

Managing resilient communities

{ An oxymoron?



Barry van 't Padje

- ⌘ Philosophy of management and organization
 - ⌘ What is the meaning of philosophy for the practice of management?
- ⌘ Fire brigade Amsterdam
 - ⌘ Program manager utilizing self-reliance during crises and disasters
 - ⌘ Program manager fire safety *intelligence*
- ⌘ City philosopher of the new town Almere
- ⌘ Crisislab – Researcher | Advisor
 - Risk communication, self-reliance during crises and disasters
- ⌘ Independent consultant Smart Government

⌘ Myths of disaster management

⌘ Command & Control

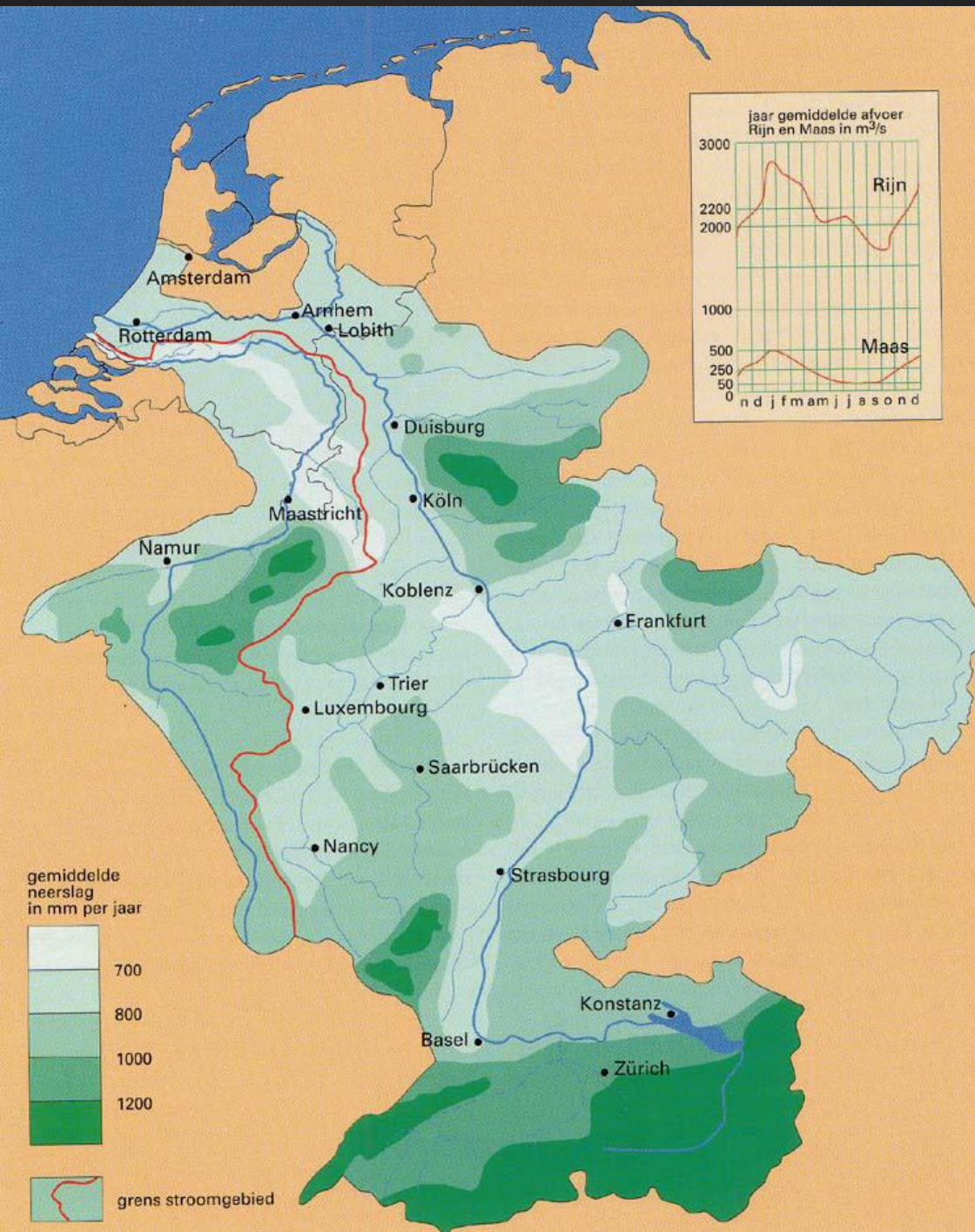
⌘ Resilience & Social Media

⌘ Managing Resilient Communities

Program

The myths of disaster management

{ Stories to found government and
sell news

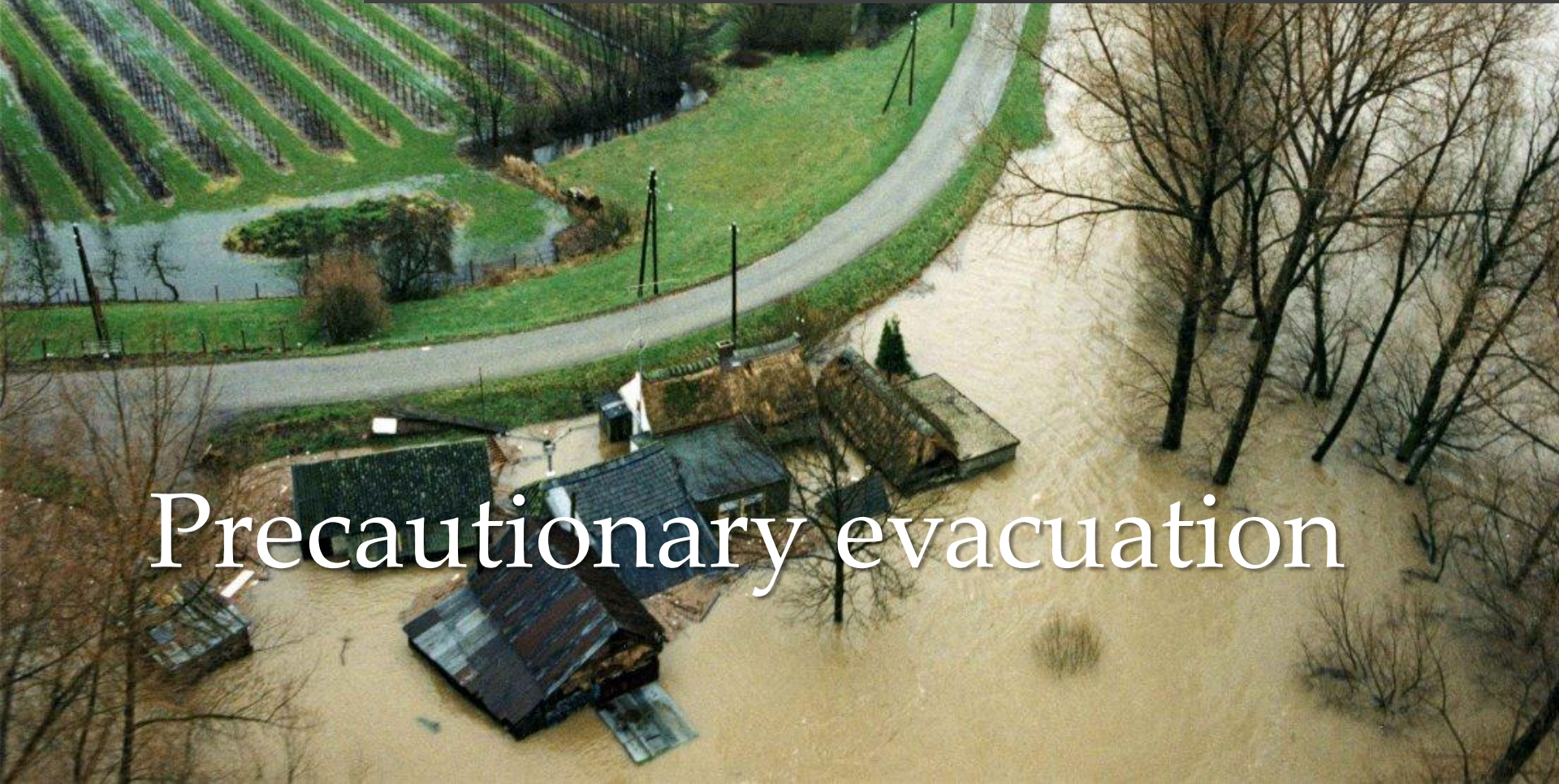


The Netherlands is the delta of the Rhine and the Meuse.

In 1995 extreme amounts of rain fell in Germany and Belgium.



- ⌘ About 250.000 people needed to leave their homes
- ⌘ For 5% of the population transport was being arranged.
- ⌘ For 1% of the population shelter was being arranged.



Precautionary evacuation

The image shows the interior of a bus, viewed from the back of the vehicle looking forward. The bus is empty, with rows of dark, patterned seats on both sides of a central aisle. Large windows on both sides offer a view of a busy street with buildings, cars, and pedestrians. A yellow handrail runs along the ceiling. The text is overlaid on the upper portion of the image.

Only a few hundred people used the facilities.

Government didn't ask in advance if somebody needed help. They just presumed.

Lost in abstraction

'A junk is walking through one of the evacuated villages.'

Preoccupied with an idea

- ⌘ During disasters people:
 - ⌘ loot and behave antisocial
 - ⌘ panic
 - ⌘ helplessly await outside aid

Why are these frames so persistent?

- ⌘ These unsubstantiated policy frames:
 - ⌘ sell news (danger & drama give competitive edge)
 - ⌘ are used to found a 'command and control'-kind of crisis management
 - ⌘ why do we (want to) believe that this is an effective model?

Media & policy frames

Pro-social behavior was the actual norm (see for example [Robin Hood Looters](#))

‘The dominant media frame in the USA represented New Orleans as a war zone that resembled conditions in Iraq.

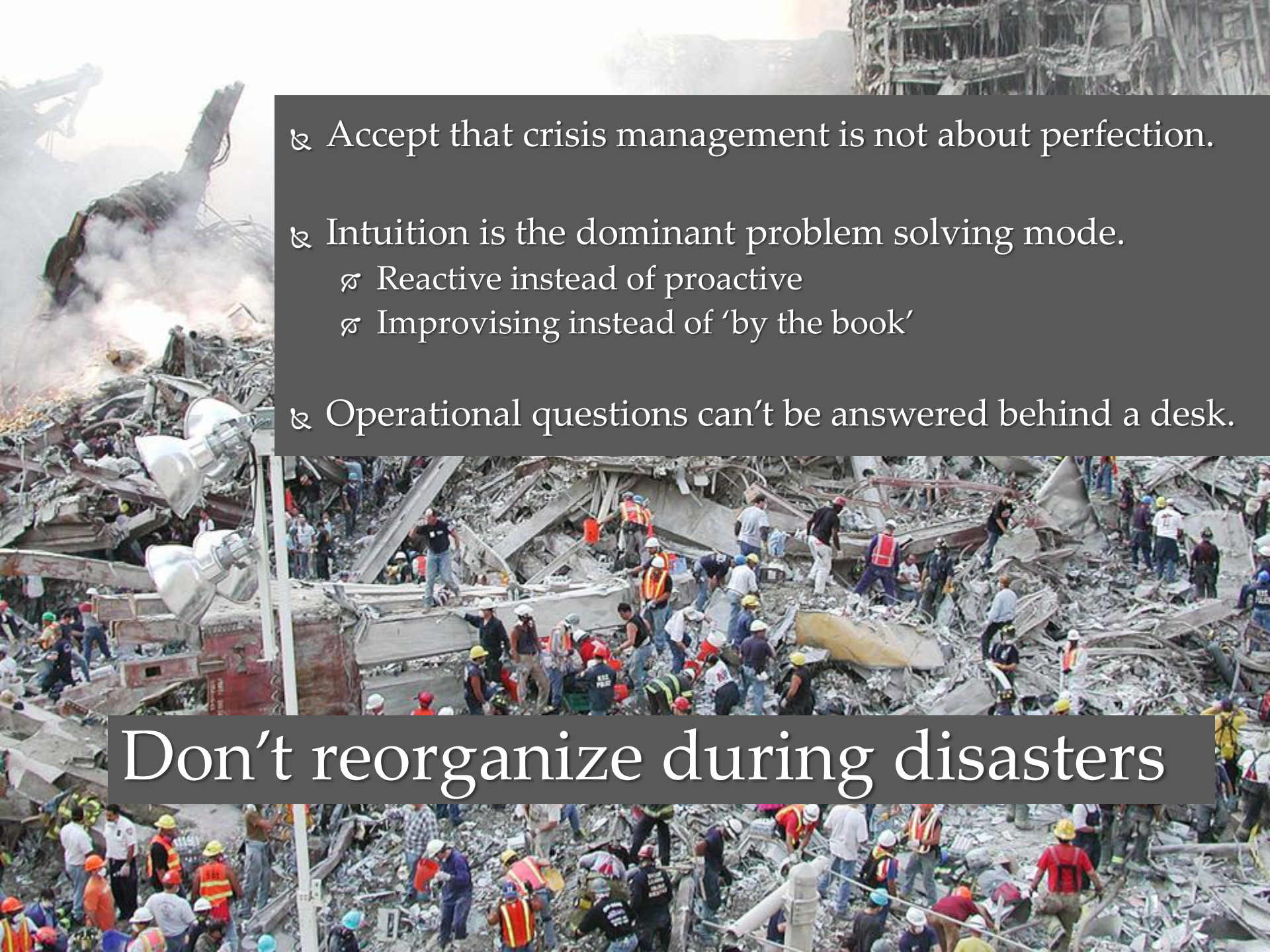
The overall effect of media coverage was to further bolster arguments that only the military is capable of effective action during disasters.’
(Kathleen Tierney)

A man wearing a black tank top and a black cap is shown in profile, shouting or speaking intensely. He is outdoors, and the background shows a flooded area with a house partially submerged in water. The sky is blue with some power lines visible.

Katrina

Command & Control

{ How hierarchical, rational and systematic decision making hampers resilience



- ⌘ Accept that crisis management is not about perfection.
- ⌘ Intuition is the dominant problem solving mode.
 - ⌘ Reactive instead of proactive
 - ⌘ Improvising instead of 'by the book'
- ⌘ Operational questions can't be answered behind a desk.

Don't reorganize during disasters

HEEFT U AL EEN NOODPAKKET?

www.denkvooruit.nl



'Do you have a emergency kit?

Think ahead.

You control your own preparedness.'

These kind of campaigns fail because high risk perceptions can't be imposed.

GOED VOORBEREID ZIJN HEB JE ZELF IN DE HAND



3 minutes: 50 people left the plain.

8 minutes: the first helpful bystanders arrive at the plain.

11 minutes: about 15 people are helping.

15 minutes: everybody is out of the plain, accept the entrapped passengers and fatalities.

20 minutes: the first professional relief workers go into the field. At that time almost no passengers who can walk are around the airplane.



14 minutes: the owner sees the passengers walking towards her farm.

She separates the heavy wounded (house) from the lightly wounded (barn). The whole day she takes care of (mainly) the (lightly wounded) passengers.

34 minutes: the first ambulance personnel arrives.

The whole day, none of the emergency officers spoke with the owner. Only a few emergency professionals helped her. At the end of the day they just walked out. Why is this?



A large-scale industrial fire is burning at night, with bright orange and yellow flames and thick black smoke rising into the sky. In the foreground, several firefighters wearing yellow helmets and high-visibility vests are visible, some looking towards the fire. The scene is illuminated by the fire and emergency lights. A sign for 'Chemie-Pack' is visible on the left, and a '4.1 m' height restriction sign is on a metal structure in the middle ground.

At 14.26 hour the fire department was alarmed.

At 19.00 hour the mayor gave the first formal statement: 'no danger to public health'.

Officials are slow and reluctant

'Command & Control'-structure and -culture hampers resilient communities and leads to suboptimal investments.

Conclusion



Command & Control is government centric

Who or what arranges the assistance when an area is flooded?

Who or what governs the risks of flooding?

Who or what determines the safety of vulnerable people and institutions in flood risked areas?

Resilient communities = new governance concept



Resilience & Social media

{ The power of connectivity

It would be another year before Twitter would be created.

...during Katrina people could have used social media?

What if...





Via #hasselhelpt 60.000 people offered to help.

Via Facebook (Pukkelpop Safehouse), #pp11, #pukkelpop, #ppshelter and #ppOK worried family and friends inquired about the condition of their loved ones.



GuillaumeVdS Guillaume V.d.Stigh.

"@Bart_Van_Loo: #biedhulphasselt CenterParcs Eperheide, kan +500 personen opvangen; rechtstreekse lijn 011/61 62 73" #PP11 #hasselhelpt

1 hour ago ☆ Favorite ↻ Retweet ↩ Reply



dominiek_be Dominiek

Wie lift nodig heeft naar Oost- of West-Vlaanderen kan mij contacteren op 0487 440353. #pp11 #hasselhelpt Ik vertrek tegen de middag.

3 hours ago

Managing resilient communities

{ Utilizing and enhancing capabilities of citizens and companies.

People only prepare for crises if:


- ⌘ they experience urgency (risk perception), and
- ⌘ it's worth the effort (cost effectiveness).



When risk is stable and accepted: don't tell me anything. But when I look for information, I want to find it easily.


When risk rises, my interests are at stake or public debate erupts, then the responsible government needs to start communicating.

Expectation citizens



Geiger counters were sold out during the nuclear disaster in Fukushima.


Risk perception follows news media



Tell citizens and companies exactly, with a bit of *fear appeal*, how high the water can rise and what the effects will be.

Tell what they can do themselves and what government | emergency services can and cannot do.

When there is relevant context, then...

A photograph of a disaster relief site. In the foreground, a man in a bright yellow safety vest and khaki shorts is pushing a stretcher. Another man in a green t-shirt is walking towards the right. In the background, several other people are working, and there are more stretchers and medical equipment. Scaffolding is visible in the background, suggesting a construction or renovation site. The overall scene is busy and organized.

An unusual, temporal, instable
and out of necessity started
interconnection between people
who want to do a job.

Law of requisite variety:


*If the effects are varied and dynamic,
than the relief and recovery work are
so too.*

Definition emergent crisis organization

IN or OUT...?



Do professional emergency services see themselves as a part of this emergent crisis organization or as the manager of it?

A map of the Netherlands with flooded areas highlighted in red. Major cities are labeled: Amsterdam, 's-Gravenhage, Middelburg, Brugge, Antwerpen, Maasdriel, and 's-Hertogenbosch. The map shows the extensive water network and the extent of flooding across the country.

Who knows best to provide flooded areas with the necessary food and water?

Is the formal structure of your governmental emergency organization equipped to follow?

Let expertise lead the way



Give an advisor hazardous substances permission to use Twitter.

Encourage front line professionals to collaborate with 'outsiders'.

Minimize the influence of remote crisis teams to the bear minimum.

Empower emergency personnel

'We need humility in order to prevent convictions to become dogmatic and oppressive. We need to acknowledge that we might be wrong, misguided and misplaced.'

(Dvora Yanow & Hugh Willmott)

Servant leadership

Questions & Discussion