ABHYUDAYA

THOUGHT LEADERSHIP PERIODICAL

A Resilience Model for Business Schools

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Business Schools became prevalent in universities, with the advent of large-scale industrialization in the 19th Century (The first recorded business schools - ESCP - École Supérieure de Commerce de Paris - founded in 1819, focussed on Business; Wharton is known to be - the first of collegiate business school, founded in 1881)[1].

The world has also seen about four major cycles of technological changes in the form of Industrial Revolution 1 through 4 with some saying that we are in the middle of the fifth revolution with advancement in Artificial Intelligence Technology. The time period between each of the technological revolutions has been reducing. We have barely grasped at the technological changes of Internet of Things and connected life when we have already moved to Technological change of the 5th wave in less than a decade.

With the current rise of Artificial Intelligence, Human intelligence is at the risk of complete

replacement with automation that are prone to much fewer errors and objective decision making. The human challenge today can be redefined as a challenge for automating great decision making, in other words, creating their own replacement! The faster and more efficient tool that one is able to produce in order to routinise and systematize complex decision making processes, the more valuable is the individuals' capability (Autor, D. H., Levy, F., & Murnane, R. J., 2003). Mechanised systemic thinking, problem solving, technological solutions, data management and insight extraction and more have almost replaced human capability for making contextual decision using uncertain and incomplete data[2].

Hence, the management school's core function of training top talent for decision making in tough business markets is at great peril (Bennis, W. G., & O'Toole, J., 2005). Anyone capable of deploying technology to examine contexts and creatively apply solutions can create value and Management Disciplines train for thinking frameworks based in past data vis a vis train for modelling current contexts creatively to find solutions that can lead to effective decision making (Davenport, T. H., & Kirby, J., 2015). Therefore, Business schools are having to cater to an increasingly unpredictable and fluid talent market distinguished by shifting employer expectations, admission number swings, technological disruption and massive intensifying of competition from affordable global business education providers and ed-tech platforms (Datar, S.M. et al., 2010).

It is time for business schools to learn resilience and pass on the same to their graduates. Extant work on resilience in higher education defines resilience as the "capacity to anticipate, absorb, adapt and transform

[1] https://www.businessbecause.com/news/mba-degree/352/who-invented-the-business-school (Accessed 25.11.25)
[2] https://shapingwork.mit.edu/research/skills-tasks-and-technologies-implications-for-employment-and-earnings/?utm_source=chatgpt.com (Accessed 25.11.25)
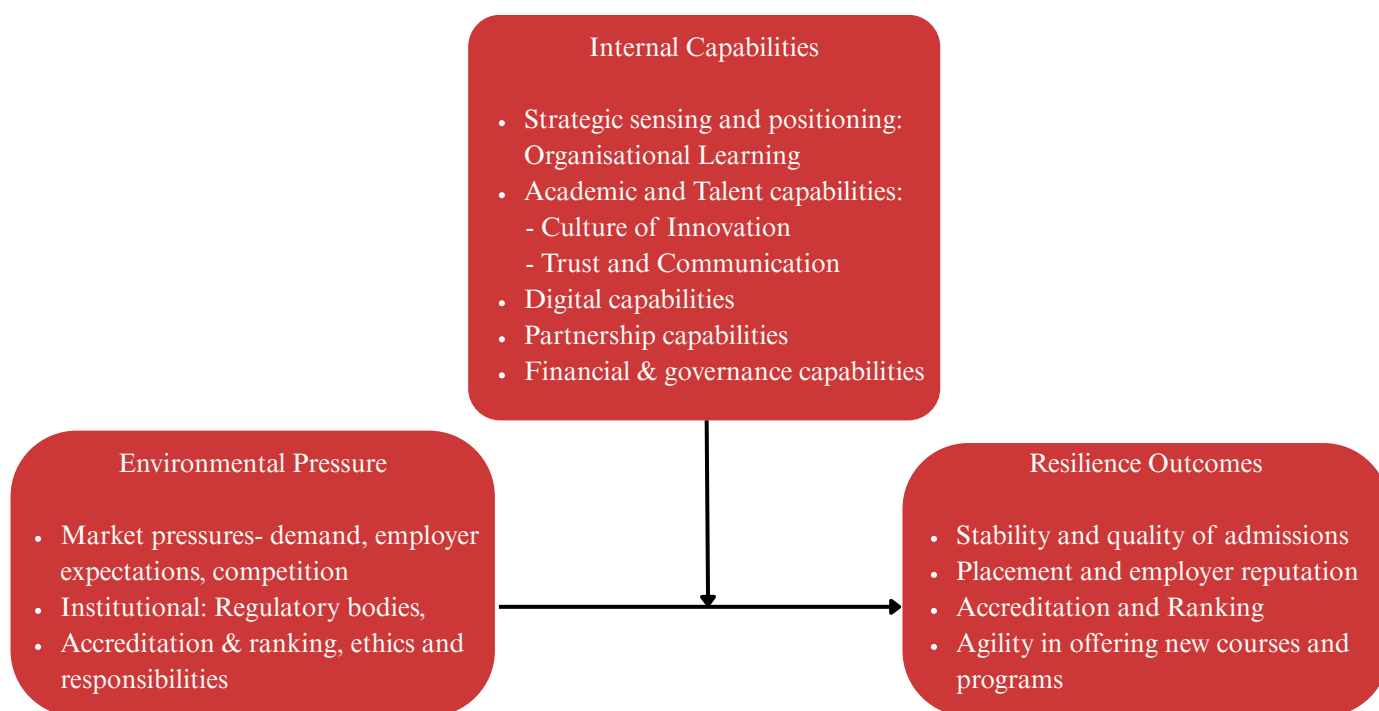
in response to shocks while preserving core purpose" (Shaya et al, 2023; Sezen-Gültekin, G., & Argon, T., 2020). Systematic reviews of resilience in HEIs point out multi-dimensional capabilities highlighting the importance of robust governance, financial surplus, solid digital infrastructures, agile academic processes, and stakeholder relationships that allow these institutions to "bounce forward" after crises such as COVID-19, and not just bounce back. (Shafi, A. A., & Middleton, T., 2024; Polanco-Lahoz, D. A., & Cross, J. A., 2024). There are few studies that have focussed on Business Schools specifically, but a recent Academy of Management proceeding entry indicates that institutions that couple clarity of strategy with pedagogical innovation, nurture partnerships and program portfolio have the potential to withstand disruption better than those relying mainly on brand legacy (Khlystova, O., & Rowson, T. S., 2025).

In India, the liberalization in the 1990s triggered an enormous expansion with the number of business schools increasing from approximately 800 in 2006 to over 3,000 institutions within a span of one decade, leading to intense competition, uneven quality and pressure on placements (Mahajan, R., & Nangia, V. K., 2012). Studies undertaken by curious researchers on Indian Management Education have flagged issues such as overcrowding in Tier-2 and Tier-3 markets, poor research culture, misaligned curricula and employer needs, as well as fragmented regulation under nodal agencies such as AICTE and UGC[3] (Singhal, V., & Saini, R., 2020). General opinion among business school leaders shows that they have understood the need to modify their value proposition in the face of global competition, digital options and shifting student expectations toward skill-based, flexible learning[4].

Market conditions are most often simultaneously challenging and laden with opportunity. In such context, resilience for Indian business schools is not just about managing regulatory or macroeconomic shocks; it is about agility in realigning institutional capabilities to the highly competitive and brand sensitive market.

Internal Capabilities

- Strategic sensing and positioning: Organisational Learning
- Academic and Talent capabilities:
  - Culture of Innovation
  - Trust and Communication
- Digital capabilities
- Partnership capabilities
- Financial & governance capabilities

Environmental Pressure

- Market pressures- demand, employer expectations, competition
- Institutional: Regulatory bodies,
- Accreditation & ranking, ethics and responsibilities

Resilience Outcomes

- Stability and quality of admissions
- Placement and employer reputation
- Accreditation and Ranking
- Agility in offering new courses and programs

A Resilience Model for Indian Business Schools based on Dynamic Capabilities Framework (sensing–seizing–reconfiguring)

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[3] https://nletschool.com/aicte-role-of-aicte-in-indias-technical-education-landscape (Accessed 25.11.25)
[4] https://educationworld.in/innovation-blueprint-for-the-future-of-indian-mba-institutions/?utm_source=chatgpt.com (Accessed 25.11.25)

The model implies that business schools with stronger strategic sensing and partner networks will respond more effectively to sudden market shocks (e.g., policy change, enrolment downturn); and the relationship between environmental pressures and performance is moderated by the level of integrated capability bundles, such that schools with higher dynamic capabilities exhibit greater resilience in terms of enrolment stability, placement outcomes and reputation over time.

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Firms on a continuous basis monitor the cash flows to be on a safer side for any such short term liquidity issues or for long term solvency with their policies on capital structure, dividends Payout, supply chain and working capital, and also the projected returns from the long term investments. Technology adoption has been part and parcel of the companies operating in every sphere of the business. Robot Process Automation, Artificial Intelligence, Blockchain, cross border investments, algorithmic trading with AI, etc. have been the contemporary aspects of every business. Corporate Finance has been of no exception and a paradigm shift is in the process of managing finances (Azadda et al., 2024).

Firms are navigating using technologies by monitoring regular cash flows which influence valuations in the market, Supply Chain and Cost Management using the technologies that enable firms to be competitive in the dynamic global markets, restructuring capital to work on an optimum capital structure and dynamically change for better, and all this to get conveyed to the shareholders and stakeholders of the business. Some firms gone ahead and implemented green supply chain management practices to embark on social obligations and sometimes meeting regulatory requirements

(Beck, 2023). Financial Technologies enable finance executives get the data and analyse on the real time basis the forecasts both short and long term for liquidity in the firm, inventories, anomalies in the operations, alerts from the risks like ageing analysis in collections from credit sales, etc. (Brassett & Holmes, 2016).

It has become imperative that the finance is integrated with the technology to predict, understand, and adapt to changes in the market to build the resilience in terms of sustainability of the business in the market. A firm is said to be strong only when it is able to adapt to the market conditions on a regular basis briskly (Bukalska & Pietrzak, 2023). One of the vital aspects of the sustainability and resilience of the business is ability to predict the risks coming from various visible and not so visible threats out of disruptions in the markets. The other thing could be, for the leader to have a longer term vision in terms of changes or disruptions that would change market place. Both could be feasible with technology, data, analytics from both published and unpublished including that of social media contents along with sentiments (Cheema-Fox et al., 2021).

Early prediction of risks enable firms embark on the required corrective and preventive measures to fight to reduce the impact. Automation of processes with live and dynamic dashboards give accurate results with the inputs of the accurate data (Palmi et al., 2018). The data could be coming from external sources or internal sources in terms of both again qualitative and quantitative. It is very vital to predict and prevent any instability in the business operations, fraudulent practices by the employee force, credit risks or any other challenge in terms of supply chain etc., and this is done by firms using technology and advancements (Sheng & Li, 2025).

Boards monitor all the processes and outputs over dash-boards created at every level of administration and governance for a) risk analysis, b) compliance for

the regulations, and c) disclosure for the stakeholders across the globe. Primary objective of all the monitoring and MIS is to build resilience internally to face any threats coming from outside and as well as from the regulatory bodies (Stulz, 2024).

One of the most known risks have been Cyber Threats and Cyber Security. Finance being life blood of the business, any cyber-attack or a hack or a threat is going to be severe and bring the firm down

(Yang et al., 2025). Hence, one needs to be seriously vigilant and build resilience to take care of the threats coming from both internally in terms of data leakage, etc. and externally the professionals working to create such disruption in the business. In all, one needs to understand that "Finance is the Backbone of Business" and the technology is building the backbone stronger and making it work with agility, and helping build long term strategy.

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Role of Human Resource in Navigating Crisis and Building Resilience

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In this BANI (Brittle, Anxious, Non-Linear, Incomprehensible) world numerous socio-economic, political, and environmental issues are emerging and posing serious challenges to business. The world is witnessing "expansion and escalation of conflicts, a multitude of extreme weather events amplified by climate change and widespread societal and political polarization" (The Global Risk Report, 2025). These specified changes in various domain in general and disruption in the field of science and technological in particular are forcing business organizations to handle crisis very frequently. In such a scenario, business resilience – the ability to anticipate, respond, recover, and adapt - becomes a crucial strategic imperative. The business organizations are often focusing on financial strength, product innovation, operational optimization, technological maneuver to build resilience overcoming crisis. However, the human aspect is seldom focused upon that play a crucial role in crisis management and building resilience. This write up discusses human resource (HR) as the central architect of organizational resilience.

HR no longer is restricted to the traditional administrative tasks consisting of payroll maintenance, benefits administration, record keeping compliance, and staffing. It has absorbed and encompassed strategic role of focusing on improving performance, managing changes, and developing frameworks to achieve long-term business goals. Practices of strategic human resources management such as talent agility, flexible work arrangements, and leadership development fosters proactive employee engagement (Sari et al., 2025). These strategic roles of HR play a pivotal role in crisis management and building resilience which was witnessed during the pandemic, 2019. Further, HR bridges the gap between leadership and employees during crisis period by ensuring clear communication. It helps in reduction of apprehensions and building trust among the employees. The futuristic plans based on HR analytics and proactive measures are making organizations more resilient (HRD Connect, 2024). HR planning, and learning and development functions ensure that employees are capable of navigating through turbulent times (Athamneh, 2018).

Crisis management typically follows three stages- prepare, respond, and recover. At the first stage of crisis, HR maps talent shortage, risks, and skill gaps. Based on the assessment it proactively develops workforce planning models to handle critical roles and build agility. Based on HR analytics it simulates different scenarios and develops policies and processes to address the issues (Al-Shammari, 2025). It addresses the skill gaps by imparting training to handle the crisis effectively.

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In the recovery phase to make the organization resilient HR focuses quick decisions based on data and analytics as part of strategic HRM (Al-Ayed, 2019). At times operational resilience demands

structural flexibility. HR flexibility, leadership agility and workforce planning is done by HR to adapt to the changing scenario to achieve resilience (Widowati & Damiyana). Extant studies also suggest that transformational leadership and strong organizational culture contribute significantly towards HR-led resilience interventions (Sari, et al., 2025). HR support from top level executives to front-line managers through transparent communication become imperative for resilience.

As we are witnessing increased number of changes with higher pace, frequency and in the business environment, it is imperative to approach the crisis holistically. HR with its renewed role becomes a strategic enabler rather that a cost centre for navigating crisis and building resilience. It ensures that the organization converts to be proactive rather than reactive through the adaptive sustainability focused policies, strategic workforce planning, employee assistance programs and training.

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Resilience as Strategy: Managing Business in Turbulent Times

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There are numerous kinds of crisis in businesses in the modern world. They are economic slowdown, pandemics, climate change, technology upheaval, and supply chain issues and political unrest. Crisis may come as a shock or develop over time but in either way it leads to uncertainty and pressure. Due to the increased occurrence of crisis, firms can no longer rely on short-term remedies. They need to place emphasis on business resilience, which refers to the capacity to be alive, change, and keep growing even in hard times (Apasrawirote & Yawised, 2024).

A crisis is not just any ordinary business issue. It is usually characterized by lack of information, great risk, and potential of severe loss. Indicatively, in the case of the COVID-19 pandemic, numerous companies were forced to close down, switch to telecommuting, and re-architecture supply chains within a few days. The flexible and ready companies performed better, whereas other companies could not cope. This demonstrated that resiliency is not a choice but a necessity (Barrows & Neely, 2012).

Business resilience is not the process of recovering the crisis. It involves planning ahead, reacting swiftly and learning through disruption. Strong organizations tend to be fast, creative and changeable. They make investments in individuals, technology as well as systems that enable them adapt when situations vary. Effective communication and leadership are also significant in leading organizations in periods of uncertainty (Herbane, 2019).

Artificial intelligence (AI) is one of the most significant elements of business resilience nowadays. This has raised concerns among many individuals that AI has killed jobs and left opportunities scarce to humans. Although these apprehensions are reasonable, AI cannot be perceived as a threat exclusively. The AI has in numerous situations, enabled businesses to survive and even thrive in crisis situations. AI will have a real effect depending on its application (Johnson et al., 2015).

AI assists companies in enhancing decision-making. Leaders need to make quick and correct decisions during crisis. The systems containing AI can process large volumes of data in a short period of time and give valuable information. As an illustration, AI will assist businesses in anticipating changes in demand, detect risks within the supply chain, and plan various future outcomes. This enables the businesses to be more responsive and eliminate uncertainty (Kim, 2021).

Continuity of operations is also supported by AI. Automation aids in sustaining the necessary processes of a company even in cases where human resources are insufficient. Most organizations during lockdowns deployed AI-based technology to operate remote work, customer care, and online sales. This way, AI did not deprive the market but assisted businesses to safeguard their position in the market (Kotler & Caslione, 2009).

Nevertheless, AI does transform the nature of work. There is automation of some of the routine activities, and this may lead to a decrease in the number of specific positions. Simultaneously, new positions are

developed which need digital skills, innovation, and problem-solving. Artificial intelligence (AI) is not necessary to replace humans, but rather, it usually functions best in assisting the judgment of humans. Businesses that are oriented at collaboration with AI are more resilient compared to services that use technology and/or people only (Kurtz & Varvakis, 2016).

The other important aspect in managing crisis is leadership. When employees are going through tough situations they seek direction and reassurance by their leaders. Good leaders will speak truthfully, communicate problems, and engage employees in decision making. They also help in employee welfare, which is considered significant as stress and uncertainty may lower the productivity and morale. Companies that experience conducive cultures heal quicker and have a better long-term performance (Moşteanu, 2024).

Business models also need to be changed in order to build resilience. Businesses that are characterized by crisis tend to reveal the flaws in the current methods of operation. Strong companies take opportunities that crisis presents to re-evaluate their approaches. This can involve digital transformation, product diversification, adoption of technology, or establishment of more powerful partnerships. A single market or supplier is more prone to companies that have integrated operations (Reznikov, 2024).

Resilience is closely related to sustainability. Firms that are concerned about surroundings and social matters tend to be more equipped in case of crisis in the future. To cite an example, the risks in the long run may be minimized by consuming fewer resources which are finite, using less power, and benefiting the local populations. Sustainability practices make business reliable and credible even in the periods of unpredictability (Syrett & Devine, 2012).

Finally, to manage crisis situations and develop resilience in business, long-term thinking, flexibility,

and ethical technology application are needed. Crises are not known as something incidental, and companies need to live in the state of uncertainty. Artificial intelligence has not only usurped markets but it has also assisted numerous organizations in risk management, efficiency, and competitiveness. Companies that embrace robust leadership, talented individuals, use of ethical technology as well as adaptive strategies are the ones that are most resilient. Anticipating the disruption and learning about crisis, organizations can survive and become even stronger in the world of uncertainty.

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Navigating Organisational Crisis Through Human Resources Management

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The world is waking up to the fact that change is constant, and it is the adaptability and agility with which the organisation responds that decides whether the organisation will thrive and succeed or perish in no time. Organisational crisis refers to the unexpected disruptions an organisation faces due to rapid external shifts- be it political, technological, economic, social and cultural affecting every industry. These shifts often create a sense of urgency to cope with by the organization.

If we take the financial urgency into account, we see that organisations encounter severe cash shortages, rising debt or the looming threat of bankruptcy. One of the oft-quoted examples we can see of Apple, which in the late 1990s was on the brink of collapse, suffering from a rapidly shrinking market share, to rise from the same, it had to undergo organisational restructuring, like bringing back Steve Jobs in 1997, investing heavily on research and innovation, taking the funding from Microsoft so on and so forth.

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Understanding the Role of HR in Crisis

Human resource Managers play a pivotal role in not only understanding change but also measuring its

impact and then strategically assisting the organisation to navigate successfully through any kind of change processes. HR's role starts with planning and helping the organisation to understand the impact of such changes. HR ensures that change initiatives are aligned with the long-term goals of the organisation. It revisits the important pieces in the puzzle and the impact it is going to create for the organisation. Sensitizing people, creating awareness among them and also reassuring the clients and employees that they will be taken care of because of the crisis, and they don't have to leave the organisation. They come with better policy design and framework that works wonders for the people, and also they come up with alternative frameworks to boost the motivation of the employees so that they don't leave the organisation out of frustration. They focus on employee competencies and behaviours that are aligned to the needs of the hour by rewarding the right type of behaviours.

Key HR Strategies for Crisis Navigation

- Communication- one of the major factors that HR Manager focuses on is clear and transparent communication in the testing phase of the crisis; as it otherwise leads to confusion in the later stage, what the organisation does is continually update on the progress regarding the change and also lays down procedures to seek active support when the employees are not able to navigate.

- Workforce Flexibility and Support: HR of any company should make systems operate at its peak efficiency. HR designs policies that accommodate the star performers and potential employees by making temporary role changes as well.

- Finding the right Talent and training them for skills: Organisational change often creates skill gaps. HR conducts a needs analysis and designs targeted training and development programs (e-learning, workshops, one-on-one coaching) to equip employees with the new knowledge and skills required for success.

- Compliance is one more important area to look at-HR ensures all aspects of the change—such as changes to roles, pay, or employment contracts—are compliant with labour laws and regulations. They are responsible for updating policies, job descriptions, and compensation structures.

- Post implementation: HR needs to measure the changes and their scalability as well.

Building Organisational Resilience Through HR

Beyond managing the immediate crisis, HR plays a strategic role in building resilience. This involves fostering a culture of agility and continuous learning. Investing in workforce upskilling, nurturing open communication channels, and promoting employee well-being prepares organisations to face future challenges more robustly.

Conclusion

Human Resources management is the cornerstone of navigating organisational crises effectively. By balancing strategic oversight with compassionate people management, HR enables organisations to survive disruption and emerge stronger. In times of uncertainty, an agile and empathetic HR function not only preserves workforce stability but also drives long-term organisational resilience.

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Building Agrarian Resilience Amid Converging Global Crises

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Convergent crises such as climate change, market volatility as well as geopolitical upheavals are threatening the agricultural sector in ways previously unheard of. The disasters caused by climatic factors have led to about USD 3.8 trillion agricultural damage in the last three decades, which is about 5 percent of the agricultural GDP of the world per year (FAO, 2023). This impressive number highlights how food systems are prone to external shocks and the necessity to implement a systematic resilience-building approach.

The prices of agricultural commodities are expected to fall by almost 7 percent in 2025; the food price index indicated by the World Bank is expected to fall further before reaching a stable point in 2026 (World Bank, 2025a). Although the decline in prices is supposed to be good to consumers, it multiplies financial strains on producers who are already struggling with high input prices, labour shortages and policy uncertainty. Such volatility requires holistic business resilience strategies to the agricultural enterprises in operation on thin margins.

The Dual Nature of Agrarian Resilience

Recent empirical studies give important information on the aspects of resilience. The study by Martin -

Garcia, Gomez-Limon, and Menor-Campos (2025), which is a longitudinal study using data on 947 Spanish farms and a period of 13 years, employs the notion of economic

The Dual Nature of Agrarian Resilience

Recent empirical studies give important information on the aspects of resilience. The study by Martin-Garcia, Gomez-Limon, and Menor-Campos (2025), which is a longitudinal study using data on 947 Spanish farms and a period of 13 years, employs the notion of economic resilience and finds that the latter is made up of two dimensions stability and flexibility. Their results indicate a high degree of heterogeneity between the farms, as Spanish field crop operations have a high degree of static resilience (robustness) and low dynamic resilience (adaptability and transformability).

This study indicates the existence of a basic trade-off between stability and adaptive change in the face of disturbances. The researcher concluded that increased decoupled payments and owned land have a positive effect on farm stability, but an increase in debt ratio has a negative effect on economic performance that is volatile. On the other hand, the adaptability is increased in farms where assets that are not land, irrigated land, and adoption of organic farming are more developed (Martin-Garcia et al., 2025). These results have far reaching consequences to the business strategy and agricultural policy design.

Insurance Protection Gap

There is a glaring gap in the agricultural insurance cover in the world. Only a small proportion of the smallholder farmers are insured, at less than 20 percent, and in sub-Saharan Africa, that number is less than 3 percent (IFAD, 2022). Although smallholders provide about 1/3 of the global food production, 80 percent of them do not have formal insurance (UNDP, 2025). This risk lack prevents farmers making investments with confidence,

maintains food systems weak, and causes national economies to bear the expense of recurrent crises in the form of emergency relief instead of risk management.

Adaptive Capacity and Technology

The world of modern technologies in agriculture is more than ever bringing together the concept of stability and flexibility. The studies indicate that the technology diffusion has a substantial positive impact on the resilience of the agri-food system by increasing the ability to endure the disasters, swift adaptation, and recovery to the usual states (Frontiers in Nutrition, 2025). Tools of precision agriculture, satellite-monitored, and systems of artificial intelligence advisory allow rapid and more informed decision-making in instances of unanticipated changes in the conditions. According to the OECD-FAO Agricultural Outlook, the agricultural production of the world will grow by 14 percent before the decade ends, but with a significant portion of this growth coming as productivity improvement which will meet the resilience goals and sustainability goals (OECD-FAO, 2025). The adoption of technology is therefore an important channel through which agricultural businesses can develop an adaptive capacity without derailing the operations.

Conclusion

Uncertainty is something that must be accepted as a permanent state of being and not a short-lived deviation in order to build resilience in business in the agricultural sector. Thriving organisations formalise flexibility in terms of scenario planning, diversification of revenues, ongoing development of capacity and nurturing of enabling relationships. As commodity prices are expected to be at their lowest point in six years in 2026 (World Bank, 2025b), resilience is not just beneficial, but it is a survival tool. Sound agricultural policies should enhance the two aspects of resilience. OECD focuses on proactive measures, such as investment on prevention, early warnings, insurance market controls, and risk

management tools development instead of only depending on post-crisis support (OECD, 2025). Since farms have different abilities to react either by staying stable or taking up change, the policies have to be differentiated to take into consideration this difference.

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From Recall to Runway: Why Emotional Recovery Matters More Than Operational Fixes

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Crisis exposes what brands truly stand for. The Maggi crisis of 2015 and IndiGo's ongoing disruption are not just stories of recalls and cancellations—they are case studies in how trust is lost in seconds and rebuilt over years. For leaders, they offer a hard truth: resilience is no longer just about operational recovery; it is about emotional recovery with customers and employees.

When a Beloved Brand Breaks Trust

Maggi was not just a snack; it was childhood, convenience, comfort. That is why the 2015 safety scare hit so hard—suddenly, a trusted, nostalgic brand was linked with lead, mislabelling, and a nationwide recall that wiped shelves clean. Nestlé India's initial stance—defensive, legalistic, and slow to acknowledge consumer fear—made people feel dismissed at the very moment they needed reassurance the most.

Over time, however, Maggi clawed its way back. Nestlé overhauled testing, tightened supplier controls, worked closely with regulators, and relaunched with clearer labels and more transparent communication. The comeback was not powered by advertising alone; it was powered by consistent proof that the company had listened, learned, and changed, until "2-minute noodles" once again felt safe in Indian kitchens.

When Reliability Fails at 30,000 Feet

IndiGo built its brand on one core promise: "on-time, every time." That promise now stands shaken as thousands of passengers face mass cancellations and delays driven by inadequate preparedness for new Flight Duty Time Limit rules, despite having months to adapt. What stings customers is not just the disruption, but the feeling that fatigue risks and capacity planning were treated as spreadsheet variables, not human realities for both crew and passengers.

This is where perception becomes more damaging than the original trigger. When travellers share stories of missed exams, medical appointments, and family milestones, the question quickly shifts from "What went wrong?" to "Do they even care what this did to my life?" Once that question takes root, the crisis is no longer about operations; it is about the erosion of emotional equity that took years to build.

Words That Heal vs Words That Hurt

The corporate statements around IndiGo's crisis have become a talking point of their own—unfortunately, for the wrong reasons. Communication that leans on phrases like "various causes", "FDTL implementation relief", or "cancellations were made" signals distance, deflection, and a fear of saying, "This is on us." The overuse of passive voice quietly removes the human decision-maker from the frame, just when accountability is exactly what people are seeking.

Contrast that with the language communication experts are calling for: "We know this has ruined plans and caused real hardship. We let you down. We are sorry—and here is exactly how we will make it right." That kind of honesty does not magically fix a broken network, but it does something powerful: it tells customers, employees, and regulators that you are willing to stand in the discomfort instead of hiding behind policy-speak.

Resilience Is a Leadership Choice

Resilient businesses do not wait for a crisis to discover their values; they operationalise those values long before anything breaks. Maggi's recovery shows that when a brand humbly accepts scrutiny, invests in stronger systems, and shows up consistently with transparency, consumers are surprisingly generous and willing to forgive. IndiGo is at that decision point now—this can either be remembered as the moment it lost its reputation, or the moment it reset its culture around empathy, safety, and foresight.

For leaders, the real question is: when (not if) your own organisation faces its Maggi or IndiGo moment, will your instinct be to defend, deflect, and downplay—or to listen, own, and repair? The answer to that question will define whether your brand merely survives the crisis or earns the right to be trusted again.

Five Takeaways for Leaders and Communicators

- Put people before process: Acknowledge pain in plain language before explaining regulations, systems, or constraints.

- Take radical accountability: Replace "mistakes were made" with "we made mistakes—and here is exactly what we are changing."

- Make remedies tangible: Highlight refunds, rebooking, alternatives, and support options clearly; action is the strongest apology.

- Stand by your frontline: Equip and protect customer-facing teams; they carry your failure on their faces, often without having caused it.

- Build resilience in peacetime: Stress-test scenarios, challenge your own blind spots, and rehearse crisis communication long before headlines force you to.

Resilience Beyond Recovery: Leading Through Crisis with Capability and Trust

- Sarang Date

Sarang Date
Executive Director
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A few years ago, I walked into what should have been a routine Tuesday morning review meeting. Instead, the room was buzzing. A platform used by thousands had begun slowingdown overnight. No obvious cause,no clear startingpoint, and people were already speaking faster than they were thinking. Leaders were asking for every metric imaginable, teams were quietly anxious, and the day had barely begun. I remember thinking, "Alright, this is going to be one of those days."

What struck me in that moment was how quickly a crisis stops being about systems and starts being about leadership. When uncertainty hits, people don't expect instant answers. They look for steadiness. They look at the leader's face before the dashboard. They're trying to understand: Are we going to be okay? Do you look like someone who believes we will be?

Over the years, across different organisations, I've seen this pattern repeat itself. A crisis becomes the stage where leadership is revealed more clearly than in any planned moment. And this ties back to a belief I've carried for a long time: leadership is about capability, not hierarchy. During a reorganisation years ago, a colleague asked if I'd be okay reporting to a peer or even an ex-reportee. My response surprised him. If someone who once worked with me is now better suited to lead, why should that trouble me? It would only mean I played a part in their growth. This perspective becomes even more important in crisis moments, where titles matter far less than clarity, humility, and competence. When the stakes are high, the person who understands the problem best should lead the conversation, regardless of role.

What actually breaks teams in crisis is rarely the crisis itself. It's the behaviours that emerge around it. Four patterns show up consistently. First, micromanagement sneaks in. Not because it helps, but because leadersfeel the need to grasp for control when things feel uncertain. Second, ego begins to colour conversations. People shift from solving to defending. Third, teams retreat into silos, trying to protect their own space rather than seeing the larger picture. And fourth, communication becomes a magnifier of anxiety rather than a reducer of it. Updates start sounding like alarms, and meetings turn into rounds of justification.

None of these are technical failures; they're human ones. And that's why real resilience has to be built long before the crisis arrives.

Resilience is shaped in ordinary interactions, how leaders listen, how teams collaborate, how decisions are shared, and how people feel about raising concerns.

Over time, I've found a few practices that consistently strengthen organisations in quiet periods so they're ready for turbulent ones.

confidence even when details are unclear. And finally, resilient organisations invest in creating more leaders, not more followers. Decision- making should never sit with just one or two individuals. When leadership capacity is distributed, the organisation becomes naturally shock-resistant.

If crisis teaches us anything, it is that resilience does not suddenly show up when things go wrong.It simply revealswhatever we have been buildingall along. The small, everyday leadership behaviours, staying calm, communicating with clarity, giving

people space to think and act, these are the real foundations. Systemsand processes help organisations survive disruptions. People and leadership habits help them grow through them.

In the end, resilience isn't a framework that gets activated; it's a culture that grows quietly until one day it matters the most. And when that day arrives, people look not for a perfect plan, but for a leader who helps them believe they can navigatewhatever comes next.

Envisioning Resilience as a Byproduct of Working Culture

- Jay Joshi

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The subjectmatter couldn't have been more apt, considering the sizeable ongoing discussion around generative AI, coupled with the major aviation fiasco witnessed in the current week. Prima facie, perception of crisis and resilience is supplementary. However, resilience should not be viewed as a strategy post downturn of business operations.

Proactive governance via business administration fuels a culture of far-sightedness, thus "nipping the bud", if any. Today's age is of content. Various platforms are showcasing different forms of information, trends, audiovisual, etc. The positive factor to acknowledge is it's easy accessibility to a wide range of global citizens. The whole world is practically functioning as a cross-functional team with diverse contributors voicing their opinions and collaborating with counterparts cutting across geographies. E.g., "people" ep. 16 ft. Nikhil Kamath and Elon Musk. Trending has become the new norm, with humans getting informed about something productive every day. This fosters a sense of upskill – reskill and a bit of caution on what can be expected in the near future.

In addition, far sighted outliers endeavor to align themselves towards the "silent" shift happening on the ground. Juxtaposing the above situation in a business framework, leadership has to be that far-sighted outlier. However, the nuanced approach is where the margin of success lies.

The top think tank should leverage its human resources to understand their pulse, their understanding of the job and the market, and seek tangible suggestions. And, this dialogue should happen via appropriate direct interfacing, leaving little room for perception of hierarchy. HR department, in collaboration with line managers, can help achieve the goal.

Townhalls, skip meetings, cadence sessions with line managers and heads, even coffee side chats, prove to be those various channels through which organizations can empower the workforce to speak up". However, acting upon feedback creates the perception of valuation, thereby creating high repeated contribution value.

Amidst Crisis - What Now?

As a compelling counter to the outro, we can't dismissthe fact that we are living in uncertain times. The reception of the pace of change wouldn't be uniform across the board. Contributed by many external factors, an organization may find itself in crisis. The thumb rule for any such situation is acknowledgment. Yes, we are in a problem!

Embracing the situation, rather than being delusional, is the steppingstone to tackling the unrest. Next, enable Root-Cause Analysis (RCA). More often than not, the actual problem is not what is being projected. Specifics might reveal another compelling and actionable problem statement.
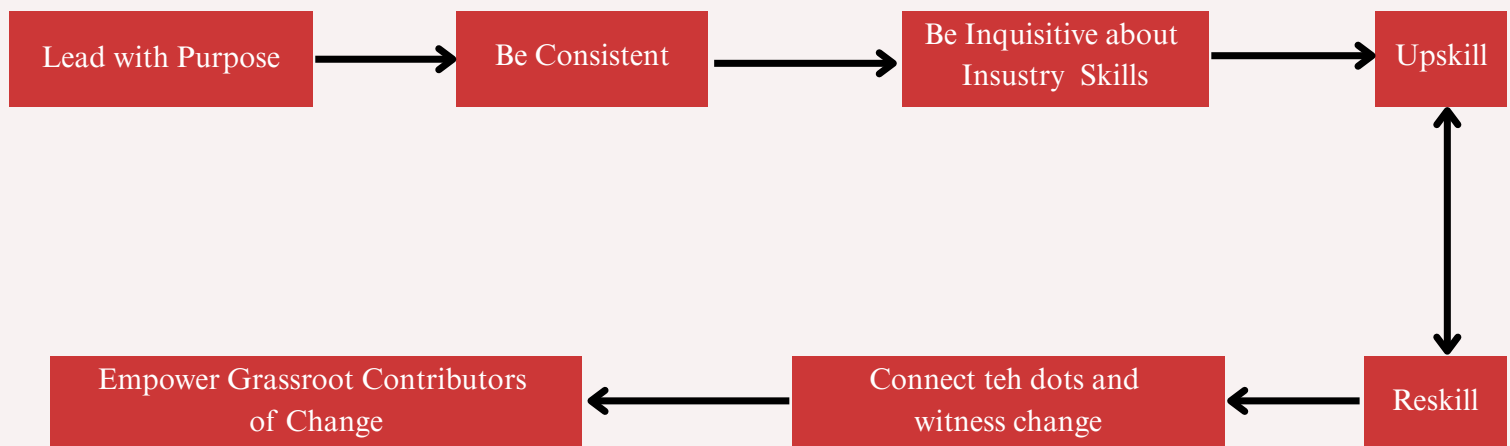
The immediate next step can be strategic reach out. RCA would outline the worst-affected departments and also the contribution of each to revenue and growth. Prioritization of cohorts for "Damage Control" is nothing to be shy of. For e.g. – In time of crisis, fixation of problems in the engineering and delivery teams can be looked at with more care than sensitization to the hiring team.

Perspectives from relevant stakeholders would be essential, however decision should be arrived at keeping "bird's eye view" as the focal point. This is a reactive way of dealing with a crisis. Human resources, still, would be one's biggest asset to solve a complex crisis. Announcing any specialized incentive, to keep the force motivated, is not cliché but practical. According to the latest HBR, quantitative measures still top the list of EVPs. However, the make-break virtue would be communication.

Crisis fosters anxiety, and emotions can't be quantified. These are like waves of the ocean, changing current every second. However, should communication of changes/tackling measures be clearly addressed to the last receptor, half the battle would be won.

Best of Both Worlds: Business Immunity, Navigating Through Chaos

Administration is a cycle of failures, learnings, and success. Success is "good to have", but timely interventions leading towards it can be "must have". The human body can be made immune to external factors through various precautionary measures. Similarly, navigating a crisis and building business resilience demands business healthy measures.

| Lead with Purpose | → | Be Consistent | → | Be Inquisitive about Insustry Skills | → | Upskill |

| Empower Grassroot Contributors of Change | ← | Connect teh dots and witness change | ← | Reskill |

There is two way arrow for Upskill – Reskill becausethey are complementary

While a crisis can be inevitable, navigating through it is directly proportional to timely interventions designed and executed, keeping human resources as the center. That is the definition of Business Resilience.

Leading Through the Fog: Keeping Strategy Alive in Chaos

- Vikas Singla

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Many people assume that if a strategy does not succeed, the leader is the one at fault. But is that really true? Can a failure actually turn into an opportunity to learn and grow? Strategies are never simple. They can fail for many reasons—unclear goals, lack of resources, frequent changes in plans, or unexpected challenges. While the leader plays an important role, success or failure is never about one person alone; it is always a team effort. Instead of blaming individuals, it is better to treat setbacks as lessons, analyse what went wrong, identify the real causes, and take corrective steps. This approach helps in building stronger strategies for the future. We need to move away from blame and create a culture that values responsibility, teamwork, and continuous improvement.

Best Practices

1. Communicate Clearly: Share objectives and progress in simple, straightforward language. Clear communication builds trust and helps the team handle challenges.

2. Plan for Risks:Think ahead about possibleproblems and preparesolutions. Keep reviewing and updating these plans regularly.

3. Engage with Stakeholders: Stay connected with key people and teams. Understand their expectations early and build trust over time.

4. Support Your Team: Provide the right tools, guidance, and freedom. A motivated team is your greatest strength.

5. Learn from Experience: Look back at past strategies, learn from mistakes, and apply those lessons to future plans.

Example from Indian Cricket

Consider the 2014 ICC T20 World Cup final. India, under MS Dhoni's leadership, reached the final but lost to SriLanka. Even though the team did not win, Dhoni was praised for his calm approach, smart decisions, and the way he guided a young team to the finals. This shows that even when results do not go as planned, a leader's role in guiding and motivating the team remains valuable and respected.

Success in strategy is never about one person. It is always about collective effort.If we learn and work together, even failures can become stepping stones to success.

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