

ISRM

3<sup>rd</sup> THURSDAY

GLOBAL  
ROUND TABLE  
PROGRAMME

WHAT CAN ACADEMIA OFFER TO  
GLOBAL RISK AND CRISIS MANAGEMENT

# So much to contribute But mind the silo trap

[www.patricklagadec.net](http://www.patricklagadec.net)

» Français  
» English  
» Español  
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INTELLIGENCE

## FIELD STUDIES



LEADERSHIP

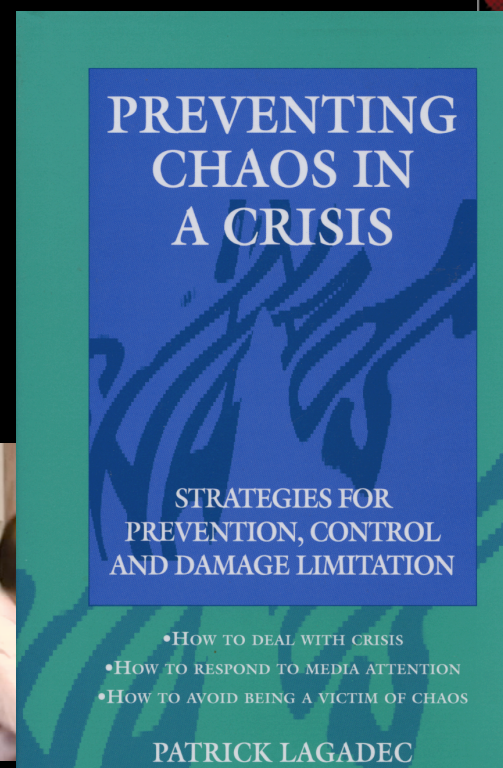
## DISCOVERY

CHALLENGES

PITFALLS

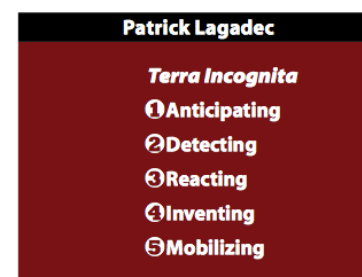
PATHWAYS

PREPARATION



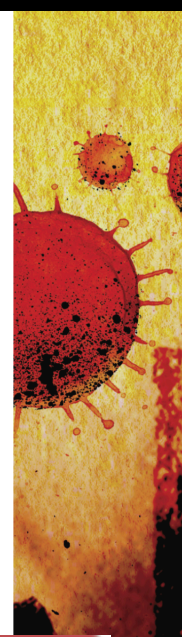
## Navigating the Unknown

*A practical lifeline for decision-makers in the dark*



## Leadership in Terra Incognita: Vision and action

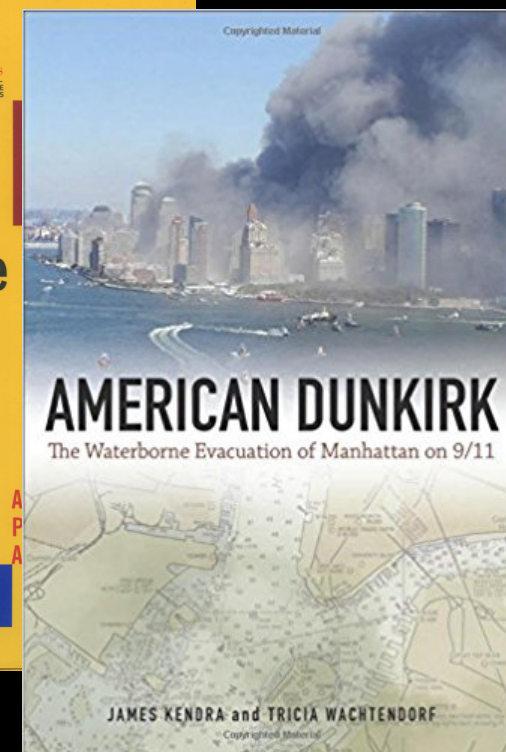
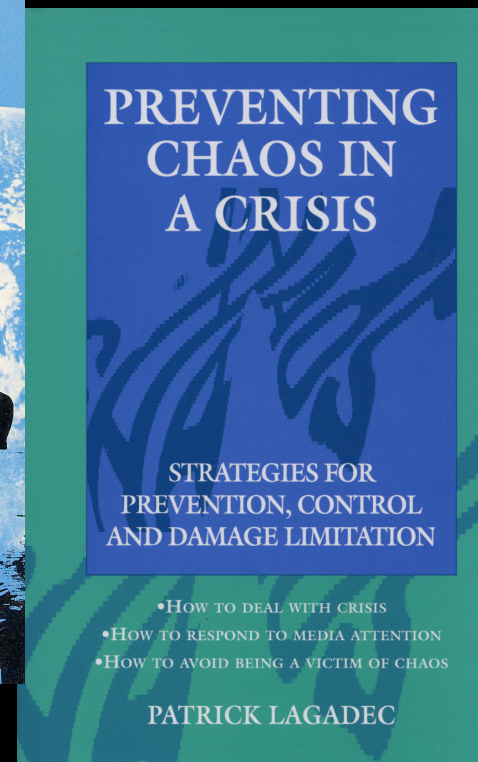
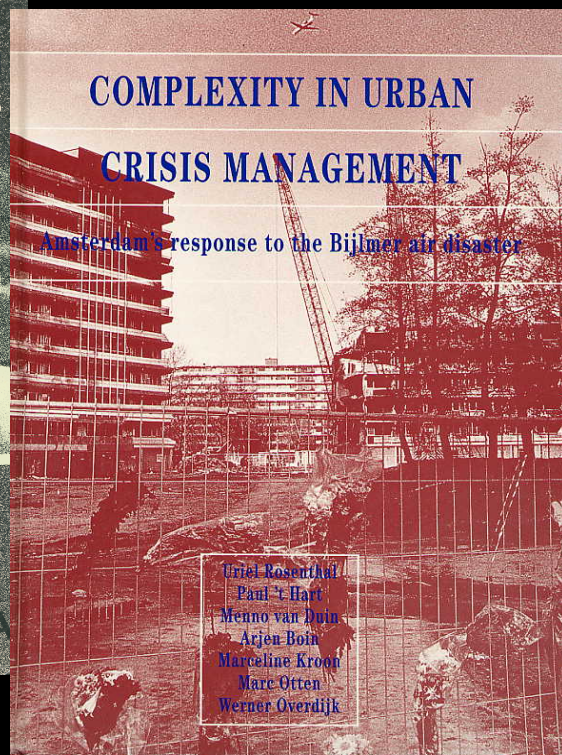
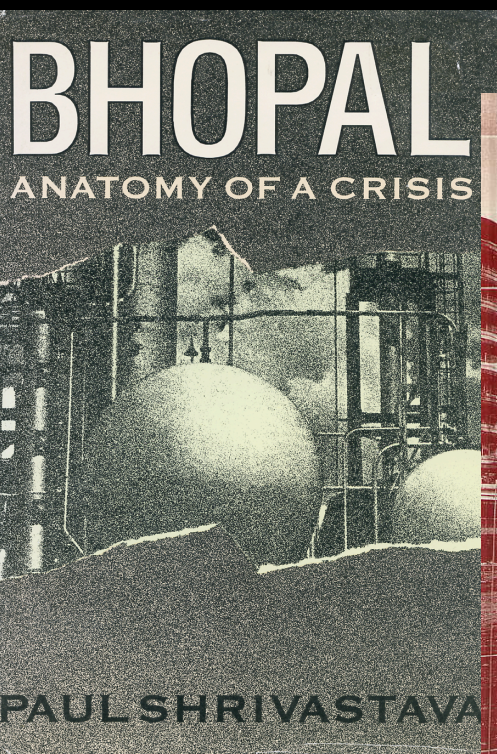
It is a sad but inescapable fact: today's global situation demands that we lay to rest our previous, established and comforting crisis visions and navigation. We must move into the new paradigm, with creative and flexible leadership, say **Emily Hough**, **Patrick Lagadec** and **Matthieu Langlois**





# So many lessons learned...

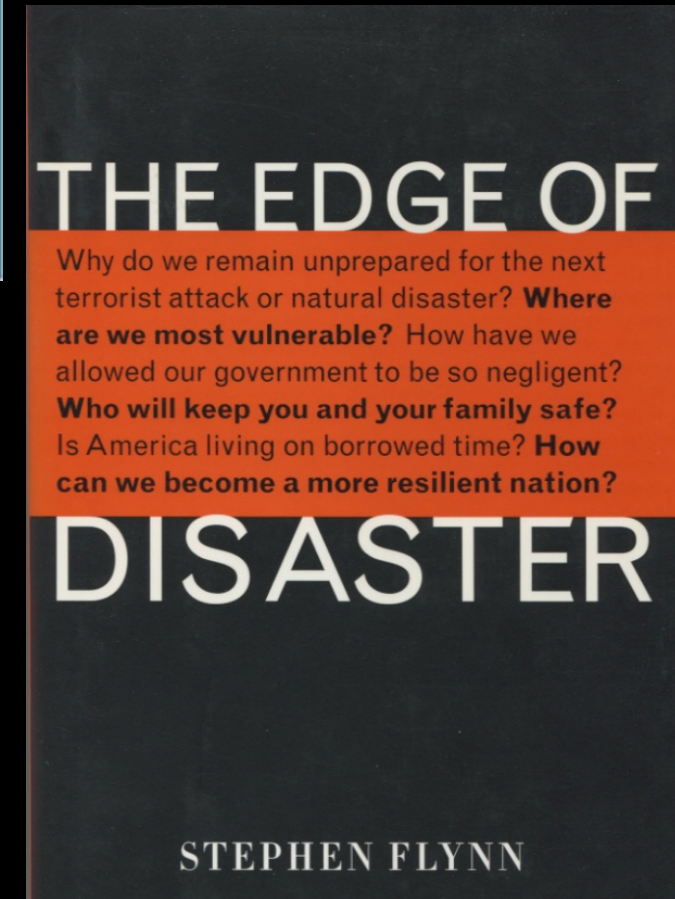
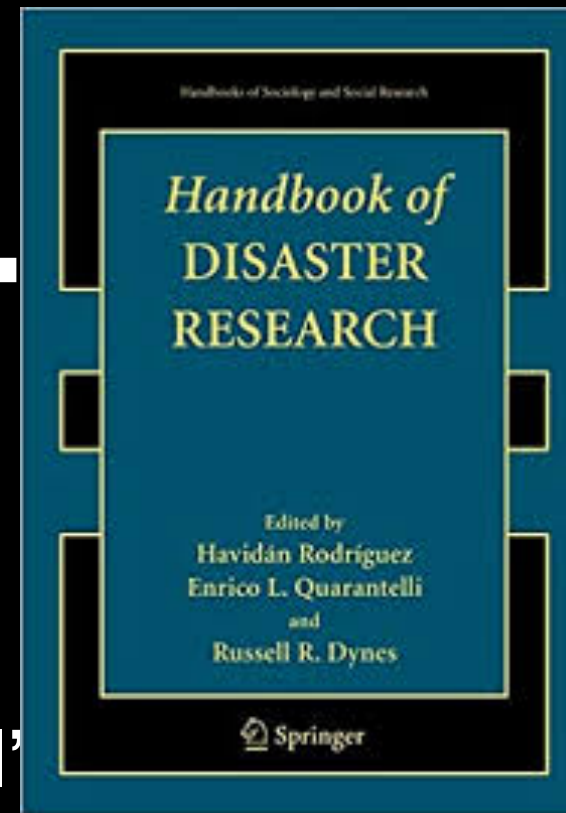
- Case studies
- Specific lessons
- Social, Political, Organizational sciences





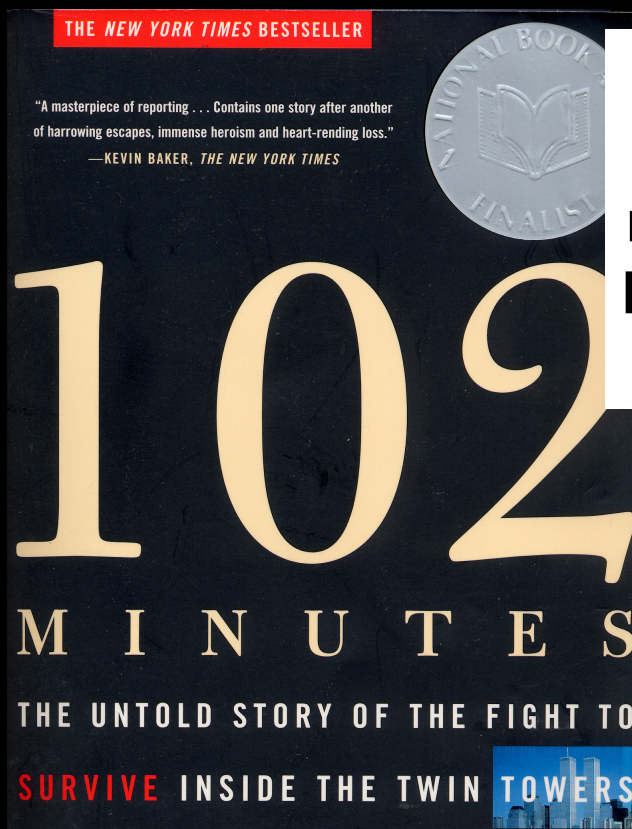
# So often ignored...

- Don't :
  - Panic... about panic
  - Claim : "Everything's under control"
  - Bunker in: "Don't do anything"



« On the morning of 9/11, the last but best hope rested not with national policymakers but with private firms and local public servants ». (p.255)

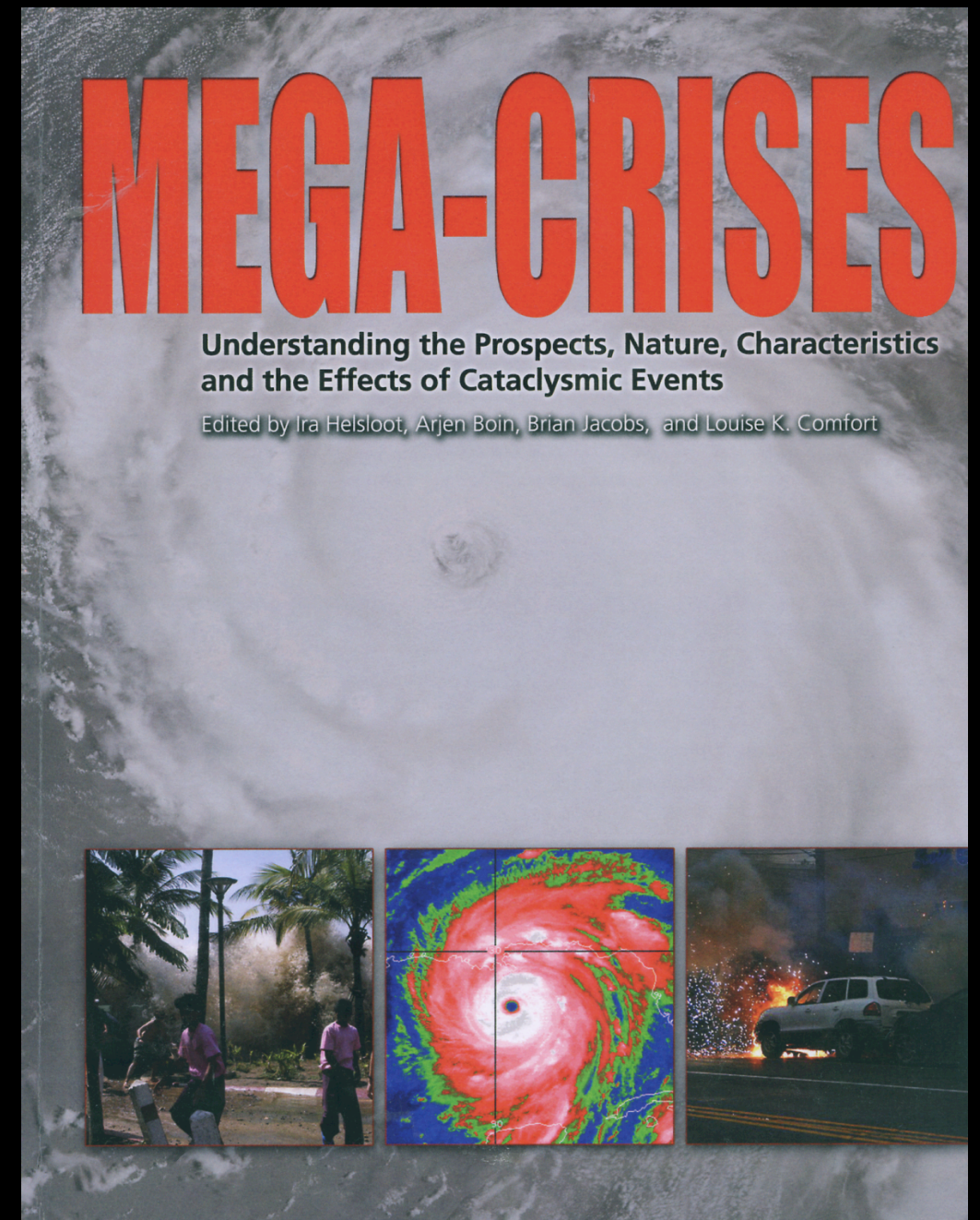
« The safety of the people on the ground and aboard four hijacked planes turned out to be in the hands of private citizens. But the US government lacked both the ability and inclination to provide them with critical information that could have led them to fight back ».





# So many perspectives to anticipate...

## Future crises





The first challenge:

Are people on the front-line prepared to listen?

**Barriers in the mind  
Fiasco on the ground**



**The second challenge:**

**Are academics prepared to navigate the unknown?**

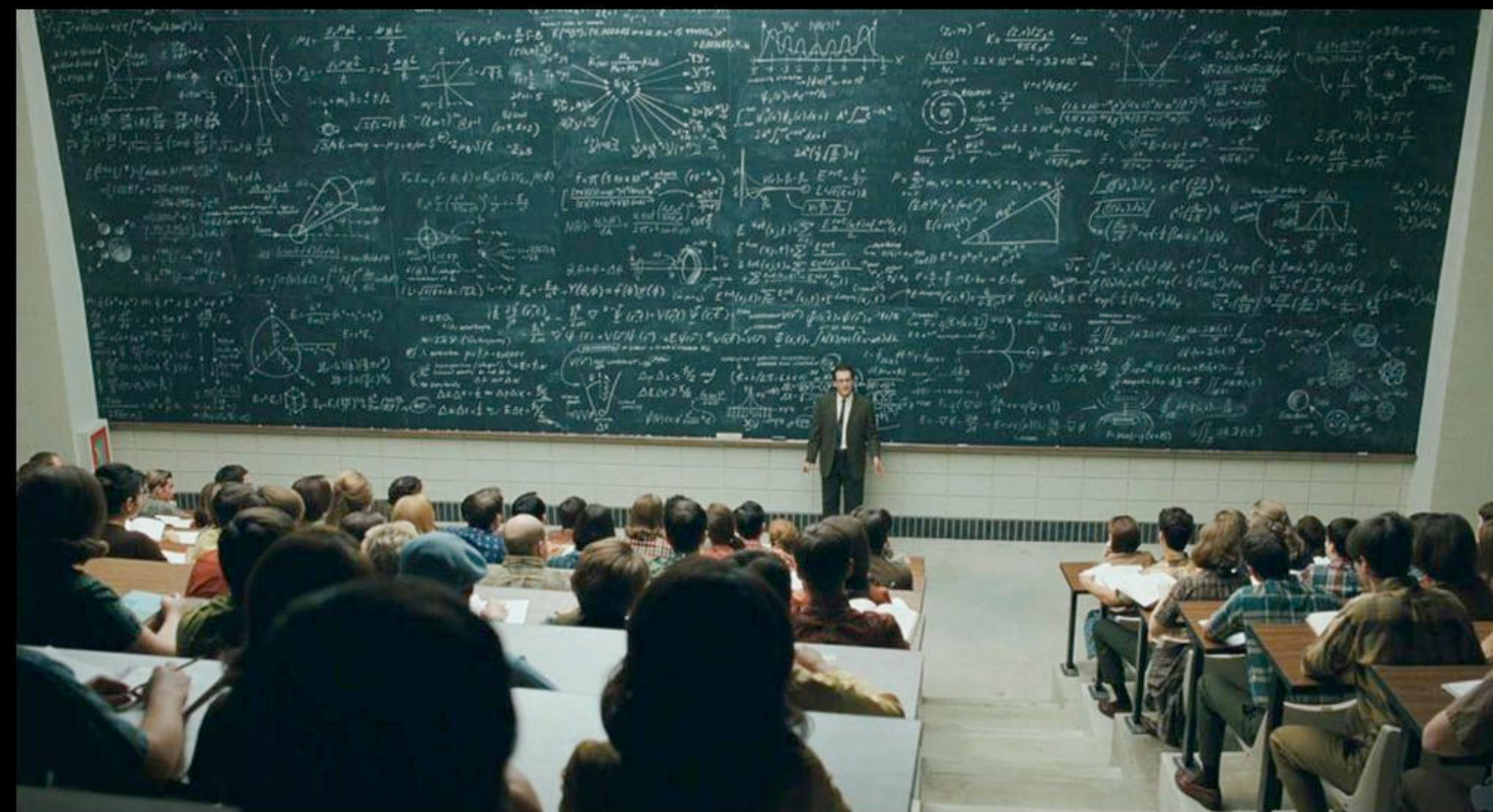


**Over the edge  
of the world**

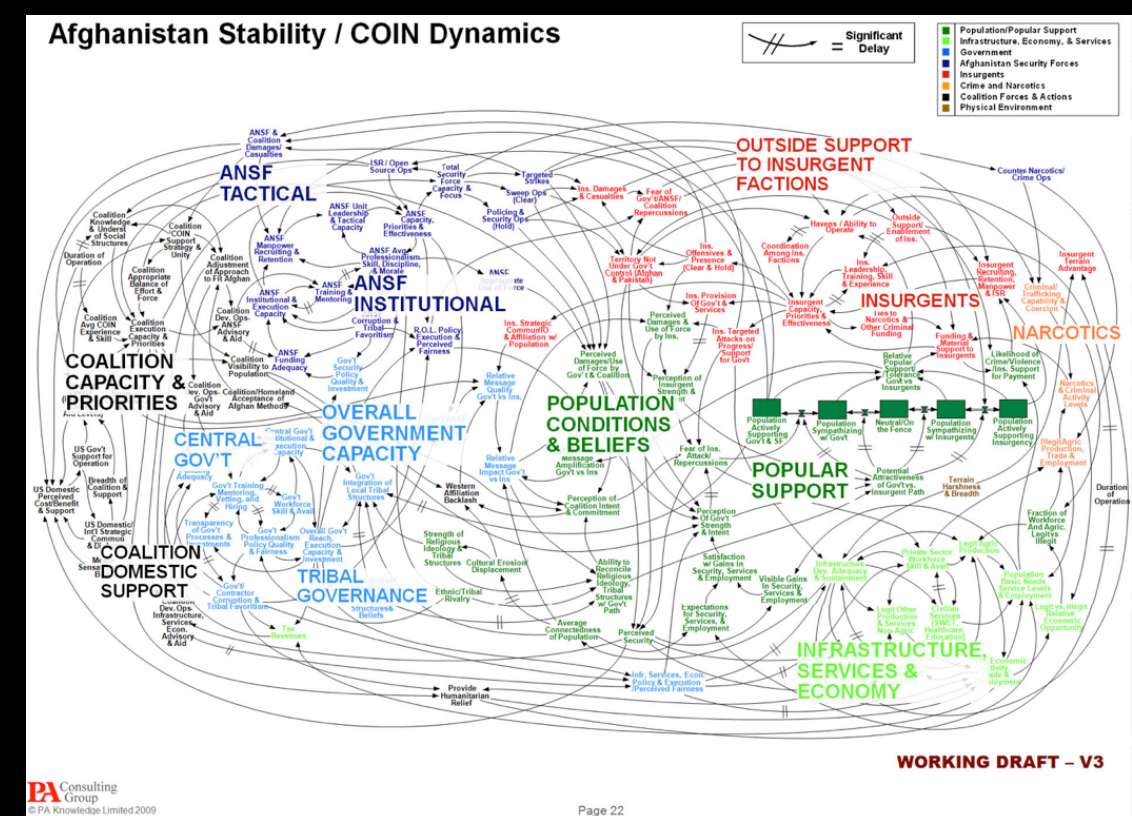




# Mind the “Let me tell you” trap



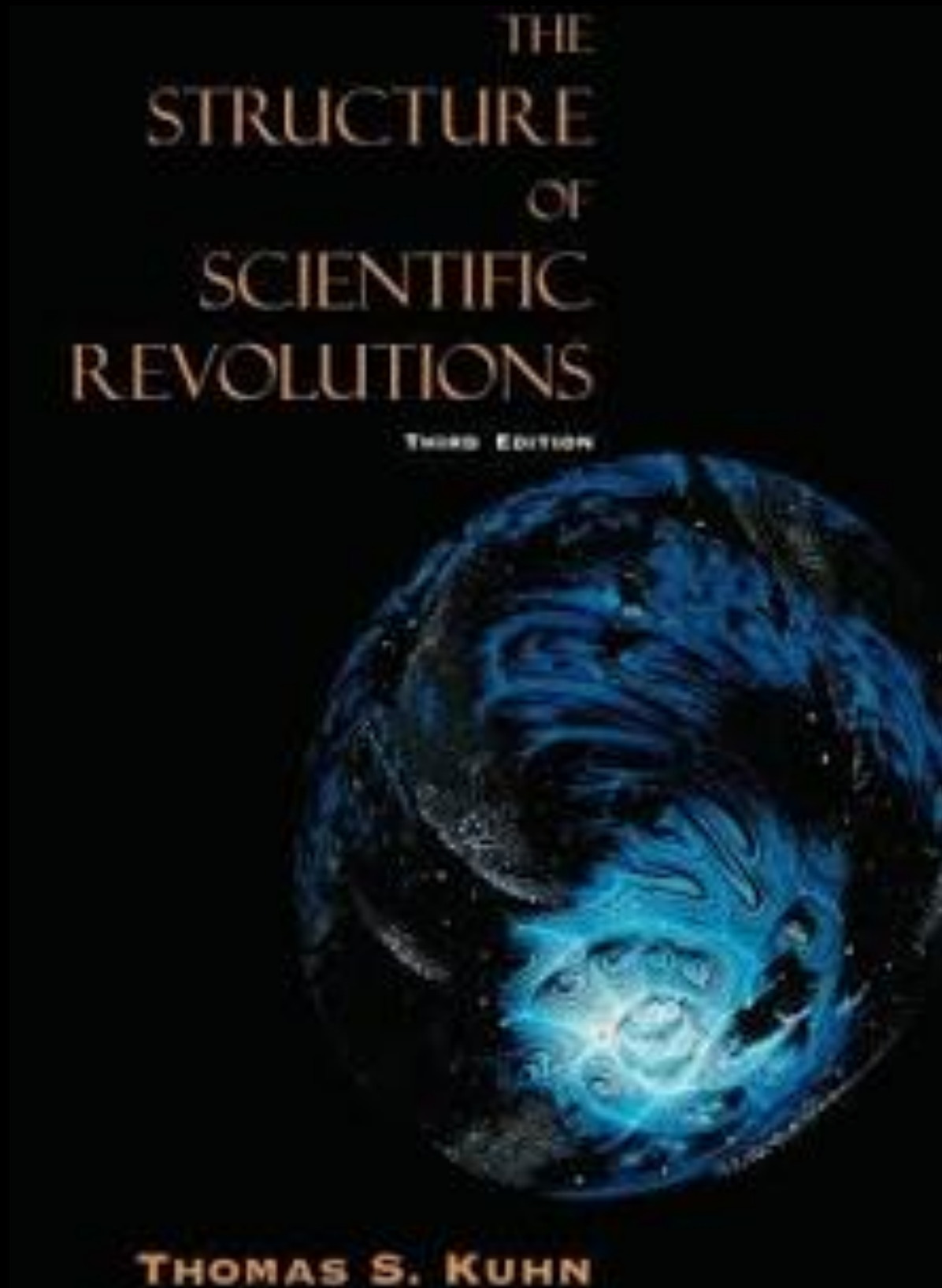
# “Here is the answer”



“When we understand that slide,  
we’ll have won the war”

# General McChrystal

# Beware of an essential challenge



Thomas Kuhn :

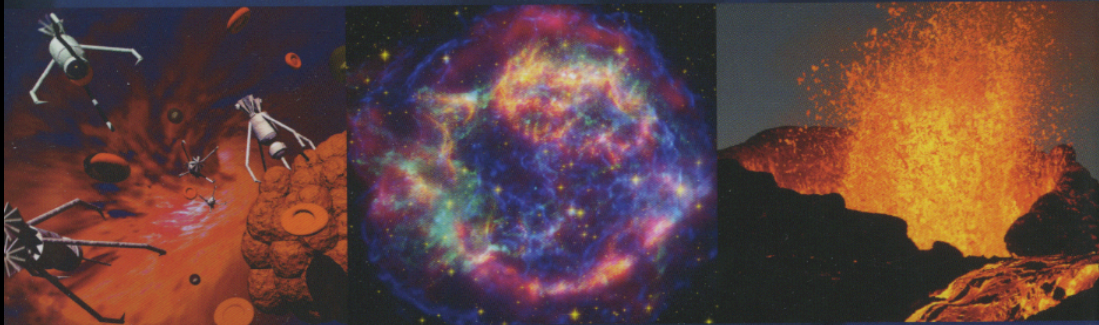
*“Normal science,  
prepared to work on residual  
anomalies,  
not on paradigm shifts”*



OXFORD

# Global Catastrophic Risks

Edited by NICK BOSTROM  
and MILAN M. ČIRKOVIĆ



## Existential risks

The Challenge: *people thrown  
into another mode of thinking  
[...]*

*But I have **thought better**  
to **focus on well known lessons**  
in the literature,  
because there is no literature  
on existential risks..*



# Vivid experiences among so many

- World crisis academics workshop:
  - Presentation on off-limits risks and unknown crises
  - Instant reactions:
    - “Those scenarios do not exist”
    - “They exist, but now under control”
    - Chairperson: “You are pessimistic”
    - DHS member: “I work on that every single day”, but not heard...

Quarantelli whispers in my ear: *“You are right, but you will never convince them”*



# Another occasion among so many

- Workshop on a smallpox attack
  - Academic presentation on the best known crisis responses
- But a large scale smallpox attack does not fit into the academic flight domain

# Hurricane Sandy FEMA After-Action Report

July 1, 2013



## Letter from the Administrator

*“We still plan  
for what we are capable of doing.*

*We still train and exercise  
for what we can manage.*

*We must plan, train, and exercise  
even bigger  
to fracture  
the traditional mindset.”*

## THE STRUCTURE OF SCIENTIFIC REVOLUTIONS

THIRD EDITION



THOMAS S. KUHN

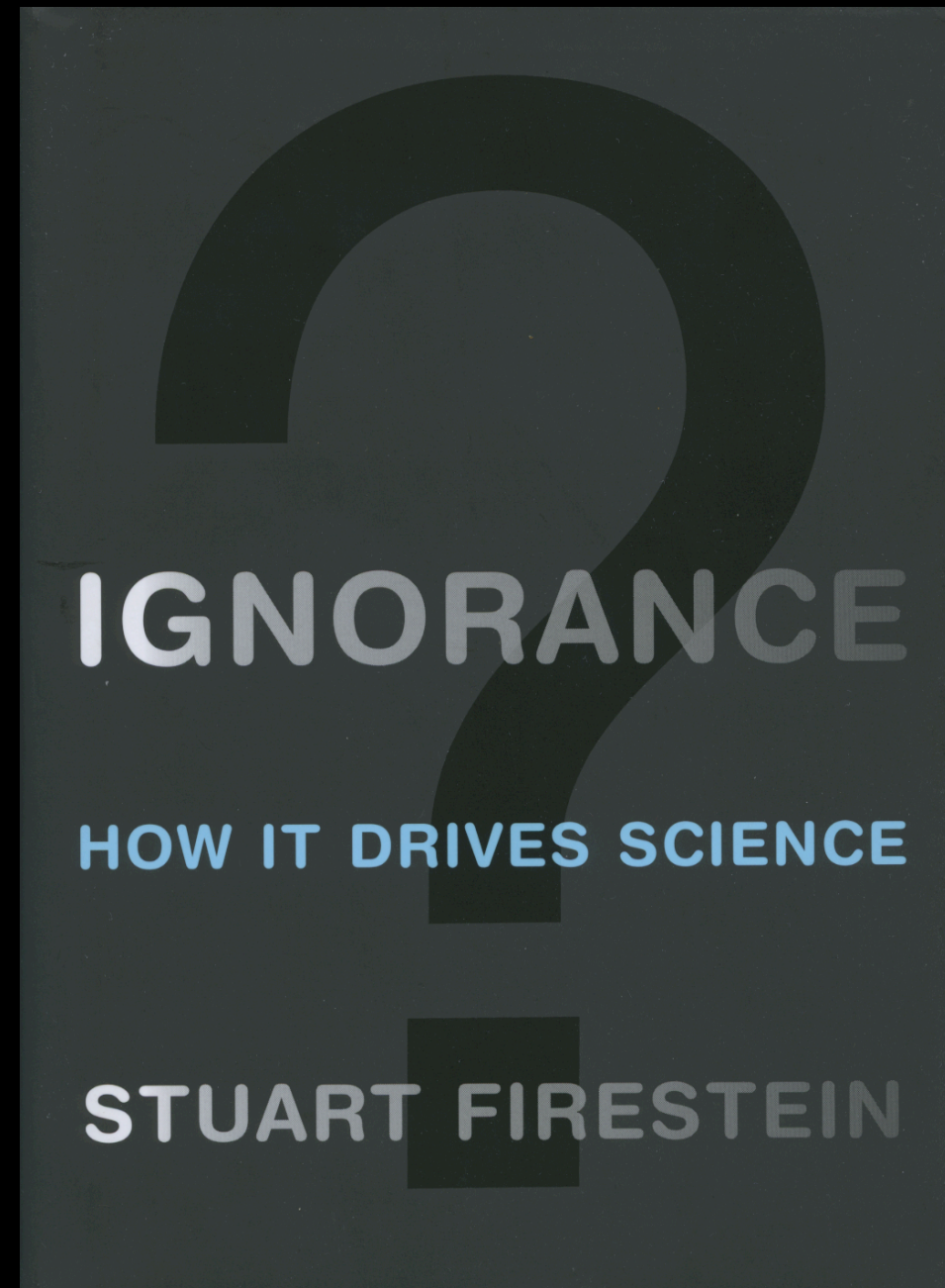
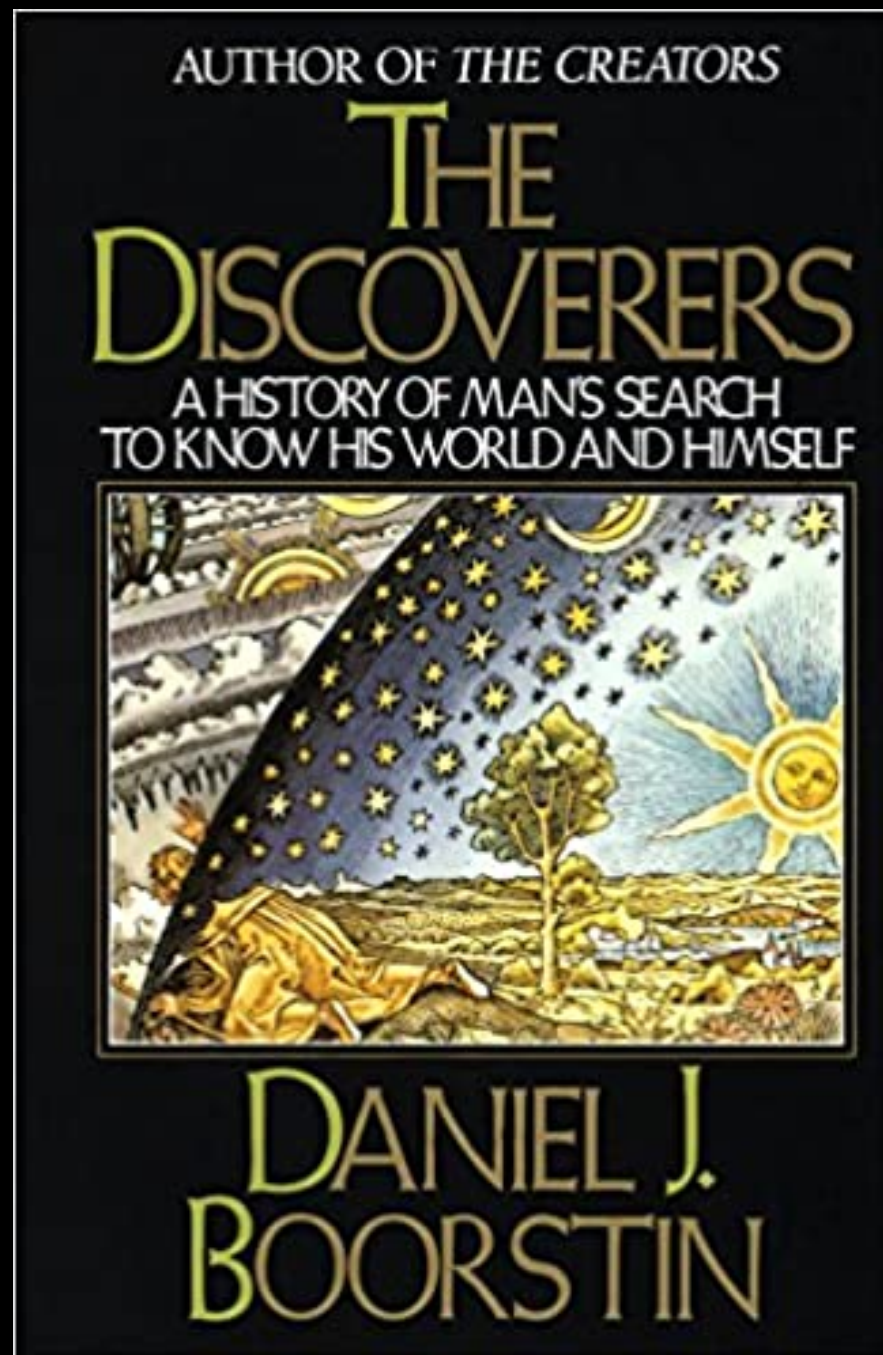
*“We still reflect  
within the normal paradigms*

*We still teach and exercise  
lessons learned.*

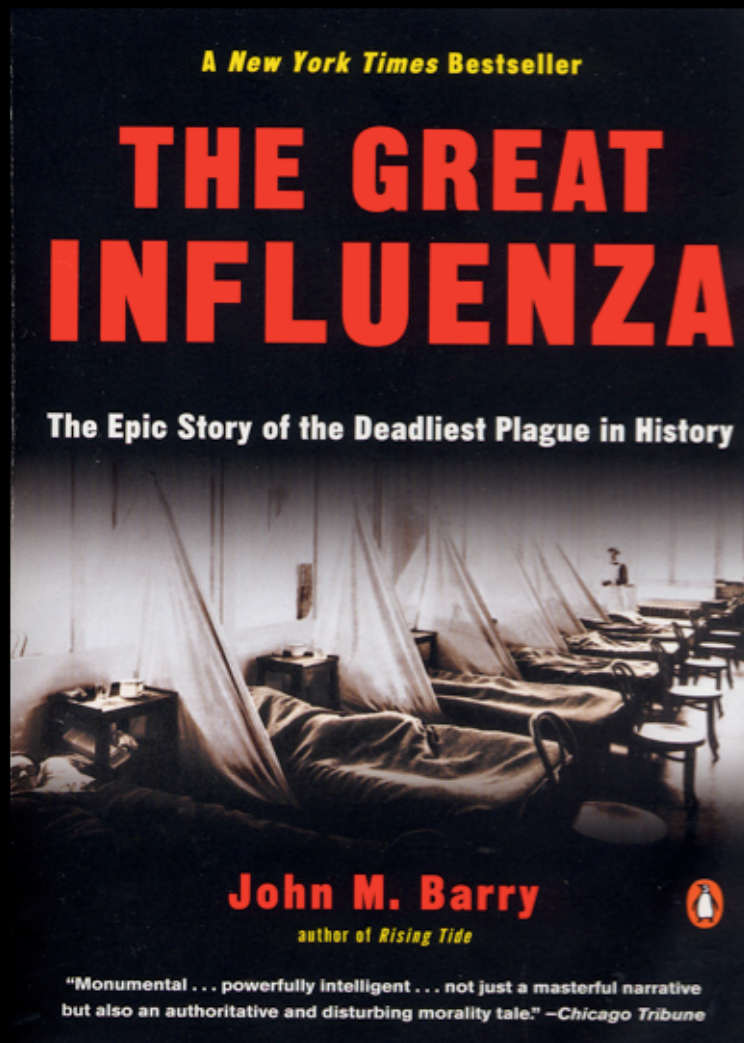
*We must think, teach, and exercise  
even bigger  
to fracture  
the traditional knowledge.”*



# Prepare academics to be Discoverers



# Prepare academics to be Discoverers



“Shortly before the Great War began,  
the men who wanted to transform  
American medicine succeeded.

They created a system  
that could produce people  
capable of thinking in a new way,  
capable of challenging the natural order.

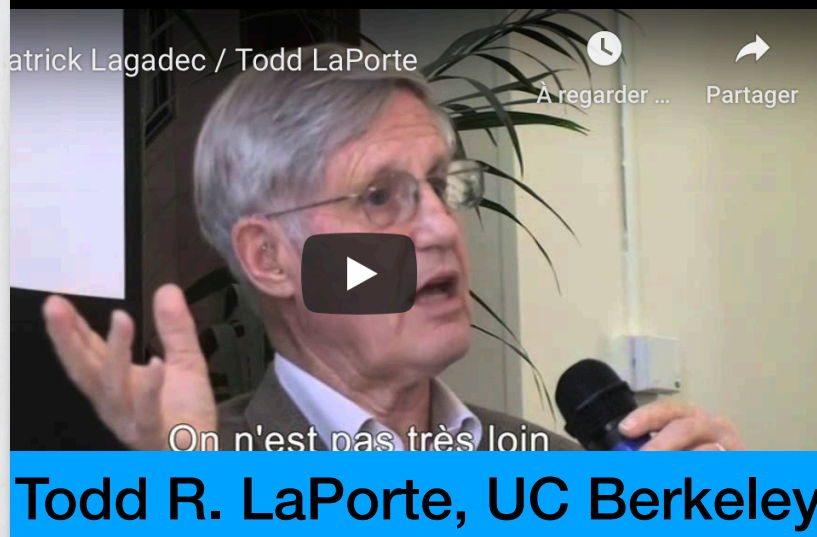
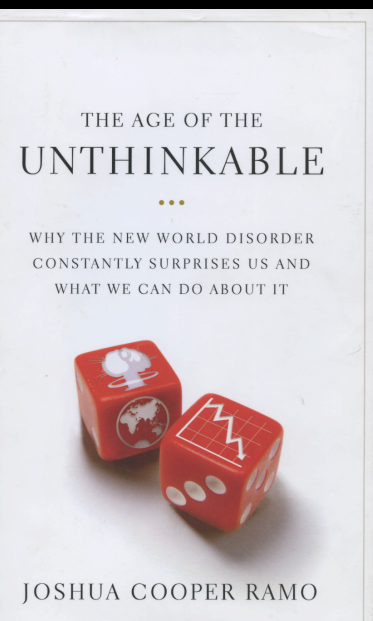
(p. 7)



Perspective

**Benchmarking**

- Prepare top leaders to confront chaotic environments
  - Prepare *to be* surprised
  - Prepare to be creative in the unknown
  - Do not fire creative people
- Prepare experts to navigate ignorance
- Institutionalize the ability to work on questions:  
“Rapid Reflection Force”
- Prepare citizens to be creative in unknown situations



## Leadership in Terra Incognita: Vision and action

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