

Experts recommendations on pandemic preparedness and management

A modest contribution

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1. **Alien challenge.** The crucial in-depth challenge of this crisis —and in fact of any crisis beyond the present public health crisis—, is that our toolboxes, our organizations, and more: our cultures (including psychological limitations), are not prepared to meet the kind of “unreadable” situations which are the new normal an ultra-complex and chaotic world. The whole paradigm has to be revisited.
2. **Deep stall.** Hence, the instant pavlovian reaction to any signal which does not fit into our plans and lessons already learned, is a kind of global derailment and instant crash: refusing strange signals, denial, “normalizing” any alarm, “wait and see” reflex, bunker-in protective silos, poor communication aiming at “reassuring” the public, etc.
The whole combine with a poor preparation of experts to play they role in extremely difficult times, when they are confronted by, not the uncertainty, but the unknown; and a poor preparation of the leadership to deal with experts in such circumstances.
When this collides with social networks frantic dynamics, loss of social contracts, loss of leaders’ credibility, populism, and the vogue of “alternate reality”, failure is the only way left.
3. **Barriers in the mind, fiasco on the ground.** Certainly, it is necessary to produce guidelines. But even the best guidelines, when the terrain is so little prepared, will suffer instant deep stall when today emerging crises occur.
So, in addition to the first-class guidelines proposed, it is crucial to work on the in-depth difficulties triggered by the new crisis world we are entering in. The first challenge is to work on our common mindset barriers, and especially at the leadership level.
4. **Rapid Reflection Force (RRF).** As I have recommended for so many years, it is crucial to switch from “having prepared the best answers”, to being prepared to open new *questions*; from having plans and organizations to avoid surprise, to being prepared *to be surprised* and *to be creative* in the unknown. This represents a giant leap since we have been prepared and trained to respond to specific and isolated emergencies in a relatively stable world. But that leap is necessary, and time is of the essence.
5. **Initiatives.** At least a couple of steps are required:
 - a. **Settle, train and maintain a kind of RRF at the European Level.**
 - b. **Prepare the leaders to work instantly with such a body.**
 - c. **Prepare the experts to reframe their essential work and help.**
 - d. **Prepare communication teams to revisit their best practices and invent new pathways as we enter in chaotic situations.**

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