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Book Review

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Introduction

In a world defined by disruption, uncertainty, and relentless change, the concept of organisational resilience has gained enormous attention from scholars and practitioners alike, especially after the outbreak of the COVID-19 pandemic— a shared contemporaneous adversity. Resilience is now viewed as a vital capacity; one that enables employees, teams and organisations not just to withstand shocks, but to adapt, evolve, and even emerge stronger. The growing frequency of both anthropogenic and natural disasters has amplified the scholarly attention to the relevance and value of fostering resilience within organisational settings. *Resilience in Modern Day Organizations* brings together conceptual and review papers that shed light on various dimensions of resilience in contemporary organisational settings.

Structure, Authors and Intended Readership

The book contains thirteen chapters contributed by thirty authors and edited by Ritsa S. J. Fotinatos-Ventouratos, Cary L. Cooper and Alexander-Stamatios G. Antoniou. All chapters are conceptual in nature and collectively contribute to advancing current understandings of how resilience is conceptualised, cultivated, enacted and practised within contemporary organisations. They also serve as a springboard for furthering the application of resilience through nuanced theoretical and conceptual discussions. The chapters are organised in three parts. Part 1: Resilience in perspective: theoretical, conceptual, and scientific factors, contains five chapters that delve into the conceptual elements and foundations of resilience at different levels within an organisation. These chapters contribute to ameliorating the current conceptual contaminations of resilience. Part 2: Resilience under examination: occupational and contextual issues in concern, contains five chapters that review the current resilience practices in different types of organisations and contexts. These chapters critically examine how resilience is enacted within the selected organisational contexts and lay the groundwork for rethinking and enhancing the current resilience perspectives and practices in the selected organisational contexts. Part 3: Enhancing the resilience paradigm: scientific implications for future research examines ways in which prevailing understandings of resilience in general work settings can be further developed and refined in future research work relating to workplace resilience. This book serves as essential reading for students, scholars, practitioners, and policymakers interested in advancing knowledge, enactment and practice of resilience.

Contents in Brief

Part 1 - Resilience in Perspective: Theoretical, Conceptual, and Scientific Factors

Part 1 of the book delves into the conceptual configurations of resilience in work settings. Generally, resilience in the workplace is analysed and discussed at three levels: individual, team and organisational levels (e.g., Britt & Sawhney, 2020). This section consists of five chapters that introduce resilience at these three different levels, and complements with a chapter that views resilience at a collective level.

Chapter 1 of the book by Lengnick-Hall, Beck and Woznyj conceptualises how one of the many typologies of resilience, cognitive resilience, helps organisations to face adversities effectively. Lengnick-Hall, Beck and Woznyj emphasise that permeating resilience from one level to another is a carefully coordinated and effort-consuming endeavour. The chapter begins by clarifying three conceptual elements of

resilience— resilience process, resilience outcomes and resilience characteristics on which the chapter is built. The key focus of the chapter is cognitive resilience, which is one of the three components of resilience capabilities, as per the authors. The authors elucidate that cognitive resilience is a mental platform that enables individuals and organisations to detect and appraise adversities and develop necessary actions to overcome the identified adversities by engaging with relevant actors through means such as effective communication. The Communication Theory of Resilience (CTR, Buzzanell, 2010) serves as the theoretical lens in elucidating the theoretical underpinnings of the role of communication in fostering collective resilience. CTR has gained traction among scholars of resilience with the surge of conceptualising resilience as a process, especially during and after the COVID-19 pandemic. In the discourse of resilience, CTR is generally applied to understand the resilience processes at the individual level. This chapter promotes and exemplifies the relevance of CTR beyond the individual level of analysis. Throughout the chapter, the authors assert the developable nature of resilience. The chapter concludes with implications for research, theory and practice.

Chapter 2 reviews the extant literature on the lines of various concepts and levels of resilience at the workplace. In my opinion, this chapter serves as an apt source of reference to anyone who wants to learn a basic and general overview of resilience at the workplace. In crafting this chapter, Clement and Kinman have synthesised the available knowledge on meaning, definitional elements (e.g., different types of adversities that individuals and organisations face and the level of recovery), characteristics and levels of workplace resilience, referring to a collection of prominent and seminal literature in the discourse of workplace resilience. Further, the authors highlight the conceptual contaminations that have perennially challenged the veracity of research in resilience, while cautioning potential researchers on the necessity of delineating their conceptual stances. At the onset of the chapter, the authors have taken a cursory attempt to differentiate resilience from other forms of responses to adversities. The chapter promotes the process conceptualisation of resilience and outlines the different resources that may aid resilience development at different temporal points in the resilience development process. Moreover, Clement and Kinman emphasise the necessity of examining the elements in the environment, particularly the institutional environment such as economic systems and working conditions, that may thrust individual employees and teams towards adversities. Authors also provide a collection of various models and frameworks available in the extent literature that aid the understanding of the resilience across different levels. This chapter serves as a laudable summary of resilience in contemporary workplaces.

Yet, the value of this chapter could have been further enhanced if the authors had included a section on theories that help to understand resilience in the workplace context.

In Chapter 3, de Vriers, van der Vergt, and Ivanovic conceptualise a plausible framework to examine the influence of team boundary spanning in cultivating organisational resilience. The chapter begins with a detailed introduction of organisational level resilience, outlining the definition, characteristics, as well as the different temporal points and the outcomes of the organisational resilience process. This opening provides a brief yet holistic idea about organisational-level resilience for the reader. The authors then move to explain the concept of spanning the boundaries of the teams (entrusting different tasks in the event of crises), to handle crises effectively. The chapter makes a commendable attempt to introduce and explain the concept of team boundary spanning. The authors propose that boundary-spanning initiatives cannot be done in isolation, without considering the nature of the disruption they deal with; thus, they propose a framework to configure boundary-spanning efforts. The chapter ends with future research areas that the proposed configurational model can be extended to. The chapter provides a rich understanding of team boundary spanning. However, after the introduction, it is observed that the authors' focus has drifted from resilience to boundary spanning extensively. The chapter would have benefited from a more in-depth explanation on how team boundary spanning contributes specifically to resilience, particularly since not every form of positive adaptation to disruption can be construed as resilience, as asserted in Chapter 2, by Clement and Kinman.

In Chapter 4, Drosos and Antoniou elaborate on the seemingly related constructs of career adaptability and career resilience, which is one of the typologies of individual-level resilience. The chapter opens with a thorough explanation of the concept of careers, their vulnerability to various chronic and acute disruptions, and how careers have evolved from traditional linear careers to modern derivations of careers such as protein careers and boundaryless careers. In aiding their introduction to the chapter, the authors unfold how a few recent disruptions, such as technological inventions and biological outbreaks, such as the COVID-19 pandemic, re-shaped the concept of careers, necessitating individuals to re-pivot their careers towards new career types and trajectories. The authors have taken meritorious effort in explaining and comparing the two constructs: career adaptability and career resilience. While differentiating the two constructs, Drosos and Antonio also propose the plausible nexus between them. The authors suggest that career adaptability is a dispositional

construct that denotes the capacity of individuals to address predictable and unpredictable career challenges, while career resilience is a behavioural construct that deals with effective functioning despite facing career-related adversities. Authors outline the importance of organisation-led resilience invention programmes in fostering career adaptability and career resilience. This assertion supports the viewpoint that the onus of developing individual-level resilience is shared between the individual employee and the organisation, and individual resilience at workplaces cannot be developed in a vocational vacuum (Rice & Liu, 2016).

Chapter 5 is an analytical essay on organisational resilience, where Fishbacher-Smith deconstructs the concept of organisational resilience to reveal its meaning, definitional elements, key players, resources, and outcomes. The author also describes the conceptual contaminations around resilience, which is an ongoing dilemma in the discourse of resilience, causing concerns with operationalising and measuring the resilience construct. While analysing organisational resilience from a system perspective, the author asserts that organisational resilience is a carefully designed organisational practice. In deconstructing organisational resilience, the author extensively discusses the nature and the relevance of the threat landscape in which adversities arise, which is a necessary condition for the emergence and/or practice of resilience. In detailing and evaluating the crisis landscape, initially the author pays more attention towards exogenous environmental jolts that cause crises in organisations, and later broadens the discussion to include endogenous shocks. The author cautions that endogenous shocks are more perilous, as they reflect breakdowns of internal systems and processes, including management failures. The role of individual and organisational resources in fostering resilience at the workplace has been extensively discussed in the extant literature. In addition to these resources, this chapter introduces the role of business schools in producing managers capable in the task of practising resilience. This novel perspective on resilience resources extends the current understanding of how individual, organisational, and community resources (e.g., Britt et al., 2016) in fostering resilience, by introducing a new category of resources emerging from external institutions. Throughout the chapter, Fishbacher-Smith reiterates the context dependency thesis of resilience, which is a very well-established conceptual stance on resilience (e.g., Hartmann et al., 2020). However, with the emerging alternative precepts such as anticipatory resilience (Buzzanell, 2010), which promotes that resilience is cultivated over time, challenges this long-embedded context dependency thesis in the discourse of resilience. This assertion on resilience development was recently confirmed by Good et al. (2025), who endorse that developing the capacity for resilience is not contingent upon the

immediate presence of an adversity. Therefore, future conceptual work on individual and organisational resilience should further explore this emerging assertion, particularly as Fishbacher-Smith claims, organisational resilience is essentially a practice.

Part 2 - Resilience Under Examination: Occupational and Contextual Issues of Concern.

Part two of the book examines how resilience is developed and enacted in selected organisational contexts, and also proposes how the current understanding and practice of resilience in these contexts could be advanced.

In Chapter 6, van Heugten highlights the significance of resilience in an important group of social actors who carry the burden of maintaining human and social functioning during times of crises: those employed in human services. The chapter is predominantly focused on employees in the health services during the COVID-19 pandemic. The chapter begins with an impressive introduction to human services, outlining its nature and characteristics. The author highlights that despite being the lifeline towards maintaining and continuing with human and organisational functioning during crises, the human services landscape is often neglected and given residual priority by various stakeholders, including the beneficiaries of their services. In this chapter, van Heugten asserts that vulnerabilities of human services are more intense than any other type of workers, as they often deal with traumatized client groups (whose association may intensify the mental and physical vulnerabilities of the worker), high workload, and work in underfunded systems with insufficient support systems such as training and professional support. Paradoxically, the author notes that despite the conducive characteristics, human service workers consider their services as an important component of a social system, which signals that the negative characteristics in the human services landscape do not preclude their job satisfaction. The author proposes a set of initiatives (resources and mechanisms) that individual workers and organisations may adopt in fostering resilience in human services workers, highlighting that developing resilience is essentially an interaction between a person and his or her environment. The authors also suggest the necessity of introducing interventions aiming at particular skills, such as emotional regulation, that help to cultivate resilience. Notably, van Huegten emphasises the necessity and the importance of identifying and managing the problems, pitfalls and perturbations emerging in the human services landscape that threaten the functionality of human services workers. This assertion resonates with Clement and Kinman, who in Chapter

2 emphasise the necessity of predicting and managing the vulnerabilities in the environment that thrust individuals, organisations and other systems towards disruptions, over the current exclusive focus of resilience on how to prepare individuals and systems to overcome the deleterious effects of such disruptions. In other words, both van Huegten as well as Clement and Kinman propose that it is better to build strong fences than to mend shaky gates, offering a fresh perspective on workplace resilience.

Chapter 7 by Baker, Baker and Burrell extends the discussion on care workers and organisations (which is a derivation of human service work), initiated in the previous chapter. The chapter approaches resilience from a psychological perspective, aligning the intra- and interpersonal psychological processes which individuals enact in dealing with adversities with organisational-level resilience. The chapter begins with an introduction to the healthcare context, providing a detailed account of acute and chronic adversities that affect the well-being of healthcare workers. As the chapter title suggests, the authors strongly emphasise the role of psychological dispositions in helping workers to manage their work demand and wellbeing, placing more importance on psychological aspects than technical knowledge to function in contexts vulnerable to frequent adversities, such as the healthcare sector. Authors propose and elucidate four elements that cultivate resilience in individuals and later transform across other levels of the organisations: a) staff resilience and wellbeing; b) trust, belonging and inclusion; c) psychology and safety; d) leadership. The authors assert that these elements should be promoted and managed in organisations by shepherding necessary resources as well as maintaining enabling organisational conditions such as leadership and organisational culture. In their analysis, authors not only explain how these elements facilitate building resilience, but also the consequences individual workers and organisations may confront in the absence of these elements. The chapter also proposes the interpersonal process model of resilience, outlining the key stages of the process and the dynamic link between the captioned elements. In strengthening their claims and advancing the knowledge on following a psychological approach to resilience, authors have made rich references to real-world examples. The chapter contributes to the calls made by scholars in resilience, such as King and Rothstein (2010), who assert that existing discourse of resilience lacks knowledge on resilience processes that explores the *how* factors over the *what* factors. The title of the chapter denotes resilience in both health and social care organisations. However, throughout the chapter, the authors have paid their full attention to resilience in healthcare organisations, thus overlooking the social care organisations.

Chapter 8 by Kinman and Grant unpacks the reciprocal relationship between individual, team and organisational resilience, explaining how resilience (or vulnerability) at each level promotes or prevents resilience at the other two levels. This is the second chapter by Kinman included in the book. The chapter focuses on the context of social work, and at the beginning of the chapter, Kinman and Grant provide a detailed analysis on the social work domain explaining the nature of social work, and the inherent risk factors associated with social work that intensify the propensity of social care workers towards vulnerability, stress and burnout. The authors particularly assert that the social work domain is emotionally taxing; hence, a psychological approach is most suited to addressing stress and burnout in this profession. Kinman and Grant also elucidate how resilience can be cultivated at the individual, team and organisational level within the domain of social work, and present resilience-promoting factors and processes that may contribute to developing resilience at each level. In this endeavour, the authors make rich references to prior research work as well as references to practice from various sources. The chapter confirms the prior assertions of the scholars that fostering resilience within a social worker is not the sole responsibility of the worker himself, but a collective effort of the worker, the teams he or she is involved and the organisation itself. While synthesising existing insights, knowledge and frameworks on promoting resilience at individual and team levels, Kinman and Grant propose a five-dimensional framework to foster organisational resilience in the social work domain, following their consultations and validation with several key stakeholder groups. The authors posit that these dimensions: secure base, sense of appreciation, learning organisation, vision and mission and wellbeing, need to be integrated with concomitant organisational characteristics to function effectively. Like many other authors contributing to this book and other scholars in the domain of resilience, the authors propagate and support the context-dependent attribute of resilience throughout this chapter. However, they also assert that developing resilience in individuals, teams and organisations helps these units to face and manage not only current adversities but future adversities emerging in the social work context. This assertion leaves the reader in a puzzle, as established research on resilience suggests an alternative meaning to the context dependency thesis of resilience (e.g., Pangallo et al., 2015), where it is suggested that resilience developed against one type of adversity may not necessarily indicate resilience against another adversity. However, there are also emerging debates on different elements of resilience, such as capacity for resilience, enactment of resilience, and demonstration of resilience (e.g., Britt et al., 2016; Good et al., 2025). The assertions of Kinman and Grant may align with these different elements of resilience within a particular level. In strengthening their claim, authors

could more explicitly articulate which element of resilience captioned above, can be developed targeting a predicted future activity.

In Chapter 9, Antoniou, Markopoulou, and Angelou introduce the concept of leadership resilience. The chapter begins with a comprehensive overview of the concepts of resilience and leadership. The distinctive discussion on leadership and resilience is deep and elaborate, and sets the background for the discussion on leadership resilience. In this chapter, authors shed two novel perspectives to the knowledge informed in the book thus far: 1) Resilience does not mean that a person or system with capabilities will not experience adversity; 2) resilience capabilities and functions built in a person or a system has greater chances of adaptability to adversity (ies), which however, is not guaranteed. These new perspectives help to clear up any misunderstandings that a reader new to the resilience discourse might conceive, thinking that resilience means a system can avoid all crises and difficulties. Antoniou, Markopoulou and Angelou explain that leadership is not about giving instructions but a process that involves interpersonal processes. The chapter classifies leadership into three larger pillars: transactional, transformational, and charismatic, while emphasising that each pillar consists of different leadership styles. The authors posit that leadership resilience is two-dimensional. First, leaders need to develop resilience within themselves, and second, leaders must develop resilience in others. Operating these two dimensions involves complex decisions, processes and interventions, as resilience capabilities and mechanisms can be different for each person. The authors propose strategies that may help leaders in tackling these two dimensions of leadership resilience. The chapter also informs that leadership resilience is complex, as it deals with tackling change as well as resistance to change in tandem. Authors assert that leaders need both the necessary skills and power to exercise leadership resilience. The chapter suggests that by nurturing resilience at the individual level, leaders can gradually contribute to building team and organisational resilience. It also acknowledges that organisational resilience takes time to develop, typically emerging after individual resilience is established. The assertions of the authors on introducing and detailing leadership resilience are reinforced by extensive references to prior research. The second part of the chapter situates the discussion of resilience within the context of education. The authors explain the nature of educational leadership, the specific challenges that hinder propagation of resilience in educational leadership and characteristics of resilient leadership in the context of education, and recommendations to promote and sustain resilience in educational leadership. By introducing the context of education, authors do justice to the deeply rooted context dependency thesis of resilience. One point of

concern is the title of the chapter, which is “Resilience as a leadership trait in modern organizations”. Throughout the chapter, authors highlight the developable nature of resilience, which leaves the reader puzzled as the title suggests that resilience is a trait which is generally regarded as an inborn personal characteristic.

In Chapter 10, Bansal unpacks the concept of community resilience, outlining its central features and its broader relevance. In this chapter, Bansal takes a practitioner’s perspective and illustrates how resilience was cultivated in two different volunteers, who volunteered in community work in non-Western developing contexts. In delineating community resilience, Bansal compares and contrasts resilience in communities with resilience in business organisations. In this light, Bansal presents three concrete differences between resilience at these two different institutions, which work on different goals and different agendas. First, the transactional and quid pro quo nature of resilience practised in business organisations, whereby employees who demonstrate resilience may expect a reward in return, which is not the case among volunteers in community organisations. Second, in business settings, resilience is grounded in excellence, where employees are expected to continually enhance excellence in resilience, whereas excellence is not a yardstick of resilience among volunteers in community organisations. Third, the author claims that resilience in business organisations is reactive, while resilience in community organisations is merely a survival mechanism. Bansal further elucidates that in the quest for attaining excellence standards in resilience practice, business organisations adopt resilience training and intervention programs in short durations, which may not produce effective outcomes. Concerns regarding the effectiveness of resilience training and interventions have also surfaced within academic discourse on resilience (e.g., Borg et al., 2022). While describing how the experiences of volunteers receive neglected and undervalued attention from the recruiters, Bansal meticulously explains how these experiences of the volunteers help to build personal resilience in work settings. Thus, the author makes clear calls for recruiters to rethink and revalue the hitherto undervalued experiences of these volunteer workers. In essence, the chapter unravels how volunteer experiences contribute to fostering resilience in business settings. By sharing the practices in non-Western contexts, Bansal contributes to filling the void of knowledge on resilience emerging in these country contexts. With its lucid language, the chapter effectively speaks to both scholarly and general readerships. However, Bansal’s claim, “Employees are expected to keep their chin up and continue working. Those who are able to do this are called resilient employees” (p. 179), is questionable, as continuing with work during adversity may not be always construed as resilience (as explained by Kinman and Clement in Chapter 2), but also

other mechanisms such as coping, which may have either positive or negative outcomes compared to resilience which is denoted exclusively by positive adaptations.

Chapter 11 by Covington, Malkowska, and Elsey explores the career resilience of elite military leaders. In this chapter, the authors review extant literature in the discourse of career resilience to identify research gaps on how resilience is understood and practised in military settings. The chapter begins with an introduction to the general context of careers, delineating how the idea of career success has moved from objective measures to subjective measures, shifting the onus of career development from the organisation to the individual employee. The authors explicate that career success in the current times is not appraised only in terms of visible upward movement, but a variety of other indicators which are highly personal to the job holder and unique to individual employees. In deepening the understanding of the context of career resilience, authors explain the evolution of careers over time and career theories that explain concepts and relationships between different components of careers. Further, the chapter introduces career resilience as a career resource that helps individuals to manage their long-term employability over their life span. Subsequent to the review of the extant literature on careers, authors proceed to unpack the concept of career resilience, first in general and second in the military context. Covington, Malkowska, and Elsey explicate the distinct environmental conditions of the military compared to the general workplace settings: compulsory Permanent Change of Station (PCS); ingrained exposure to trauma; and forced retirement, which uniquely drive the need for resilience in the military context. Drawing from the literature, authors outline a constellation of resources that aid the development of career resilience in the military context, and authors infer that personal dispositions play a key role in fostering resilience in the military context, over organisational and other resources drawn from the individual's environment. However, they do not undermine the need for organisational resources, and emphasise that resilience interventions and training could be embedded into military training to enhance the capacity for resilience. Furthermore, authors posit that these organisational interventions should focus beyond the individual, to include their families. This assertion adds a novel perspective to resilience resources at the organisational level, as the current understanding of organisational resources is mostly focused on what employers can do to enhance the resilience capacity of the individual employee. However, Covington, Malkowska, and Elsey point out that in certain work contexts, organisational resources may need to expand their traditional boundaries to focus beyond the individual employees to include their families, who are entities external to the organisation. Further, authors highlight the dependency of military service

members on external networks in their broader social environment towards cultivating resilience, particularly in finding alternative jobs after their mandated retirement, which is comparatively premature to other employees in the general work context. Covington, Malkowska, and Elsey inform that their chapter should not be construed as an empirical paper. Yet, it fulfils all the features of an empirical paper, as the authors have a clear research question, a literature review with a clear explanation of the review process with search terms and operators, data collected from multiple sources, reference to a theoretical lens, and findings. A description of the data analysis methods and process would have enhanced the empirical rigour of this chapter. Nonetheless, this chapter adds an empirical flavour to the book; thus, the authors should situate this chapter in the middle of the empirical–conceptual continuum. At certain points, authors refer to resilience as coping (e.g., “Career resilience is the coping mechanism that explains ...and searching for person-career fit, p. 192). Literature, including a chapter in this book, clearly distinguishes resilience from coping. Therefore, researchers must exercise caution when using these terms, as they may appear similar in everyday language but represent distinct concepts in academic and research contexts.

Part 3 - Enhancing the Resilience Paradigm: Scientific Implications for Future Research

Part 3 of the book comprises two chapters that offer new directions towards extending current knowledge on resilience. Both chapters make clear and compelling appeals to academics and practitioners, highlighting the value and practical relevance of their future research propositions.

Chapter 12 by Jean-Batiste, King, Banarjee and Du makes a clear call to revisit the assumptions about resilience processes in organisations. The authors challenge the current understanding of resilience by questioning whether every form of positive adjustment to adversity necessarily leads to favourable psychological and behavioural outcomes. Although this alternative perspective on resilience is relatively recent within the literature, the notion that positive adjustment does not always equate to resilience has been raised by other scholars. For instance, Atkinson et al. (2009) draw attention to the experiences of nurses who were compelled to work in concentration camps during World War II, to question if the display of positive adaptation guarantees a concomitant positive psychological state. In this chapter, the authors argue that positive adjustment should not be evaluated solely based on the outcomes of the resilience process but should also involve a subsequent assessment of the overall experience leading to those outcomes, to recognise whether the process was

adaptive or maladaptive. Extending the conversation on the adaptive (due to positive psychological well-being) – maladaptive (due to emotional distress) dichotomization, authors assert that resilience is not “taking one on the chin” (p.12), or keeping the chin up and continuing with work as Bansal suggest in Chapter 10, but overall a positive experience that does not tax the well-being of the individual. Towards this endeavour, the authors adopt a revised definition of resilience as “continued self-regulated goal striving in the face of adversity” (p.216), which shifts the conventional outcome orientation emphasis of resilience toward a focus on goal orientation. This shift introduces a clear benchmark for evaluating resilience outcomes, addressing the competing propositions in the current literature on how to ascertain outcomes of resilience, such as continuation of pre-adversity goals, returning to homeostasis, and going beyond the pre-adversity goals. Moreover, the assertions of the authors further question if situating resilience in the discourse of positive organisational behaviour is acceptable. The adaptive–maladaptive dichotomisation of the resilience process prompts individuals to consider the potential positive and negative outcomes in terms of success and well-being that may come into effect after enactment of the resilience process. Overall, the chapter suggests a reverse engineering approach to evaluate the resilience process. In this approach, an individual (an employee or a leader in an organisation) analyses the choices he or she made along the process of attaining their pre-adversity goals retrospectively to evaluate if the choices made were adaptive or maladaptive. Authors argue that through this learning approach, individuals will make choices that would result only in adaptive resilience, in facing future adversities. The chapter suggests that examination of the adaptive–maladaptive nature of the choices made by the individual may need longitudinal data, as it evaluates a process over time. The need for examining the adaptive–maladaptive nature of resilience is well explicated with hypothetical examples, which facilitates the reader’s understanding. In essence, the chapter calls researchers’ and practitioners’ attention to examine not only *if* resilience is achieved, but also *how* it is achieved.

Chapter 13 by Thanki and Pestonjee explores the connection between spirituality and workplace resilience, outlining approaches for integrating spiritual elements into organisational practices aimed at individual employees as a way to enhance their resilience. The chapter opens with a detailed discussion on the volatile nature of the business environment and the inevitable threats such turbulence poses to the survival of organisations. These explanations are adequately supplemented with references to anthropogenic and natural hazards that emerged in the recent past. In this chapter, Thanki and Pestonjee contend with the previous authors that developing resilience in employees is a shared responsibility between the employee and the organisation, and

proclaim that organisational resilience cannot be attained without employee resilience. Further, the authors differentiate between employee resilience and personal resilience, which contributes to the emerging scholarship of intra-level typologies of individual resilience at work. The authors emphasise that organisations can cultivate employee resilience through both proactive and reactive approaches. They argue that fostering resilience in employees yields a range of individual and organisational benefits, several of which are outlined in the chapter. Thanki and Pestonjee particularly highlight numerous mental health interventions and training programmes that organisations can adopt towards fostering employee resilience. In addition to what is suggested in the extant literature, the authors call for the attention of organisations to adopt spirituality-based interventions, which have become a growing trend in the broader landscape of mental health and well-being. While explaining the concept of spirituality in detail, authors also suggest a constellation of spirituality-based interventions and their projected outcomes to enhance the understanding of this new order trend to the reader. The authors conceive that spirituality fosters resilience through positive emotions. How positive emotions build resilience is established in the discourse of resilience through the work of Tugade and Fredrickson (2004). This chapter makes a clear call to organisational leaders to adapt spirituality-based practices to cultivate resilience in employees in organisations. The title of the chapter, “Role of organizations to build resilient employees”, suggests a broader scope; however, the content has a narrower scope that focuses only on how spirituality-based interventions can help organisations to build employee resilience.

Conclusion

The book *Resilience in Modern Day Organizations* examines contemporary organisations that operate in environments marked by constant change, uncertainty, and turmoil. While reaffirming established perspectives on resilience, the book offers fresh conceptual contributions that open up promising avenues for future scholarly inquiry and practical implementation. Towards this endeavour, the editors have brought together an international group of authors from diverse regions of the world, adding a rich variety of perspectives and cultural nuances to the understanding of resilience. The range of contexts addressed in the book covers both business and other organisations, although a denser core of the contexts covers helping professions. The collection of conceptual and review work in this book undoubtedly contributes to the advancement of the knowledge and practice of resilience. However, the conceptualisations, processes, practices, and frameworks proposed in the book need empirical validation. In the extant literature, there appears to be a lack of theoretical structures in connecting resilience resources (e.g., Afifi, 2018). Most of the chapters

of this book do not delineate the theoretical underpinnings in explicating the complex relationship with the units (individuals, teams, and organisations) and the suggested resilience mechanisms. Although the book is not intended solely for an academic readership, a stronger theoretical foundation would support readers in more clearly grasping the complexity of these relationships.

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