

# **Resilience of a Masonry Association: Lessons Learned and Recommendations**

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## **Abstract:**

Resilience is often thought of as a property of a material or product, but resilience is in fact, much broader than that. While the concepts of resilience are applicable to building products, they can also be applied to organizations and other systems. Resilience exists only in response to stressors. In 2020, the emergence and impact of the COVID-19 virus created an unexpected stressor on the world, and it has severely impacted individuals, families, communities, and countries. The impact on the economies of nations, companies, and individual families has justifiably gained much of the attention. Associations are also being affected, not only in how groups meet and conduct business, but also in the impact on the organization's staff and members.

This paper reviews the principles of resilience for organizations and discusses the resilience of one association, The Masonry Society (TMS), as an example related to its preparedness and its response to the unprecedented challenge of the COVID-19 pandemic.

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