result	Threshold
CMIN/DF	4.182	CMIN/DF $\leq$ 5 (Acceptable)
RMSEA	0.056	0.05 < RMSEA < 0.08 (Acceptable)
NFI	0.807	NFI > 0.9 (Good) NFI > 0.85 (Acceptable) NFI > 0.80 (Marginal)
CFI	0.845	CFI > 0.9 (Good) CFI > 0.85 (Acceptable) CFI > 0.80 (Marginal)
GFI	0.779	GFI > 0.93 (Good)

**Table 6**  
Result of SEM – individual effect (multi-group analysis – gender).

			Male		Female		z-score
			Estimate	p	Estimate	p	
Awareness	↔	Social Norm	0.097	0.002	0.043	0.039	-1.455
Awareness	↔	Green Advocate	0.613	0.000	0.425	0.000	-2.088**
Attitude	↔	Awareness	1.102	0.000	1.613	0.000	2.331**
Acceptance	↔	Attitude	0.785	0.000	0.638	0.000	-1.491

Notes:

(1) \*\*\* $p < 0.01$ ; \*\* $p < 0.05$ ; \* $p < 0.1$ .

(2) A significant difference is indicated by critical ratios greater than 1.65 for 90% confidence, 1.96 for 95% and 2.58 for 99%.  
Pairwise Comparison Using Critical Ratio Analysis.

**Table 8**  
Result of SEM – individual effect (multi-group analysis – age).

			18-34 (1)		35-49 (2)		50+ (3)		(1)&(2)	(2)&(3)	(1)&(3)
			Estimate	p	Estimate	p	Estimate	p	z-score	z-score	z-score
Awareness	↔	Social Norm	0.097	0.002	0.104	0.001	0.023	0.487	0.157	-1.762*	-1.608
Awareness	↔	Green Advocate	0.602	0.000	0.446	0.000	0.533	0.000	-1.358	0.809	-0.578
Attitude	↔	Awareness	1.045	0.000	1.265	0.000	1.571	0.000	0.967	1.148	2.282**
Acceptance	↔	Attitude	0.760	0.000	0.611	0.000	0.732	0.000	-1.173	1.036	-0.236

Notes:

(1) \*\*\* $p < 0.01$ ; \*\* $p < 0.05$ ; \* $p < 0.1$ .

(2) A significant difference is indicated by critical ratios greater than 1.65 for 90% confidence, 1.96 for 95% and 2.58 for 99%.  
Pairwise Comparison Using Critical Ratio Analysis.

備註：試卷隨題交回

組織行為試題(A卷)

1. 在組織運作的過程中，主管與部分員工會慢慢建立某種特殊關係，這些員工比其他他人更能得到主管的關懷與信任，也可能加入主管的決策圈，並享有較多特權。請問您將使用什麼領導理論來解釋主管如何與這些員工建立該特殊關係？為何您要使用該領導理論來解釋這種主管與員工特殊關係的建立過程？於運用該理論時，有何限制？ (20 %)
2. 多樣性(diversity)是指人們彼此之間的相似或不同之處，它可以由組織內員工不同的特徵來定義，例如國籍、文化、性別傾向、種族、年齡、教育、社會經濟地位等。請問如果公司有來自不同國家文化的員工並對其進行有效管理，會為公司帶來哪些潛在好處？您所根據的理論基礎為何？ (15 %)
3. 組織公民行為(organizational citizenship behavior)是員工為幫助公司所進行一種的非工作規範要求的自發行爲(volunteer behavior)，總被認為有助於公司的營運發展；但有些學者認為組織公民行為並不總是對公司有利。請問當員工出於幫助公司的目的，而進行組織公民行為時，可能會產生那些負面後果？您所根據的理論基礎為何？ (15 %)

組織行為試題(B卷)

- 一、人工智慧 (Artificial Intelligence, AI)科技及相關應用正席捲全球，對各產業產生影響及衝擊，試論：
- (一) 以組織行為與管理的角度，中小企業該如何將AI科技導入組織？並分析可能產生的效益及衝擊 (10%)。
  - (二) 對於上述的效益及衝擊，以組織行為與管理之相關理論為基礎，進行因應策略的擬定。(15%)
- 二、一般認為，組織公民行為 (Organizational Citizenship Behavior, OCB) 是指員工於職責以外自發性進行對企業有正面影響的行為。試論：
- (一) 組織公民行為對組織都是有利的嗎？試舉例分析組織公民行為對組織的利弊(10%)。
  - (二) 研擬一項組織公民行為之相關研究，包括研究目的及問題、研究架構與假設，研究方法與預期結果。(15%)

人力資源管理試題(A卷)

- 一、試論述「策略性人力資源管理」(SHRM)的內涵(10分)?近年來,生成式AI (Gen AI) 工具對企業營運模式與人力資源管理實務產生極大影響,若您身為公司人資高階主管,公司人資部如何運用生成式AI,提升「策略性貢獻、企業知識、可信賴度以及人力資源科技」四項策略性能力,讓人力資源部門從傳統的支援轉變成更具策略性的角色?  
(20分)(本題共計30分)
- 二、近年來台灣各行各業都面臨「大缺工時代」,試評論目前台灣缺工問題的原因?(8分),此外,請就「產業升級,提高薪資」、「中高齡人力,投入就業市場」、「AI/機器人取代人力」、「引進外籍勞工」四種做法,評估其成效(12分)。(本題共計20分)

人力資源管理試題(B卷)

一、為了解決台灣護理師長期缺工與低薪的窘境，最近政府宣示要拿出200億替護理人員加薪，消息出來，反應兩極。對過往政策不滿的醫事人員近期在凱道舉辦「黑十字運動」，疾呼政府回應訴求。而從支持者的立場觀之，政府終於認清一個事實：醫療體系運作中最重要的骨幹—24小時直接照顧病人的第一線護理人員，長期面臨低薪、血汗，在COVID-19之後，已經無法繼續替大家「撐盤」。

(一)假設您是衛福部部長，試由(1)人才培育與發展(2)薪酬管理與福利兩個面向，說明您會如何為台灣醫界留任護理人才。(30%)

(二)承上，如有學者專家建議”可藉由引入國際人力資源解決目前台灣醫療人力缺乏的問題”。請問是應該留住本地人才優先，還是搶外國人才才是王道?您的看法為何?(20%)



行銷管理試題(A卷)

1. 近年來，由於淨零碳排之倡議成為現今市場上的趨勢後，各種產業都必須要面對減碳環保的課題，也因此「綠色行銷(Green Marketing)」的議題更加受到重視。從傳統行銷組合(Marketing Mix)到綠色行銷組合(Green Marketing Mix)的差別在於結合了環境的因素，加入環保概念、環境友善、減少碳足跡與碳排放等的策略於行銷設計中，讓企業能達到獲利同時兼顧減碳環保的目標。然而，綠色產品製作的成本相對較高，反映在售價上比傳統產品高出許多，也因此讓許多消費者在購買時怯步，僅抱持對於綠色產品有意願並支持的態度，但卻沒有實際購買的行動。請從行銷組合的觀點，論述如何有效縮減消費者對於綠色產品消費意願與行動之間的差距(Intention-Behavior gap)? (25%)
2. 何謂「品牌延伸(brand extension)」？並請試舉一例，評論說明說企業採取品牌延伸的優點與缺點(或可提出具有研究探討價值的問題方向)。(25%)

行銷管理試題(B卷)

一、 時事觀察

◎ESG是企業的永續發展目標，其內容為何？對觀光旅遊產業的重要性及如何應用3R(Reduce, Reuse, Recycle)原則落實綠色旅遊？(10%)

◎面對嚴峻的缺工問題，產業應如何進行內部行銷(internal marketing)，以有效維持顧客滿意度及降低離職率，請以某個產業為例進行深入探討？(10%)

◎承上，試說明在缺工問題，請舉例某一產業面向，如何透過管理服務品質缺口，有效改善服務品質？(10%)

二、 理論應用

◎Please try to use the “Product Substitutability Theory” to identify Taiwan's competitors in developing international markets. (20%)

策略管理試題(A卷)

- 一、美國著名管理學者Michael Porter 曾提出鑽石模型(Diamond Model)，用以分析國家視角下的特定產業之國家競爭優勢，產業的蓬勃和國家的各種結構與優勢息息相關。這套理論將國家/產業的概念相容，也是國際貿易的著名理論之一。
- (一)、試說明上述鑽石模式之具體內容(輔以圖示尤佳)。(15%)
- (二)、承上，請以此分析架構，針對台灣半導體護國神山”台積電”，進行國家競爭優勢之分析。(15%)
- 二、試說明公司策略中，(一)horizontal integration；(二)vertical integration之內涵，並比較其優缺點。(20%)

策略管理試題(B卷)

**The article:** Reeves, M. & Whitaker, K. (2020). "A guide to building a more resilient business," *Harvard Business Review*, Available at <https://hbr.org/2020/07/a-guide-to-building-a-more-resilient-business>

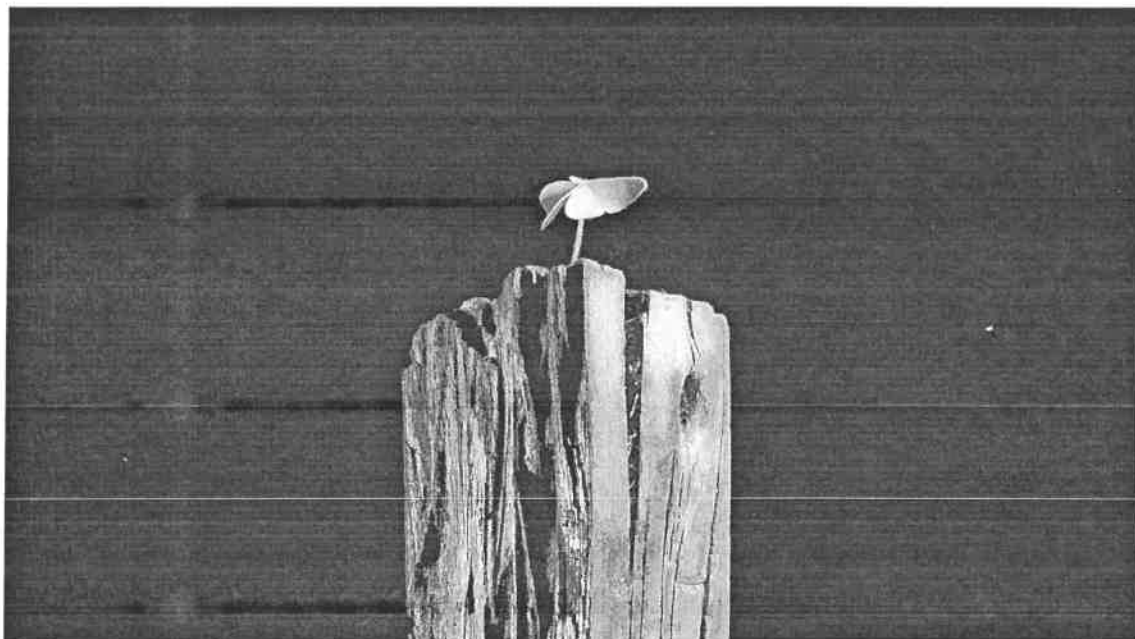
Refer to the article provided for this exam, please answer the following questions:

- (1) Please briefly describe the main points (not abstract) of this article? **(10 points)**
  
- (2) In recent years, resilience has been widely used in different fields and disciplines, such as ecology, engineering, society, organization, supply chain risk management, etc. If resilience is applied to organizational theory, the **"organizational resilience"** will be formed. As the VUCA (volatility, uncertainty, complexity, ambiguity) environmental pressure faced by organizations intensifies, and when business operations are negatively impacted by changes in the internal and external environments (including various unpredictable or unavoidable risks), building a resilient organization will be able to cope with the challenges of managing risks. Therefore, understanding the determinants of "organizational resilience" will help respond to organizational vulnerabilities and help organizations recover after crisis events. Finally, I would like to ask
  - (i) What is the "organizational resilience"? **(10 points)**
  
  - (ii) Please explain in detail what factors may be included in the assessment of "organizational resilience"? **(15 points)**
  
  - (iii) Please elaborate on how companies can improve their "organizational resilience" strategies? **(15 points)**

## **A Guide to Building a More Resilient Business**

by Martin Reeves and Kevin Whitaker

July 02, 2020



Dio5050/Getty Images

**Summary.** Mainstream business education and managerial practice is largely focused on managing performance. But as the Covid-19 pandemic has revealed the painful fragility of many of our systems, leaders are focusing on resilience — a concept rarely taught in today’s business schools. What is resilience? How do you manage and measure it? And how can you build a more resilient enterprise?

**close**

In these difficult times, we’ve made a number of our coronavirus articles free for all readers. To get all of HBR’s content delivered to your inbox, sign up for the Daily Alert newsletter.

$P\left(\frac{1}{10}\right)$

In the midst of the Covid-19 crisis, we have become painfully aware of the fragility of supply chains, health care, and other critical systems. Many leaders have announced the intention to build back their businesses more resiliently, but not many know how to do so. Few business schools teach resilience, and today's managerial toolkit is dominated by financial performance management. As a result, very few companies are able to explicitly design for, measure, and manage resilience.

## Why Resilience Is Important

We can usefully define resilience as a company's capacity to absorb stress, recover critical functionality, and thrive in altered circumstances.

Resilience is especially important today because the business environment is becoming more dynamic and unpredictable. This is a result of several enduring forces stressing and stretching business systems — from accelerated technological evolution to a greater interconnectedness of the global economy to broader issues such as rising inequality, species depletion, and climate change.

### FURTHER READING



**Coronavirus:  
Leadership and  
Recovery**

Book

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There is no better example of system stress than the coronavirus crisis. Humans impinging on the natural environment have enhanced the risk of cross-species infections. Dense urban populations facilitated the rapid initial outbreak of the disease.

International travel facilitated its global spread. Extended global supply chains have broken down. Economic activity has been massively disrupted, and inequalities and social tensions have been exacerbated.

$f\left(\frac{2}{10}\right)$

And Covid-19 is not a one-off. SARS, MERS, and Ebola forewarned an inevitable global pandemic, and there is every reason to expect that we will see others in the future. Furthermore, the same circumstances are also conducive to the spread of a cyber-virus and to economic instability that could result from climate change or social tensions.

### **The Challenge of Measuring and Managing Resilience**

Traditional management approaches have several important limitations that make measuring and achieving resilience difficult:

- Companies have been designed predominantly to maximize shareholder value from dividends and stock appreciation. Very few companies even attempt to measure resilience beyond merely disclosing specific material risks.
- Companies and shareholders often focus on maximizing short-term returns. In contrast, resilience requires a multi-timescale perspective: forgoing a certain amount of efficiency or performance today for the sake of more-sustained performance in the future.
- Companies have been mainly focused on creating and executing stable plans, which works well when causal relationships are clear, predictable, and unchanging. Resilience deals with what is unknown, changeable, unpredictable, and improbable – and has significant consequences.
- In the current model of corporate capitalism, each company is treated as an economic island to be optimized individually. While this simplifies management and accountability, it masks the extent of economic and social interdependence between different stakeholders. In contrast, resilience is a property of *systems*: an individual company's resilience means little if its supply base, customer base, or the social systems upon which it depends are disrupted.

$$P\left(\frac{3}{10}\right)$$

Managing for resilience therefore requires more than just grafting new ideas or tools onto today's approaches. It requires a fundamentally different mental model of business — one that embraces complexity, uncertainty, interdependence, systems thinking, and a multi-timescale perspective.

Of course, many companies already undertake some form of risk management — but mostly to understand and minimize exposure to specific, known risks. Resilience must deal also with unidentified risks, and it must consider the adaptations and transformations a company must make to absorb environmental stress and even turn it to advantage.

### **Building Resilient Enterprises**

Companies can **structure** their organizations and decision processes for resilience by embracing six principles of long-lasting systems:

- **Redundancy** buffers systems against unexpected shocks, albeit at the expense of short-term efficiency. It can be created by duplicating elements (such as by having multiple factories that produce the same product) or by having different elements that achieve the same end (functional redundancy).
- **Diversity** of responses to a new stress helps ensure that systems do not fail catastrophically, albeit at the expense of the efficiencies obtainable through standardization. In business, this requires not only employing people from different backgrounds and with different cognitive profiles but also creating an environment that fosters multiple ways of thinking and doing things.
- **Modularity** allows individual elements to fail without the whole system collapsing, albeit while forgoing the efficiency of a tightly integrated organizational design. Because a modular organization can be divided into smaller chunks with well-defined interfaces, it is also more understandable and can be rewired more rapidly during a crisis.

$$p\left(\frac{q}{10}\right)$$



- **Adaptability** is the ability to evolve through trial and error. It requires a certain level of variance or diversity, obtained through natural or planned experimentation, in combination with an iterative selection mechanism to scale up the ideas that work best. Processes and structures in adaptive organizations are designed for flexibility and learning rather than stability and minimal variance.
- **Prudence** involves operating on the precautionary principle that if something could plausibly happen, it eventually will. This calls for developing contingency plans and stress tests for plausible risks with significant consequences — which can be envisioned and prepared for through scenario planning, war games, monitoring early warning signals, analyzing system vulnerabilities, and other techniques.
- **Embeddedness** is the alignment of a company's goals and activities with those of broader systems. It is critical to long-term success because companies are embedded in supply chains, business ecosystems, economies, societies, and natural ecosystems. Articulating a purpose — the way in which a corporation aims to serve important societal needs — is a good way to ensure that the company does not find itself in opposition to society and inviting resistance, restriction, and sanction.

Beyond these structural options, a company can deploy **migration strategies**, such as shifting its business portfolio mix across products, channels, geographies, or business models to maximize opportunities and minimize adversity. The principal lever for this is capital allocation. Most companies tend to spread resources relatively equally across different businesses and units, but extreme circumstances usually need more-decisive reallocation, which requires both the business intelligence and the mental agility to see new risks and opportunities before they become apparent to competitors. A key concept here is sufficiency: Many companies will be seeing and piloting new

$$p\left(\frac{5}{10}\right)$$

models under changing conditions, but only those that allocate sufficient capital with sufficient speed will succeed in shifting the center of gravity of their business.

Then there are strategies of **environmental shaping**. To a latecomer in an established market, the business environment is a given. But a pioneer in an emerging opportunity can shape the environment. By imagining possible new realities, especially in dynamic environments, and then realizing them through shaping and persuasion, companies can reduce their exposure to unfavorable shocks. Migration and shaping go beyond risk mitigation by creating and exploiting new opportunities to flourish.

Finally, companies can increase their resilience through **collaboration** with other players. Business ecosystems, such as digital platforms, can increase their collective resilience through access to new capabilities, through increased flexibility, and by reducing the fixed cost of entry into businesses where assets can now be shared. Shared platforms essentially create “real” insurance against the unexpected through investment in shared execution, adaptation, and innovation mechanisms.

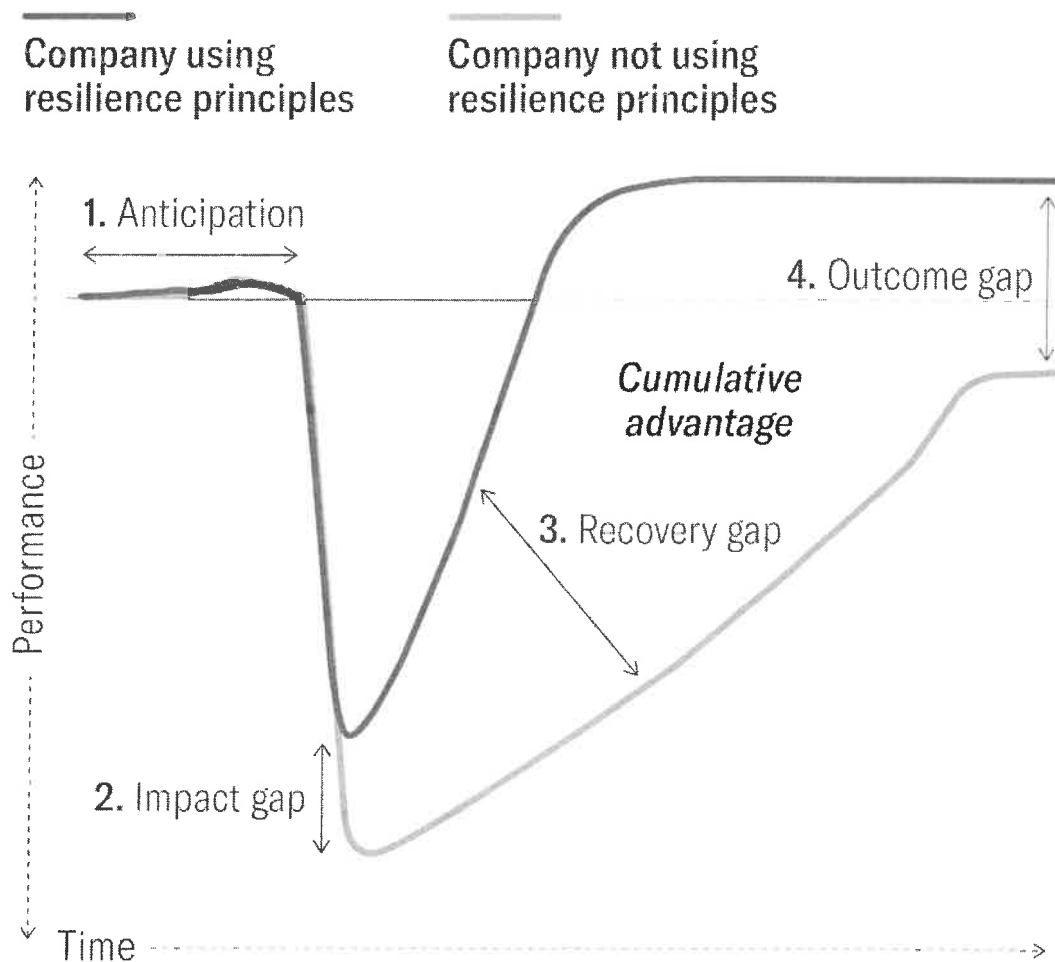
### **The Benefits of Resilience**

When confronted with unanticipated stress, a company that employs resilience principles has multiple advantages that play out sequentially:

$$P\left(\frac{6}{10}\right)$$

# Assessing Companies' Relative Resilience

When confronted with unanticipated stress, a company that employs resilience principles has multiple opportunities for advantage that play out sequentially. Cumulatively, these can give a company a significant edge in value over competitors.



Source: Martin Reeves

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First is an **anticipation benefit**, representing the ability to recognize threats faster. Though this may not be immediately manifested in performance, it can be detected via other signals, such as when a company articulates its resilience plans (something most companies were slow to do in the case of Covid-19). It can also drive advantages in subsequent phases.

$$p\left(\frac{2}{10}\right)$$

Next is an **impact benefit**, representing the ability to better resist or withstand the initial shock. This can be achieved through better preparation or a more-agile response.

Then there is a **recovery speed benefit**, representing the ability to rebound from the shock more quickly by identifying the adjustments needed to return to the prior operating level and implementing them swiftly and effectively.

Finally, there is an eventual **outcomes benefit**, representing increased fitness for the new post-shock environment.

Cumulatively, the four gaps produce a significant difference in value. As we observed in China during the initial Covid-19 shock, most sectors and companies came down rapidly and synchronously, but during the recovery phase there was a marked divergence in company performance.

### **How to Become a More Resilient Company**

Crises are opportunities for change. With Covid-19, companies have a unique opportunity and necessity to revisit their business models to build greater systemic resilience, starting with the following six actions.

1. **Seek advantage in adversity.** Don't merely endeavor to mitigate risk or damage or restore what was; rather, aim to create advantage in adversity by effectively adjusting to new realities.
2. **Look forward.** In the short run, a crisis may appear tactical and operational, but on longer timescales, new needs and the incapacitation of competitors create opportunities. Crises can also be the best pretext for accelerating long-term transformational change. One of the key roles for leaders is therefore to shift an organization's time horizons outward.
3. **Take a collaborative, systems view.** In stable times, business can be thought of as performance maximization with a given business model in a given context. Resilience, by contrast,

$P\left(\frac{8}{10}\right)$

concerns how the relationships between a business's components or between a business and its context change under stress. It requires systems thinking and systemic solutions, which in turn depend on collaboration among employees, customers, and other stakeholders.

4. **Measure beyond performance.** The health of a business is not captured only by measures of value extracted, which tend to be backward-looking. Measuring flexibility, adaptation, and other components of resilience is critical to building a sustainable business. This can be done quite simply by looking at either benefits or capabilities.
5. **Prize diversity.** Resilience depends on being able to generate alternative ways of reacting to situations, which in turn depends on the ability to see things with fresh eyes. Resilient businesses prize cognitive diversity and appreciate the value of variation and divergence.
6. **Change as the default.** Alibaba founder Jack Ma sees change, not stability, as the default. Resilience is less about occasional adjustments under extreme circumstances and more about building organizations and supporting systems predicated on constant change and experimentation. This is partly to avoid rigidity and partly because iterative incremental adjustment is far less risky than a massive one-shot adjustment.

With the mainstream of business education and managerial practice focused on managing performance, resilience represents not just an opportunity to mitigate risk but also an opportunity for competitive advantage for enterprises who choose to focus on it. Andy Warhol famously said that in the future, everyone will be famous for 15 minutes. In today's business world, transient high performance is commonplace; it is sustained performance by resilient companies that stands apart.

$$P\left(\frac{9}{10}\right)$$

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**Martin Reeves** is the chairman of Boston Consulting Group's BCG Henderson Institute in San Francisco and a coauthor of *The Imagination Machine* (Harvard Business Review Press, 2021).

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**Kevin Whitaker** is the head of strategic analytics at BCG Henderson Institute. He can be reached at whitaker.kevin@bcg.com.

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$p\left(\frac{10}{10}\right)$



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