

WHAT CAN ACADEMIA OFFER TO GLOBAL RISK AND CRISIS MANAGEMENT

So much to contribute But mind the silo trap

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FIELD STUDIES



DISCOVERY

CHALLENGES

PITFALLS

PATHWAYS

PREPARATION

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**

Navigating the Unknown

A practical lifeline for decision-makers in the dark

Patrick Lagadec

Terra Incognita

- ⓪ Anticipating
- ⓪ Detecting
- ⓪ Reacting
- ⓪ Inventing
- ⓪ Mobilizing

PREVENTING CHAOS IN A CRISIS

STRATEGIES FOR PREVENTION, CONTROL AND DAMAGE LIMITATION

- HOW TO DEAL WITH CRISIS
- HOW TO RESPOND TO MEDIA ATTENTION
- HOW TO AVOID BEING A VICTIM OF CHAOS

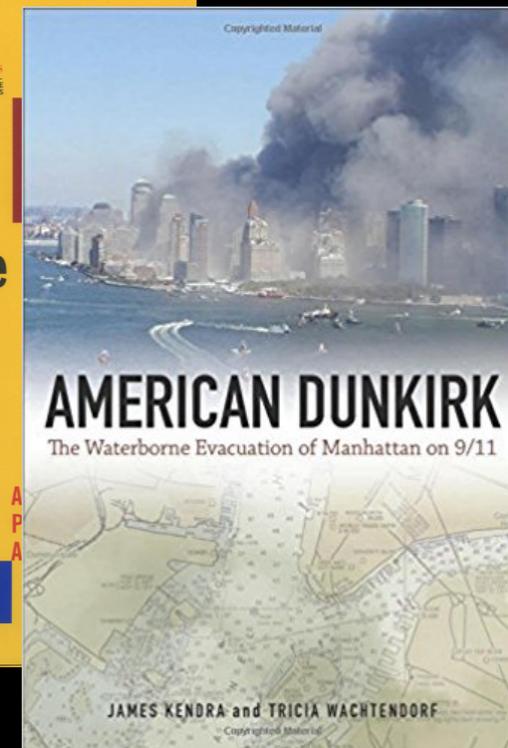
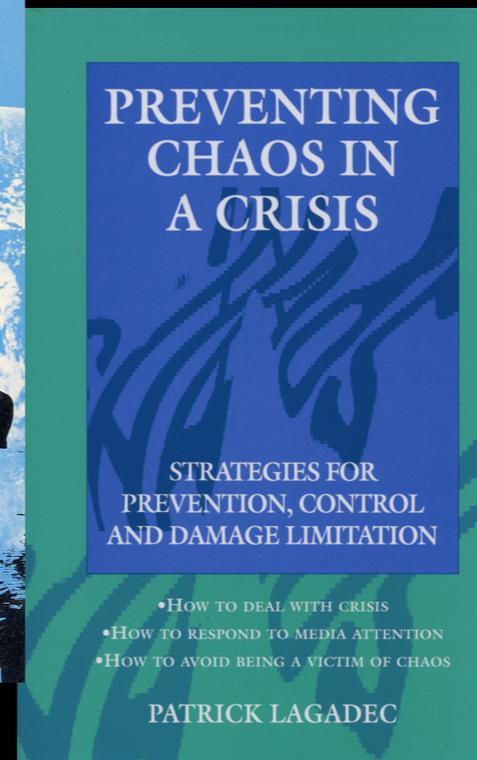
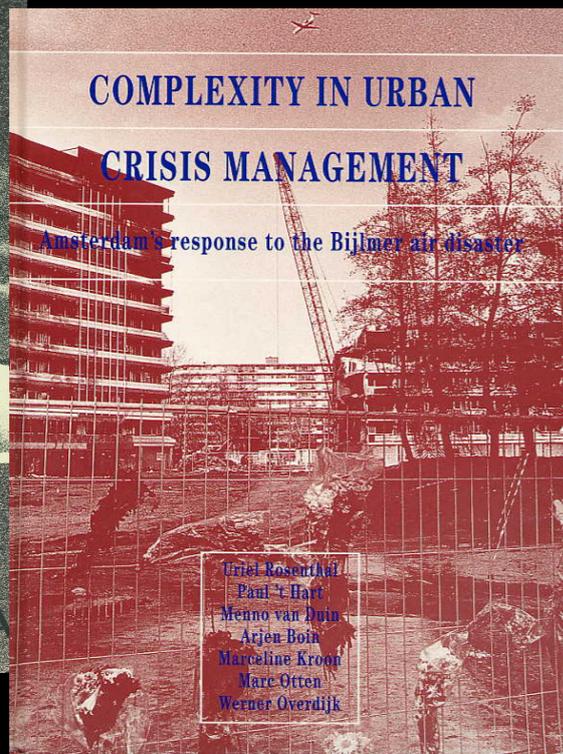
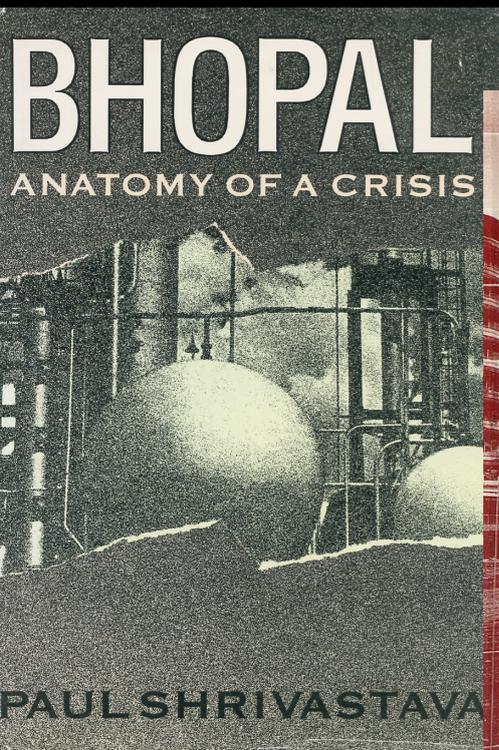
PATRICK LAGADEC



CRISIS RESPONSE
www.crisis-response.com

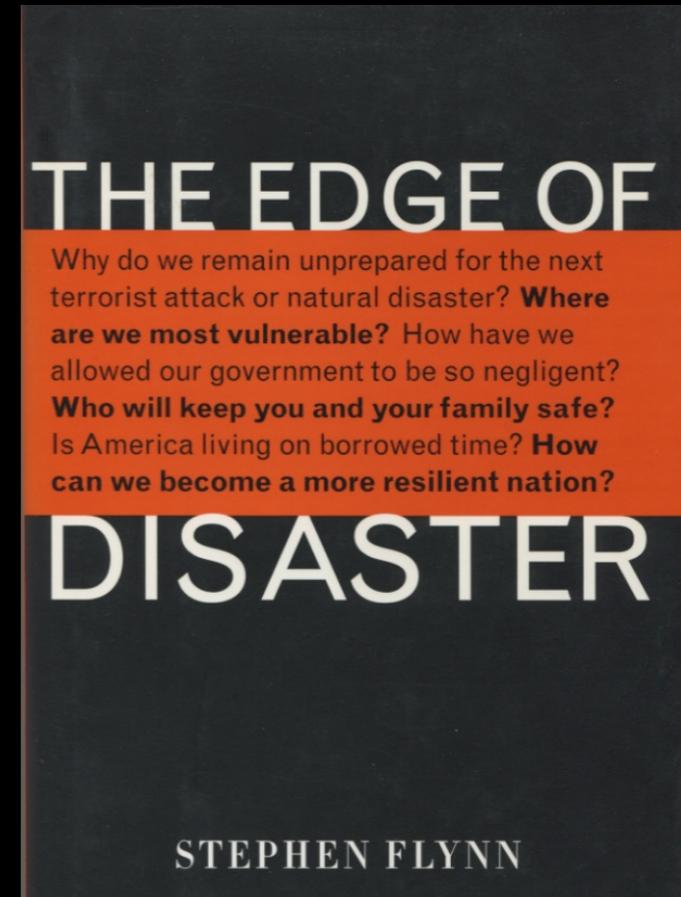
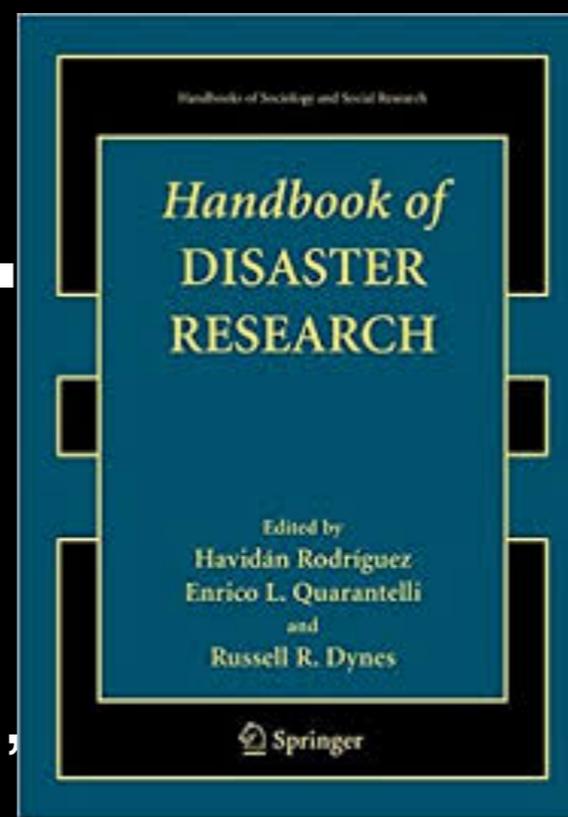
So many lessons learned...

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



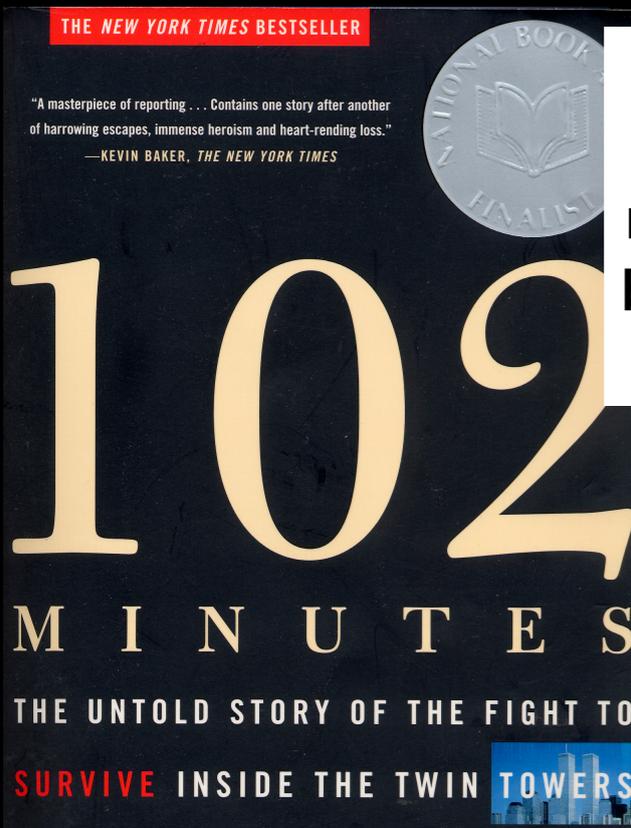
So often ignored...

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



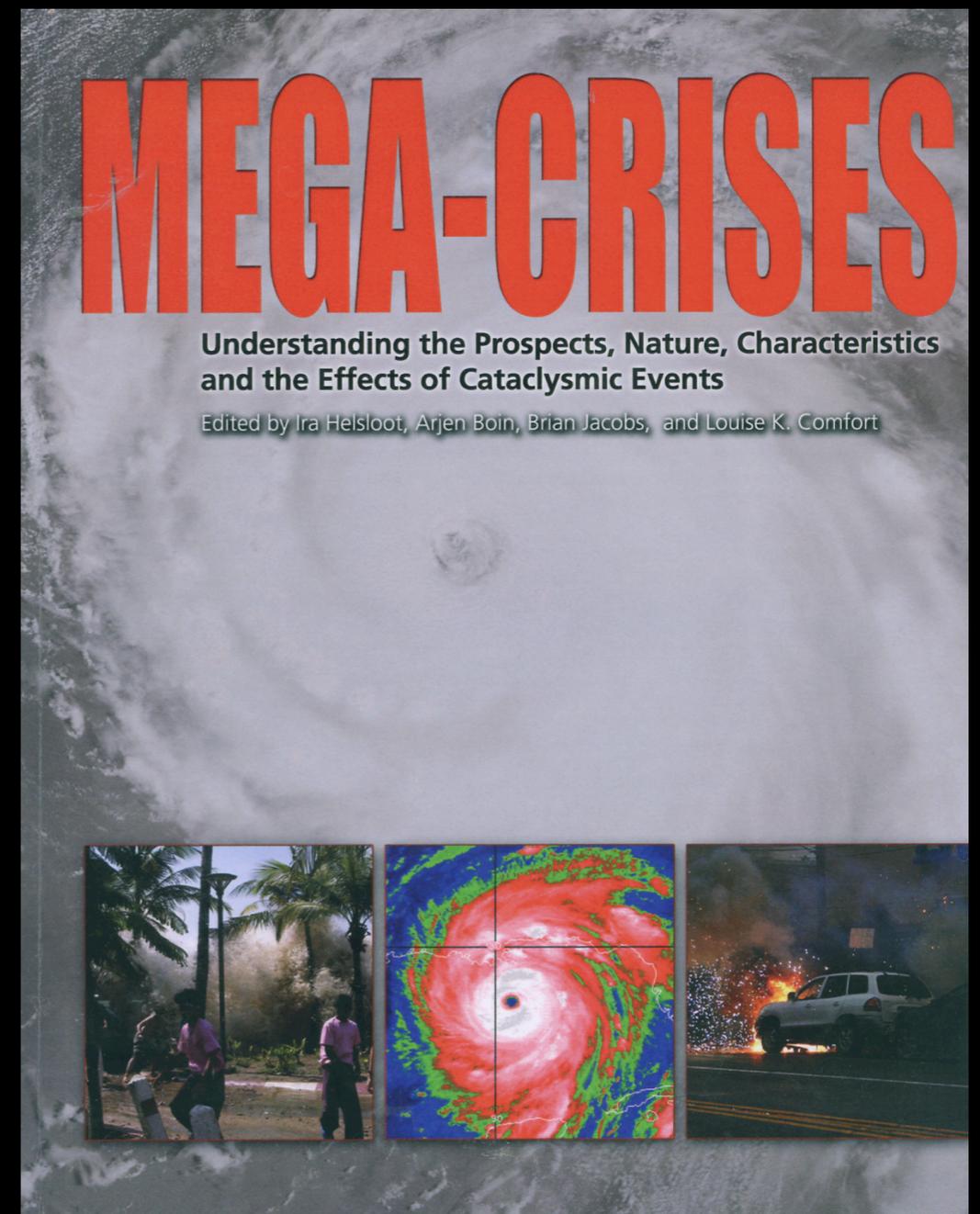
« On the morning of 9/11, the last but best hope rested not with national policymakers but with private firms and local public servants ». (p.255)

« 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**



Beware of an essential challenge

THE
STRUCTURE
OF
SCIENTIFIC
REVOLUTIONS
THIRD EDITION



THOMAS S. KUHN

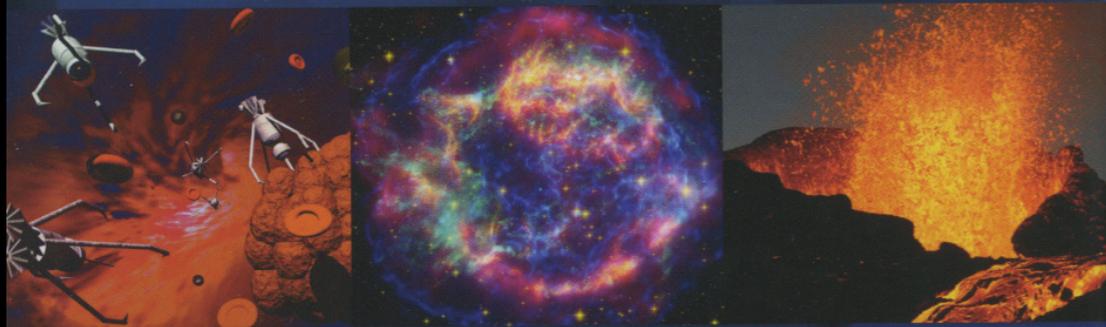
Thomas Kuhn :

*“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



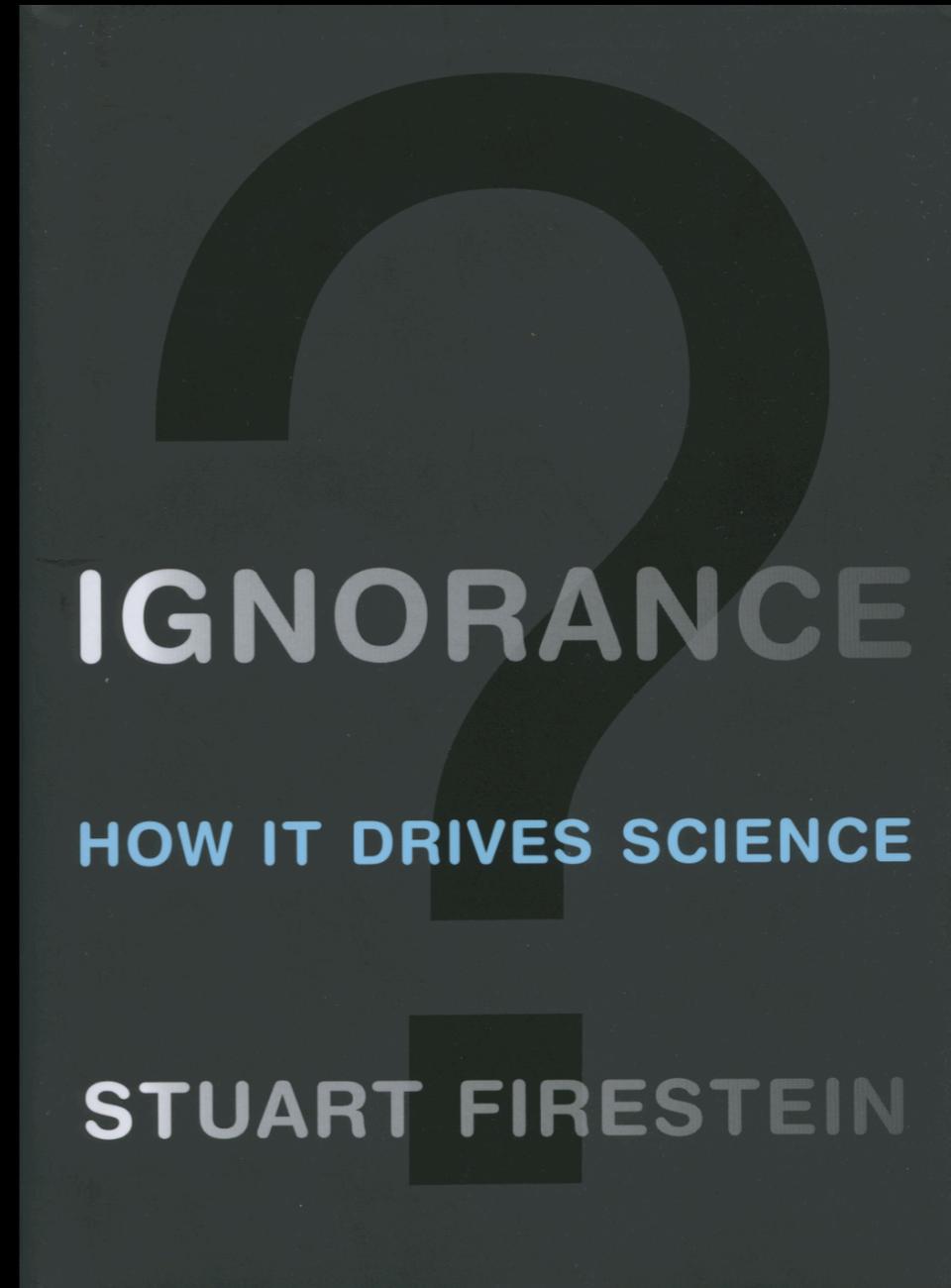
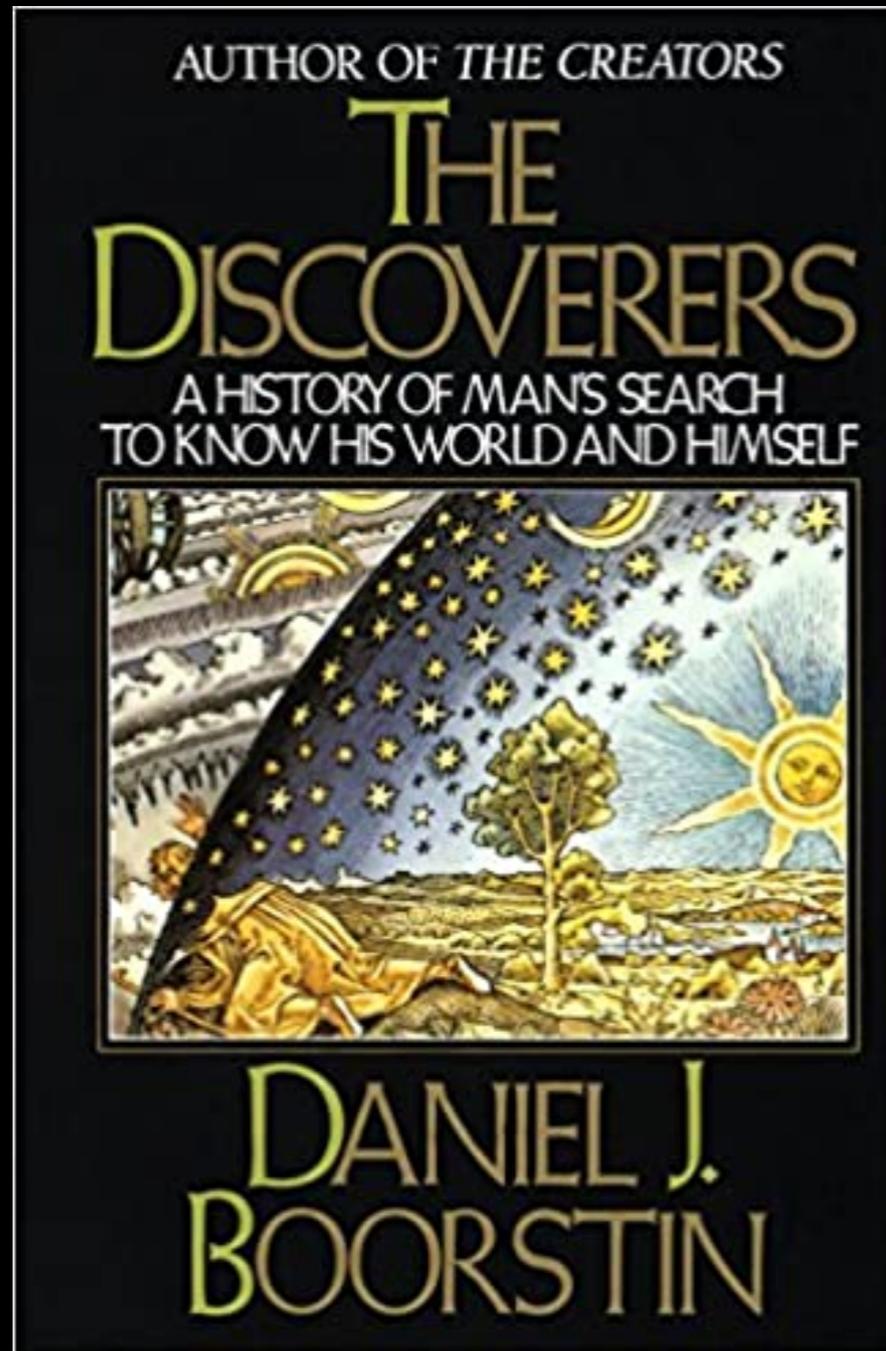
THOMAS S. KUHN

*“We still reflect
within the normal paradigms*

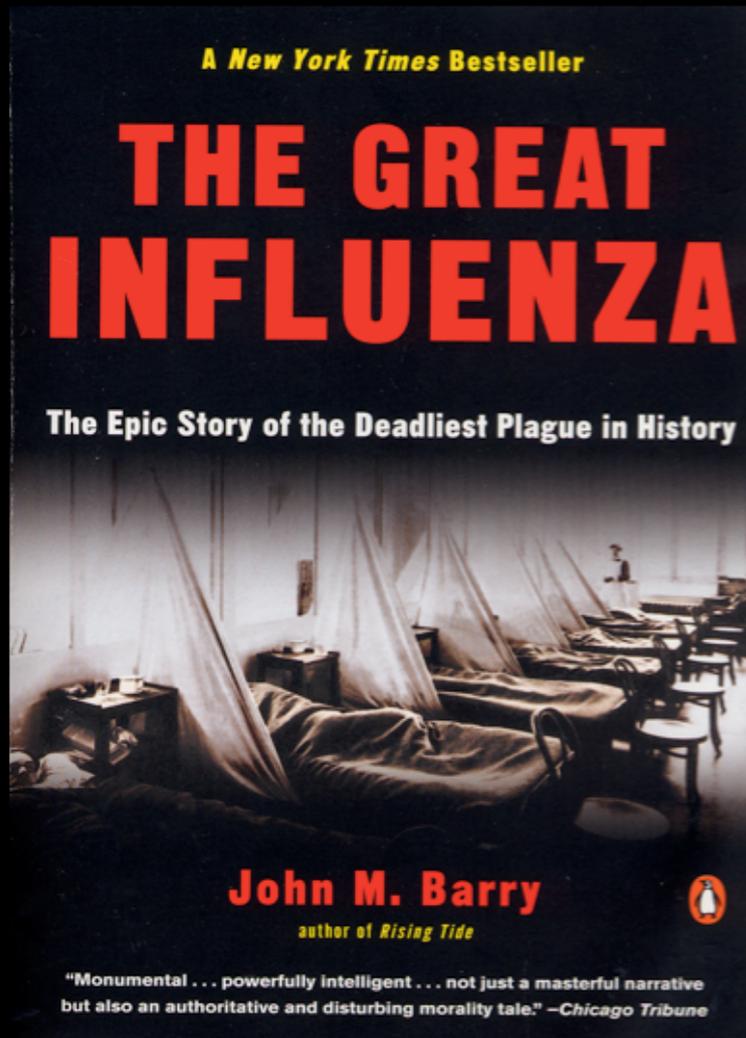
*We still teach and exercise
lessons learned.*

*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.

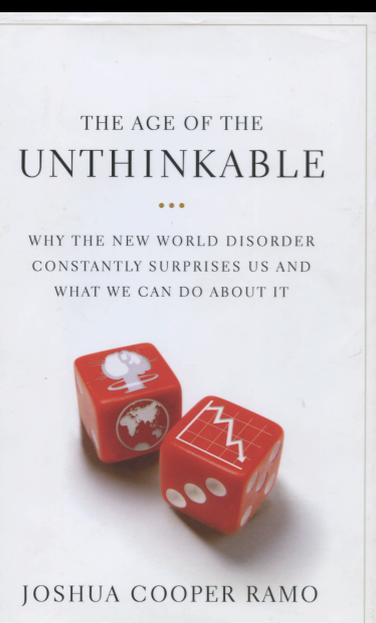
They created a system that could produce people capable of thinking in a new way, capable of challenging the natural order.

(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



On n'est pas très loin
Todd R. LaPorte, UC Berkeley

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