



EUROPEAN CIVIL PROTECTION
Together in the face of disaster

Second Civil Protection Forum
Brussels, 22-23 November 2007

Looking at new threats

***Barriers in the minds,
Fiascos on the ground***

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THE
9/11
COMMISSION

FINAL REPORT
TERRORISM

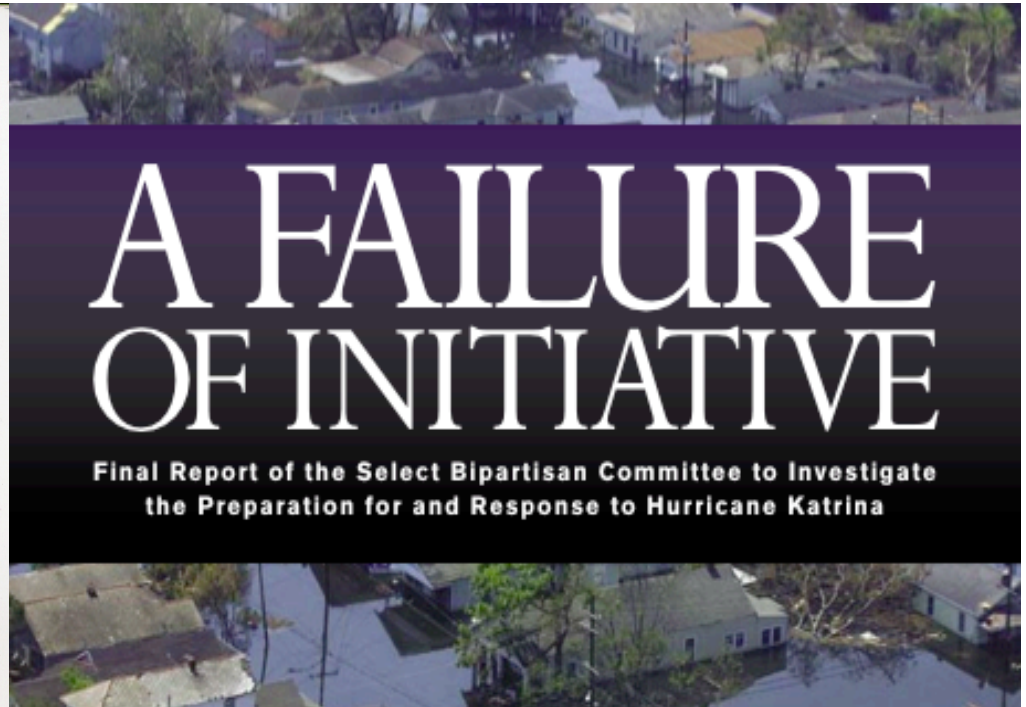
A FAILURE
OF IMAGINATION

AUTHORIZED EDITION

A FAILURE
OF INITIATIVE

Final Report of the Select Bipartisan Committee to Investigate
the Preparation for and Response to Hurricane Katrina

**“Why do we continually seem to be
one disaster behind ?” (p. 359)**



Sunzi
The Art of Crisis

Crisis is a question of vital importance.
危机是国家的大事

The best policy of crisis is to thwart our strategy.
危机的上策是挫败我们的战略计谋

Know your crisis and know yourself.
了解危机又了解自己。

If you know neither the crisis nor yourself, you are bound to be defeated in every battle.
不了解危机也不了解自己，那就每战都必定有危险。

“THE GOOD OLD DAYS”



“The best decisions are based on quantification and numbers, determined by the patterns of the past” (in Bernstein)

“THE GOOD OLD DAYS”

COMMAND & CONTROL

Layers of Response, Silos

SCRIPTS & ANSWERS

Focus: technical + specific

Plans, Acronyms & Charts

Communication:
« under control »

Tactical Drills

« We have two ennemies:
The public and the medias »

The ritual recommendation : “MORE OF THE SAME”

CHAOTIC ENVIRONMENTS



NEW THREATS + LIQUEFACTION OF SYSTEMIC FOUNDATIONS

Reinventing Paradigms and Leadership

Hypercomplexity

Discontinuity

Speed

Ignorance

Leadership

Global Domino Effects

Empowerment

New Actors Irruption

Inconceivable

Creative Initiative

A NEW DEAL

Rapid Reflection Force



The first step towards a Rapid Reflection Force is to set up a special team that is capable of asking fresh questions, of finding fresh approaches and of working diligently on them in a highly creative manner

- The lethal trap:
 - “People don’t have much time to step back and consider the big picture”
(Lee Hamilton, *Without Precedent*, p. 12)
 - “Look, we are here to answer questions, not to question answers”
- Four questions :
 - What is the essence of the problem?
 - The key pitfalls?
 - The actors?
 - 1-2 initiative(s)?
- Embedding RRF into:
 - leadership culture
 - crisis centers