

# **EMERGING ISSUES: A RED-TEAM APPROACH**

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## THE 9/11 COMMISSION REPORT

«We believe the 9/11 attacks revealed four kind of failures in:

- **imagination,**
- policy,
- capabilities,
- and management . (p. 339)

CRISIS IS NOT EMERGENCY

Emergency: Response oriented

Crisis: Question is the key

# I – ~~A~~ Whole New Ball Game

*From Massive Destruction  
To Massive DISRUPTION*

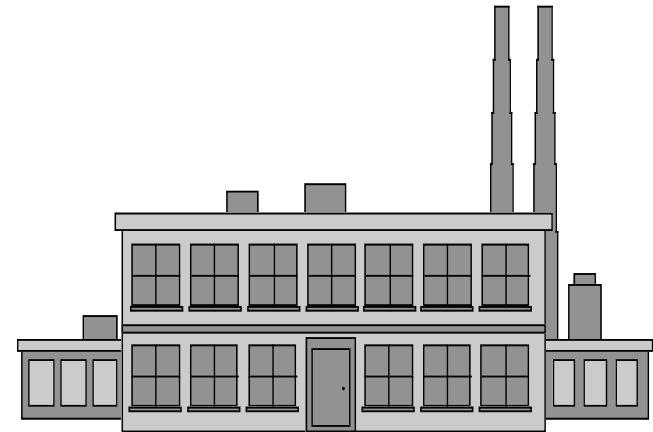
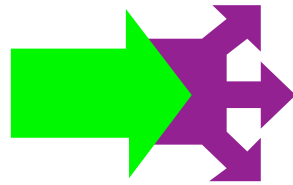
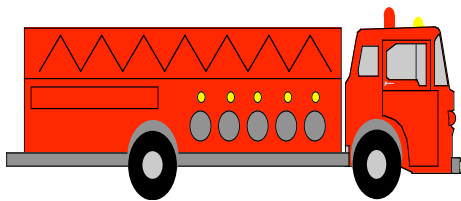
# Challenges

- Networks (power failures)
- Globalisation and Speed (Sars)
- Brutality (BSE effect on food consumption)
- Ignorance (BSE)
- Inconceivable (9/11, Anthrax)
- Texture Crises (Heat Waves)

A PARDIGM SHIT

# EMERGENCY

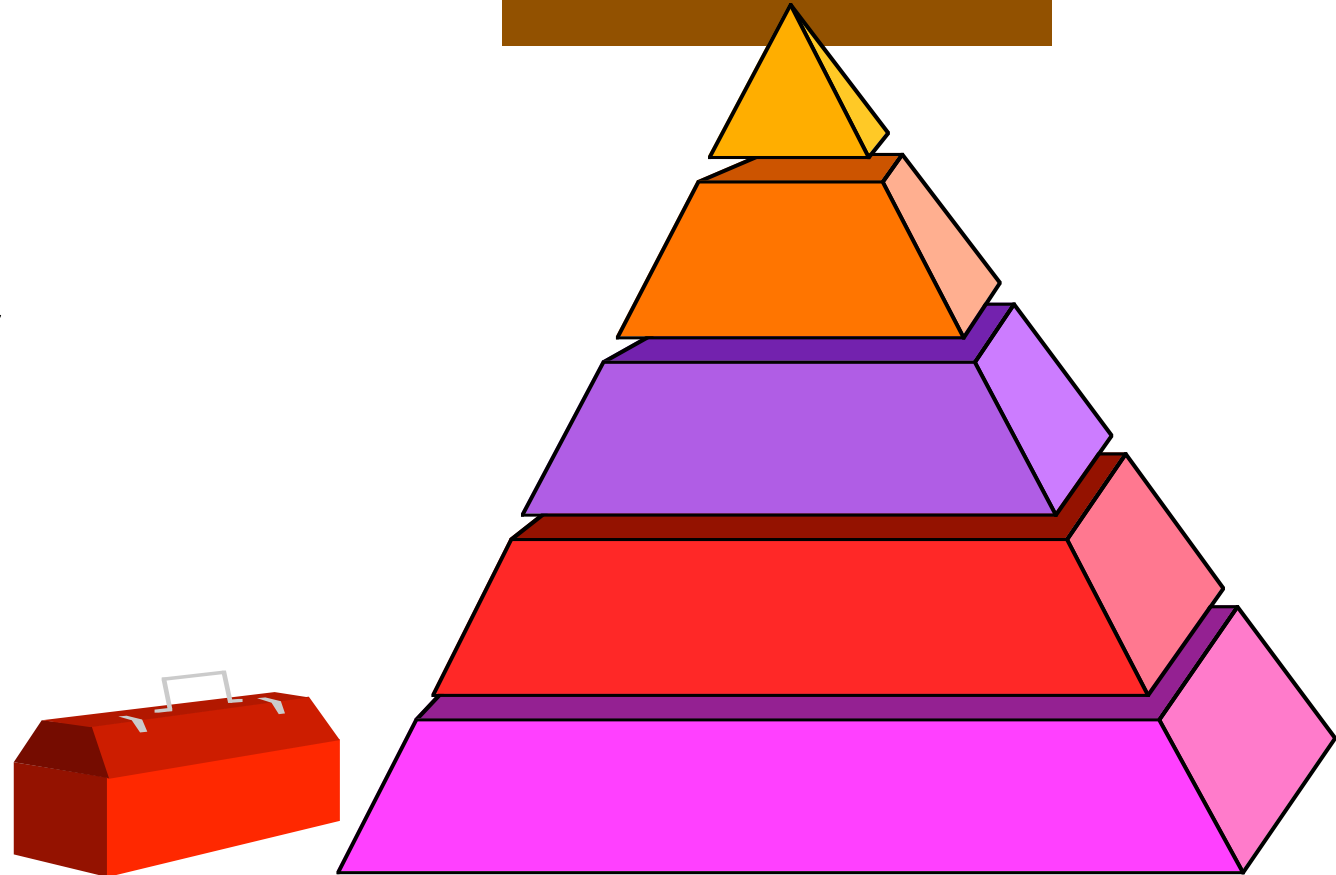
- Well known problems, well known responses



# Emergency



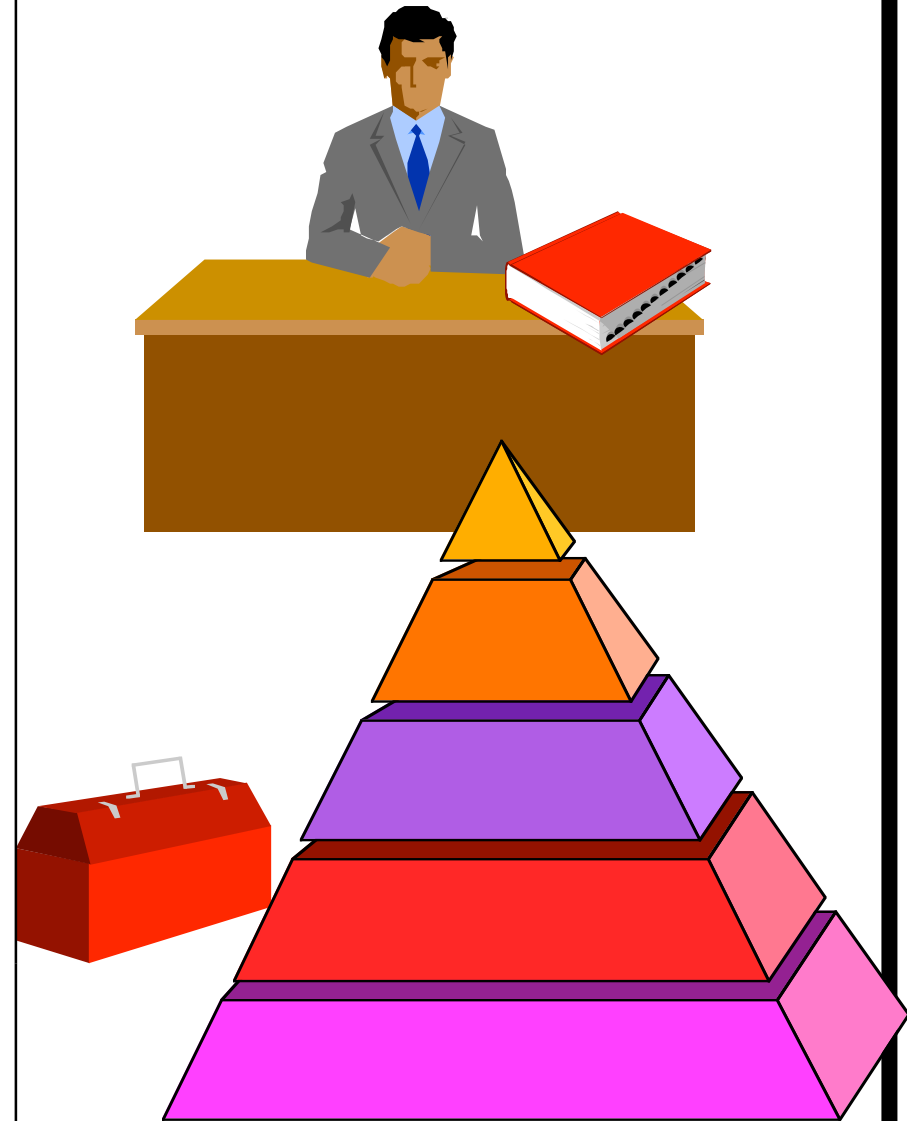
Alert  
Mobilize  
Act



# References : stable contexts

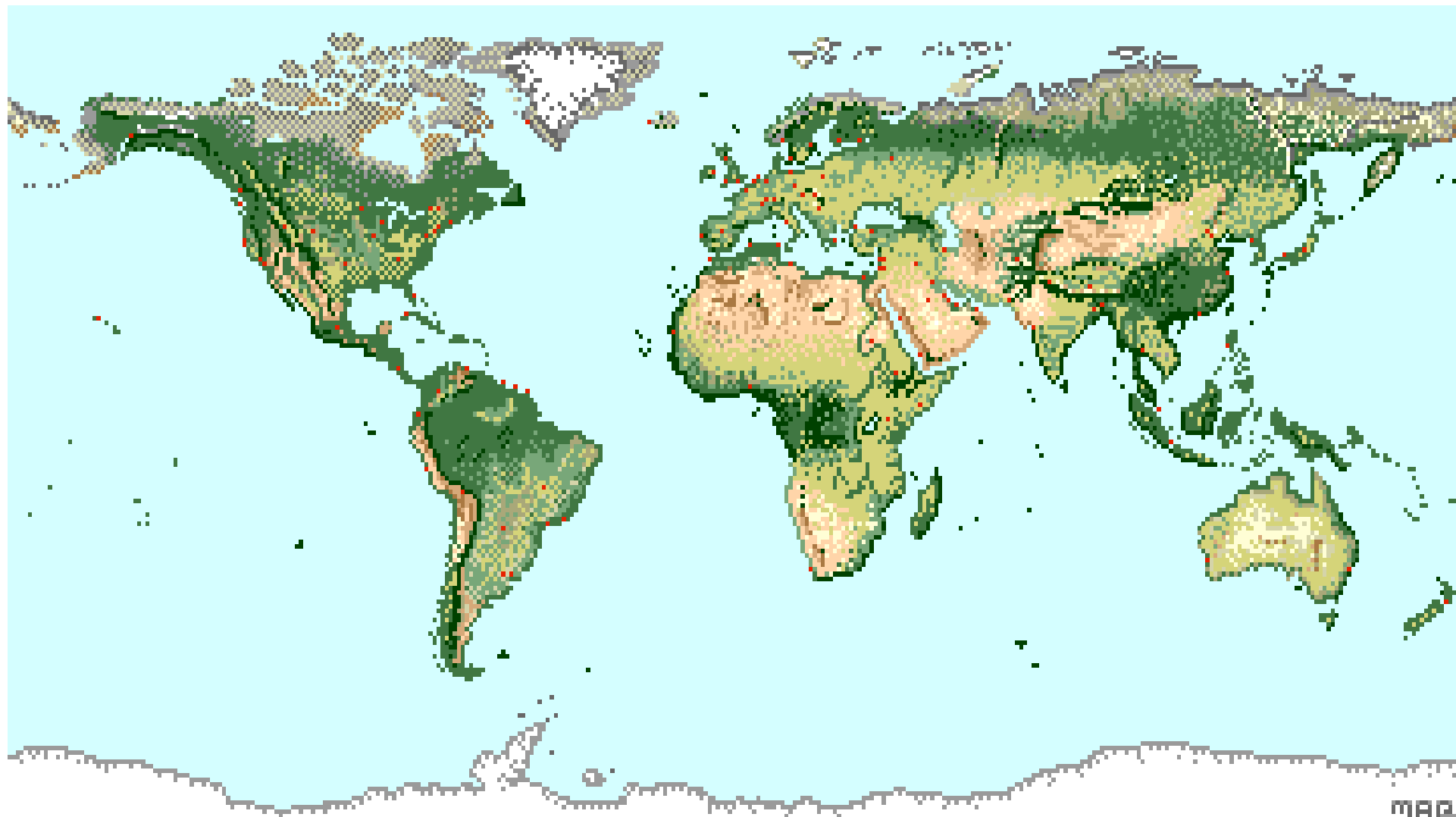
For each problem

- frontiers, references
- knowledge
- people in charge
- norms, codes of practice
- probabilities
- gravity
- **strongly fixed**





# Emerging Crises



What? When ? Where ? Who ? How ?  
Does not work anymore



# Crisis

- **Strong uncertainties**
- Large increase in **numbers** of stakeholders
- Huge **communication** problems

# Issues: a Watershed

- A New Arena:
  - from specific, to interdependent, global challenges
  - several different challenges at the same time
- A shattering dynamic :
  - mindsets, rules, norms, practices
- Expertise:
  - from uncertainty to ignorance
- Communication:
  - Worldwide “Larsen” effects

# Governance: Critical Stakes

- **Normal Strategy:**
  - **Deny, Deflect, Defend**
- **Growing Concern:**
  - **Disarray, Distrust, Decoupling**

# Why Crises Are Not Afraid of Institutions

«In 1914, we were caught totally unprepared,  
In 1940, we were totally prepared, for the 1st World War»

# MINDSET: our vulnerability

- Focus: fast technical response
- Framework: one single and specific event
- Vision: the context is stable
- Responsibility: one organization, some specialists
- Training: to apply the known answers
- No known answer?
  - No sense, No scientific, No responsibility, Not me

# Culture

- *“At least 90% of textbooks on strategic management*
  - *are devoted to that part of the management task which is relatively easy:*
  - *the running of the organizational machine in as surprise-free a way as possible.*
- *On the contrary,*
  - *the real management task is that of handling the exceptions, coping with and even using unpredictability, clashing counter-cultures.*
  - *the task has to do with instability, irregularity, difference and disorder.”*
  - *Ralph STACEY, Strategic Management & Organizational Dynamics, Pitman, London, 1996 (p. XIX-XX).*



# Routines, and emerging unconventional crises

- «Life is simple
- when you have so many *precedents* to follow.
- But they are like computers :
  - put them into a *new* crisis,
  - for which they've *not been programmed*,
  - and their brains *short-circuit*»

«Yes, Prime Minister», BBC, p. 344



« LEAVE IT TO THE MEDIA »

« SLEEP IN PROGRESS

DO NOT DISTURB  
CALL NGOs »



« Don't Worry, Be Happy ! »



tion

« NOT IN CHARGE »

« Nothing's proven yet! »



« CALL THE ARMY! »

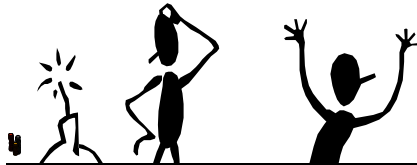
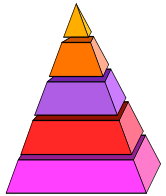
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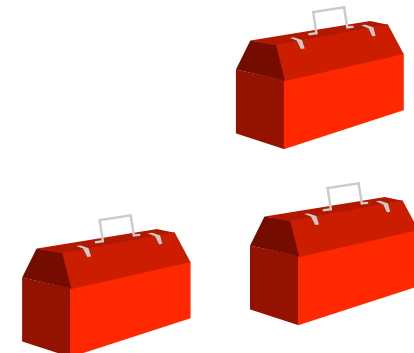
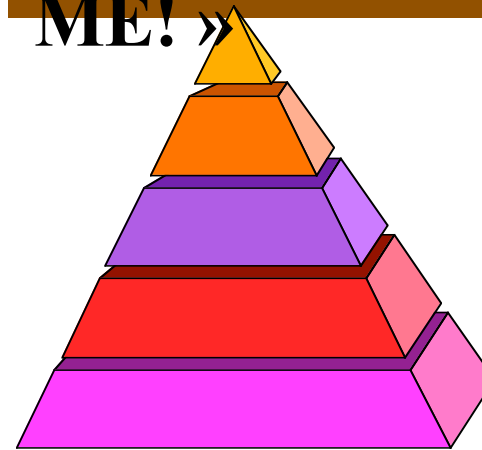
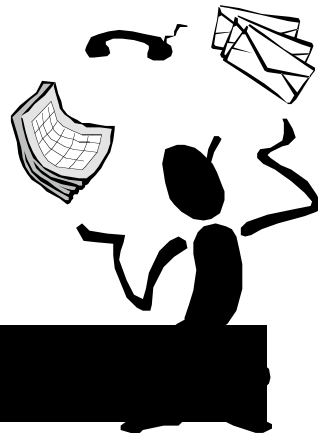
« OBEY ME! »

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« As soon as conventional, we are fully prepared to rush »



Call somebody !



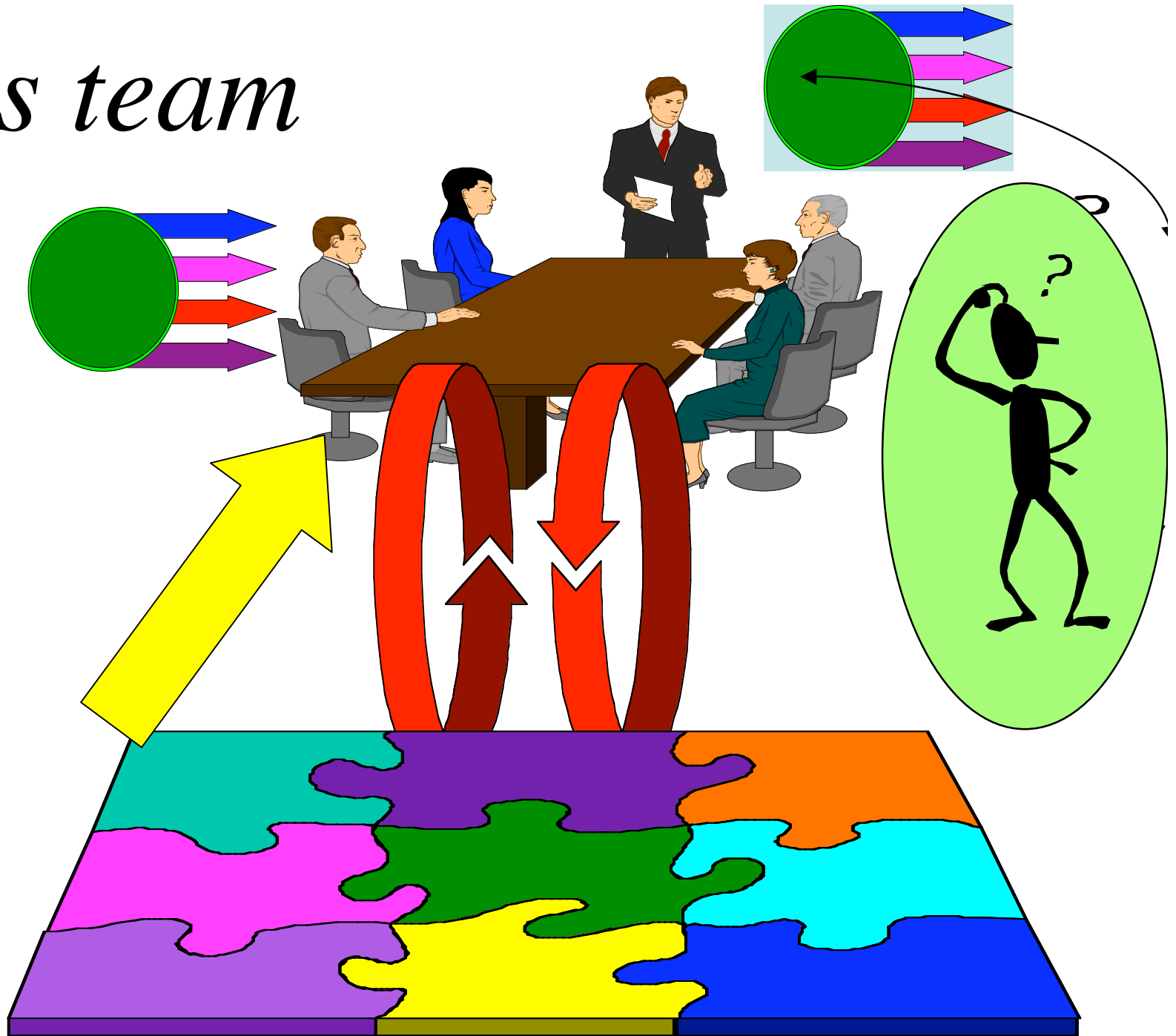
# **III – ~~T~~IME TO MEET THE CHALLENGE**

*Do not Fight the Last War*

# Crisis management

- Anticipation and surveillance
- Rapid information flow, even with weak signals
- Crisis teams
- Open, shared leadership
- Top quality communication from beginning to end
- Management to the very end
- Post-crisis healing initiatives
- **Strategic intelligence**

# *Crisis team*



# Crisis management :

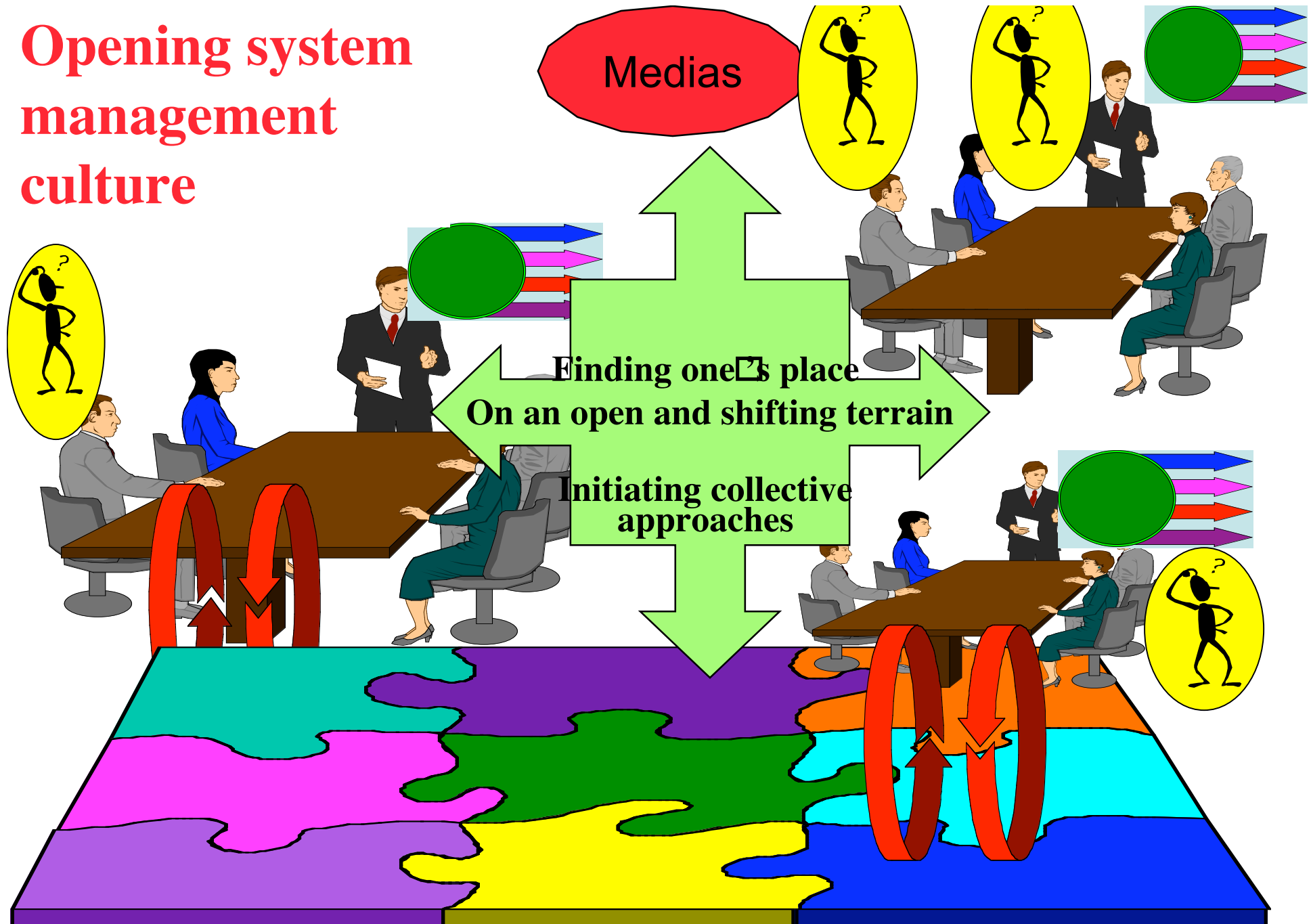
# **Training**

- Training for :
  - Senior managers, their teams and their systems
- Crisis tools, crisis organisation, crisis communication
- **Crisis culture :**
  - **collective ability to handle critical surprise**
  - **cultural competence to create links and trust**

# Emerging crises : references

- Strategic intelligence
  - anticipation, far from pre-established certainties
  - invent and practice new collective processes
  - find decisive symbolic moves
- Management
  - from the field : empowerment
- Communication :
  - around **questions**, rather than answers and certainties
  - around **processes**, rather than results

# Opening system management culture





# Emerging crises: preparation

- **Aim:**
  - Not to predict the unforeseeable, the unconceivable...□
    - **but to get trained to face it**

# Specific Initiatives

- Have some moves with immediate and measurable impact
- And do not try to define the ultimate doctrine

*“Have beliefs and communicate them.*

*See things for yourself.*

*Set an example.*

*Prepare relentlessly.*

*Underpromise and overdeliver.*

*Don’t assume a damn thing”.*

*R. Giuliani, Leadership, p. X.*

## **Exemplarity**

**«R. Giuliani showed more faith in us than we had in ourselves».**

**He took part personally to unconventional simulations**

# A Global Creative Dynamic

- **Top Officials involvement:**
  - **Responsibility: outside the box**
  - **NOT PARALYSED**
- **Granularity + Instant Networking:**
  - **Webs of partnerships: flexible, emergent**
- **Training to the unknown**
  - **From answers to questions**
- **Rapid Reflection Force**

# Contact Information

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1993.*