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Boundaries as opportunities: A multilevel investigation of resilience

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Propositions accompanying the dissertation

BOUNDARIES AS OPPORTUNITIES

A multilevel investigation of resilience

by

Mitchell J. van den Adel

1. Resilience research should be more attentive to managing day-to-day disruptions, as its current focus on rare, large-scale disasters is not proportional to how much these disasters constitute managers' everyday concerns. (*Chapters 1, 3, and 4*)
2. By their very nature, bridging actions within supply chains need to be studied beyond the organizational level of analysis. (*Chapters 1 and 4*)
3. Cross-functional teams' access to outside information is less decisive for their organizations' resilience than previous research has inferred; within many supply chains, such access is merely a necessary, but not a sufficient condition for cross-functional teams to increase their organizations' resilience. (*Chapter 2*)
4. Resilience research ought to be more considerate of the individuals and teams who execute the studied resilience strategies, as they play a pivotal role in determining these strategies' effectiveness. (*Chapter 2*)
5. The supply chain literature insufficiently exploits the possibilities that simulation-based research designs offer as an alternative to true experiments for collecting data that is difficult to gather empirically. (*Chapter 2*)
6. The difference in how well the depth versus the breadth of a supplier relationship can contain the impact of supplier-induced disruptions signals the need for more research into the comparative effectiveness of resilience strategies. (*Chapter 3*)
7. Organizations within a supply network should establish a shared information system to help facilitate the network-level information exchange that is necessary for effectively managing day-to-day disruptions to the network. (*Chapter 4*)

8. The persistently positive view on resilience strategies is not always justified; in various cases, more intense bridging actions will not increase—or even decrease—resilience. (*Chapter 5*)
9. “There is no excuse for not trying.” (*Barack Obama*)
10. If correlation would imply causation, then writing this dissertation has exposed the world to one of the largest pandemics in modern history.