

THE WORK OF FIRST LINE MANAGERS – A KEY TO RESILIENCE IN MANUFACTURING?



JÖNKÖPING UNIVERSITY

A. Karlton¹, J. Karlton¹, D.A. Coelho¹, K. Havemose¹, S. Kjellström²

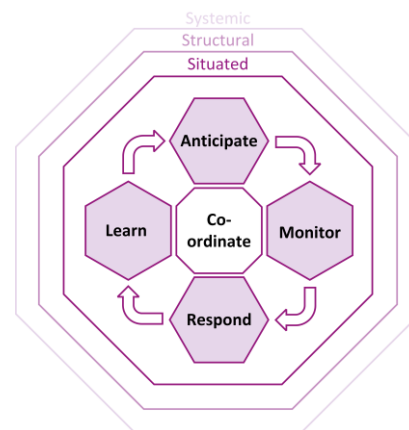
¹The department of Supply Chain and Operations Management, School of Engineering

²The department for Quality Improvement and Leadership, School of Health and Welfare

An extended model based upon several theoretical proposals in the resilience literature and two case studies are suggested.

In the model of ^{CONCLUSIONS} situated resilience, the resilience component, coordinate, is used to link between the four resilience potentials (anticipate, monitor, respond and learn) but also between situated, structural and systemic levels of resilience.

A MODEL FOR SITUATED RESILIENCE



FIRST LINE MANAGERS' RESILIENCE WORK

First line managers (FLMs) hold a key function in organizations' long-term competitiveness given their role as leaders in daily work. There is a lack of empirical studies on FLMs' action strategies and their development towards more resilient performance in daily work.

The study investigates the integration of two theoretical perspectives suggested by Anderson et al (2020): potentials of resilience (Hollnagel, 2018) and the Moments of Resilience model (situated, structured, systemic) (Macrae, 2019), and also the suggestion of a fifth additional resilience potential: coordinate (Anderson & Ross, 2020).

THE STUDY DESIGN

The aim of the study is to explore situated resilience among first line managers action strategies and how resilience can be organizationally supported. The study combines analysis of frontline activities with multilevel organizational support based on 30 semi-structured in-depth interviews with FLMs and support functions, 21 workshops and policy documents of the two companies. The analysis exemplifies how resilience engineering is enabled in practice, with an emphasis on the approaches and actions implementing horizontal as well as vertical coordination in the organization.

EXAMPLE OF KEY LEARNINGS

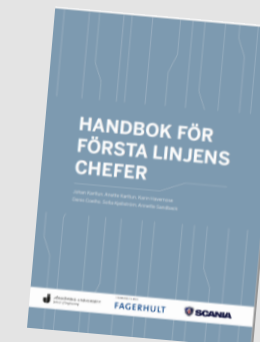
A well developed and consistent infrastructure through all the levels – systemic, structural, and situated in a company promotes the development of resilience action strategies in front-line work.

An extended model for situated resilience is suggested by including coordination as a linking aspect across the anticipate, monitor, respond and learn resilience potentials, which highlights the importance of both organizational support and coordination between system levels to enable the development of resilient action strategies by FLMs.

Coordination between levels and adjustments in situated resources presupposes an open and continuous dialogue between the levels.

MORE TO READ

The result presented in this poster is more fully explained in a submitted manuscript: The work of first line managers – a key to resilience in manufacturing? The Project is also reported in a Swedish and English (forthcoming) Handbook, written to be easily accessible for first line managers.



PRESENTER: SOFIA KJELLSTRÖM

Professor of quality improvement and leadership with a research interest in adult and leadership development, complexity and co-production.

Contact: sofia.kjellstrom@ju.se