# CRISIS RESPONSE

VOL:16 | ISSUE:2 | IUNE 2021

WWW.CRISIS-RESPONSE.COM

JOURNAL

Protection Prevention Preparedness Respo

Resilience Recovery



CLIMATE FIXES?

CALLS FOR GLOBAL GOVERNANCE

Myanmar security | Climate & Planning | People at the heart of resilience | Rising attacks on places of worship | Risk & BCM | Cybersecurity | Reputation | Leadership

## **CRISIS**'RESPONSE

#### **Editor in Chief**

**Emily Hough** emily@crisis-response.com

#### **Assistant Editor**

Claire Sanders claire@crisis-response.com

#### **Design & Production**

Chris Pettican chris@layoutdesigner.co.uk

#### News and Blog research

Lina Kolesnikova

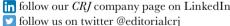
#### **Subscriptions**

Crisis Response Journal is published quarterly; it is available by subscription in hard copy or digital. hello@crisis-response.com

Published by Crisis Management Limited, Sondes Place Farm, Westcott Road, Dorking RH4 3EB. UK

© Crisis Management Limited 2021. Articles published may not be reproduced in any form without prior written permission. Printed in England by The Manson Group, UK ISSN 1745-8633

www.crisis-response.com





## contents

working from home is a useful stop-

Enhancing capability of in-country

Dóra Hiálmarsdóttir outlines safety

precautions to make the volcanic

safe for residents and visitors

What is nature's worth? ...

INGO staff can help them to develop a

resistance mindset, says Andrew Brown

Turning potential disaster into sensation...16

eruption on Iceland's Reykjanes peninsula

Claire Sanders speaks to Professor Sir

Janos Pasztor outlines the pros and cons

under control, saying that now is the time

of an approach to help cool the planet

to help bring carbon dioxide emissions

for discussions around governance

The ecosystem-based approach is

Irfanullah, but now is the time for action

Alice C Hill and Madeline Babin urge

to improve preparedness against the

growing number of unfamiliar events

that climate change is bringing about

communities to make investments now

gaining traction says Haseeb Md

Nature-based solutions

Time to prepare

Partha Dasgupta about his research

on the economics of biodiversity

Solar radiation modification ..

gap or the right way forward

The rise of resistance .....

Analysis

Climate

India's second wave of Covid-19 ... Comment Dr Peter Patel provides an in-depth update

Is home-working really the answer?......8 of the worsening situation in India Lyndon Bird investigates whether

Covid-19

Tourism through a safe corridor ... I Hakan Yilmaz explores Turkey's options for restarting international travel

...12 Risk, Resilience & Leadership Cross-training.... Robert Fagan describes the advantages of developing employees' skills so that they can perform multiple roles, if necessary

C-suites and crises... C-suite executives can be a help or a hindrance, says Eric McNulty, providing steps

that can be taken to ensure they are an asset

It's all a matter of risk ..... Emily Hough talks to Michele Wucker about her new book, exploring trust, agency and

understanding our own risk relationships

practical advice for organisations

situations when crises strike

The very real risks of reputation.. Massimo Pani shares his research on reputational risk to provide

Crisis management is about people..... Thomas Lahnthaler explains why we should focus on people rather than

Security & Cyber Shining a spotlight on security culture..... 52 The aviation sector needs to prioritise a

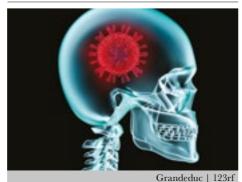
security culture. Nina Smith elaborates

Nefarious actors building back better ..... 56 It is not only legitimate organisations that are building back better, warns Andy Blackwell, malicious actors also have plans

## Cross-training p38



## Malicious actors p56



#### The rise of religious hatred.

Andrew Staniforth and David Fortune introduce an EU-funded project aimed at protecting Europe's places of worship

## What's our next normality?.

Lina Kolesnikova focuses on the next normal and how aspects of critical infrastructure are evolving as a consequence

## Cybersecurity in critical infrastructure ..... 66

Keyaan Williams says engineered and failsafe operations are key to cybersecurity

#### Adversary behaviour in crowded spaces ..70

Mark Chapple reviews how we protect crowded places

### Human-centred thinking

Using the right words ...

Jeannie Barr from the EPS explains the significance of effective communication and use of vocabulary during emergencies

### Natural first responders...

When governments work alongside neighbours, caregivers and young people, the whole community's resilience is strengthened, says Marcus T Coleman

#### Design to the rescue...

David Wales urges humanitarians and emergency services to explore design processes

#### A decade of design-led exploration .........78

Jonathan Collie shares his research and the results of a design-led journey to discover service gaps in society

#### The aftermath of disasters.

Kiell Brataas shares stories of how frontline workers have dealt with grief and trauma during the pandemic

#### 60 Healthcare workers and Covid-19......82 Erik de Soir relates the experiences of nurses

Cover image: Daniel Mitchell

Cover story: Solar Geoengineering, call for governance

in emergency and intensive care medicine in Belgium to provide insights into the psychosocial effects of a pandemic outbreak

#### Search & Rescue

#### Helping to make SAR effective...

PIX4D explores the merits of using drones in time-sensitive missions to save precious time and resources

#### Strengthening Iran's USAR capacity.....

Iran already has high quality existing response capabilities, but here our authors describe enhancements made by international co-operation and collaboration

#### Living at risk in a multi-hazard country ... 90

Burcak Basbug reflects on the dynamic disasters that arise in her home country of Turkey, saying that how they are dealt with can be used to immunise society against other risks

#### Communication

#### Revolution or evolution? ...

Fifth generation technology for mobile networks provides even faster broadband connectivity. But should public safety and mission critical organisations switch to 5G now? Mladen Vratonjić investigates

#### Gathering momentum: NextGen 112 ......94

Freddie McBride explores the merits of implementing Next Generation 112 in emergency services communications

### Regulars

Events.

Lord Martin Rees, Astronomer Royal, speaks to Claire Sanders about his research on existential threats, climate and astrophysics

## Design & society p78



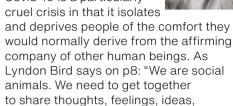
Digital and print editions for subscribers www.crisis-response.com

## Healthcare workers p82



## comment

n top of the millions of deaths and protracted health consequences brought about by this pandemic, Covid-19 is a particularly



Of course, technology has helped with multiple ways of communicating that were unimaginable just a few years ago. But although many of today's virtual methods of communication are widely viewed as being here to stay, in some circumstances human contact is, quite simply, irreplaceable. Virtual interaction can never fully replicate the complex subtexts and nuanced cues when meeting another person face-to-face.

hopes, and sometimes complaints.'

Words and body language are vital, as described in Jeannie Barr's exploration of communication and vocabulary used during emergencies. The choice of language and tone can be either helpful or detrimental in a crisis (p73).

On p64 Lina Kolesnikova examines how Covid-19 has disrupted working and shopping habits, as well as the ways we access healthcare and information. She says that the very essence of what we define as 'critical' infrastructure is being transformed. This brings new risks in terms of resilience and security, including in the areas of technology we have come to rely upon during Covid-19.

Design is another undervalued but essential piece in the jigsaw of humanitarian and emergency response disciplines. David Wales notes on p76: "As the meeting point between states and communities, public service agencies would greatly benefit from making design a standard approach."

The key lies in understanding people their culture, fears, concerns, past experiences and predispositions. Michele Wucker calls this an individual's unique risk fingerprint (p44).

All of the above should be combined with a simple shift of focus onto the people dealing with - and affected by - a crisis, says Thomas Lahnthaler (p50). Because, above all, we must not forget that crisis management is about people.

# C-suites: A wild card

**Eric McNulty** says that C-suite executives can be helpful or a hindrance when dealing with a crisis. Here, he puts forward some advice and steps for senior executives to follow so that they can be assets when it matters most

here is an old joke shared with me by friends in emergency services: "CHAOS stands for: Chief has arrived on scene." It can be equally apt for chief executives and their peers in a corporate or public sector crisis. At their best, C-suite executives provide institutional support for a crisis team, set an appropriate tone with the media and the public and reassure employees and investors. At their worst, they make unforced errors, disrupt practised protocols and create the avoidable secondary crisis of a fumbled response.

> The difference between the two is the ability of crisis team managers to 'lead up' effectively, deploying influence well beyond their authority. Among the unanticipated risks I have seen crisis teams face is a senior executive who has failed to make time for drills and exercises, yet who shows up for the crisis and expects to be in charge. Unfamiliar with the plan and its contingencies, the executive begins to direct

activities. Suddenly, no one knows what to expect next. Hesitation and second-guessing follow. This predictable surprise upends carefully laid plans and unsettles the battle rhythm of the crisis team. The cascading turbulence can gravely derail a response.

I spoke with Jim Andrews, a health, safety, and environment (HSE) executive with decades of experience in the energy sector. He has worked with several CEOs and the nature of that industry is such that he has seen plenty of volatile situations. "Accomplished executives often underestimate the difficulty of leading in a crisis," he said. Having put together a merger does not necessarily prepare one for a situation where lives are on the line.

Senior executives, like all of us, are subject to the Dunning-Kruger effect, a cognitive bias that leads one to overestimate one's abilities. Without experience, however, few people have sufficient self-knowledge to judge their own competence. This is one reason why Andrews

when crisis strikes?

counsels that senior executives engage in a six-to-eighthour exercise at least once a year. If an executive performs well, you know you can draw on them in an actual crisis. If they do poorly, they gain an improved appreciation of the skills of the crisis professionals and are more likely to refrain from trying to run a response themselves.

According to Andrews, a disciplined approach to preparation helps senior executives to understand roles and expectations for themselves and others. There will be something for everyone to do and the goal is to get as many people as possible engaged in activities that advance the group towards the best possible outcome.

If senior executives fail to take crisis preparedness seriously, it should be an articulated corporate risk alongside severe weather, active shooters and geopolitics. Andrews advised using 'bad' examples from other organisations as part of annual risk mapping to illustrate the reality of the danger.

Ideally, executives develop the self-awareness to understand where they can best add value. In interviews in the aftermath of the Boston Marathon bombings in 2013, my Harvard colleagues and I heard repeated praise for Massachusetts Governor Deval Patrick. We learned that Patrick never tried to direct operations. Instead, he consistently asked: "How can I be helpful?" and: "What do you need me to do?" None of this diminished his authority or stature. In fact, being willing to be led in

the tactical domain best positioned him to lead his constituents, while enabling his operational leaders to do their jobs well.

> Andrews shared that he wants the operating crisis team to be one or two levels below the C-suite. "The crisis team may need to dedicate prolonged time during an event," he said. "Top executives are best deployed overseeing the day-to-day business. That's where they have the greatest expertise – and not all of them have the temperament for crisis leadership." The response team needs to be practised and proficient in managing the dynamics of crises together. Executive teams rarely have the time or inclination to dedicate sufficient time and effort to achieve that level of collective skill. This is not a criticism of senior managers; it is an acknowledgement that leading in a crisis requires distinct capacities and capabilities.

Andrews also mentioned that it was important for him, as the senior HSE manager, to monitor the performance of each member of the crisis team constantly. "I may need the support of

the CEO if a member of the crisis team needs to be replaced," he said. "If the CEO is leading the team and stumbles, I have nowhere to go to fix the problem."

This point was echoed by cybersecurity executive Malcolm Harkins, who noted that it is important to protect the organisation in a crisis. This is more difficult if the CEO is on the front lines of the response. "If things do not go well and someone needs to step down, it is easier to replace a senior vice president than a chief executive. The organisation and its board do not need succession concerns on top of the other issues in play."

This is not to suggest that C-suite executives

Cards in your favour: A disciplined approach to preparation helps senior executives to understand roles and expectations

are not involved in the crisis response. Instead, they should have specific, well-crafted roles to play. Three important functions for them are presence, communication and decision-making.

A colleague at the National Preparedness Leadership Initiative (NPLI), Dr Leonard Marcus, said that crisis leadership presence has something in common with real estate: the importance of 'location, location, location.' The CEO who retreats to his or her office can be as dangerous as one who will not leave the emergency operations centre. Location decisions should be strategic and intentional.

For example, when the triple disaster of an earthquake, tsunami, and nuclear plant meltdown hit Fukushima in Japan in 2011, the damage was significant and the country's morale was devastated. In research for our book, You're It: Crisis, Change, and How to Lead When it Matters Most, I interviewed Muhtar Kent, CEO and Chairman of the Coca-Cola Company during this incident. Among Kent's first moves was to travel to Japan, accompanied by two of the company's directors. Employees of Coca-Cola and their local bottling partners, as well as their families and customers, were directly affected by the disaster; Japan is a major market for the company. The physical presence of the CEO conveyed that the company understood the magnitude of the incident and demonstrated its commitment to its stakeholders there. The company later established the Coca-Cola Japan Reconstruction Fund with \(\forall 2.5\) billion – approximately \(\forall 31\) million or £19 million – to be used: "Mainly in the construction of educational and other public facilities needed for rebuilding the lives of children affected by the disaster."

Yaumenenka | 123rf





Albertus Engbers | 123rf

Steve Soltis, now at the Darden School of Business at the University of Virginia, led executive communications for Coca-Cola at this time. He told me that Kent's presence on the ground was essential to the company's overall response. His yardsticks for executive prominence in a crisis are severity and aptitude. The more serious the event and the more adept the executive at communicating, the more visible you want them to be.

Too much executive presence, however, can have negative consequences. During the response to the Deepwater Horizon oil spill in 2010, US President Barack Obama visited the Gulf of Mexico region five times. It was the largest environmental disaster in US history, meeting Soltis's severity test. Obama was a master communicator, clearly exceeding the aptitude standard. Yet every visit by a top leader is disruptive to response leaders on the ground: They generate briefings that must be given and tours that must be led; protocol and security issues arise; and optics compete with operations for priority. One or two visits over the

six months of the active response would have sufficed.

Potentially more troublesome than the distraction of the visit are the decisions a top executive might make during interactions with stakeholders or the media. On one of Obama's visits, he responded to complaints from local officials by committing to increase the number of responders significantly. The challenge was that there were not enough tasks for a surge of responders. Nor were there resources available to house, feed or train them. Obama was well-intentioned yet he did not fully understand the implications of his promise. One responder I was with at the time bemoaned that: "Now we're into response theatre."

Leading requires effective communication, and never more so than in a crisis. People want to know that top executives grasp the problem, care about how it is affecting them and are doing something about it. According to Soltis, four thematic elements should populate every company's crisis communications dashboard: Trustworthiness; timeliness; transparency; and tenacity.

"In content and delivery, your executives' communications should reinforce the organisation's trustworthiness with the full range of stakeholders," he said. "That requires being forthcoming, to the extent legal and regulatory requirements allow, and empathic." Soltis emphasises the importance of unity between the chief communications officer and the general counsel. In my own experience, the communications team sees the benefits of engagement in the unfolding event narrative lest it be shaped by others, while the legal team prefers a quieter posture. One general counsel I worked with shared that everything the company does after an incident creates evidence that is discoverable in litigation. Each view has validity. One job

One risk is the senior

executive who fails to make

time for drills and exercises.

and expects to be in charge

yet shows up for the crisis

of the crisis team leader is to help these executives find harmony, balancing the opportunities and risks of both offence and defence.

Tenacity, Soltis notes, means owning the issue, even if you are not responsible. "You want to follow through until the

very end," he says, so that you never lose influence in the narrative. This includes social media monitoring to listen for ticking time bomb issues that might emerge during a crisis, even after the main event appears to be resolved.

Communications are not only external. June West, associate professor of business administration at the Darden School, specialises in organisational communication and leadership. She tells me that executives often fall short in communicating with employees. She noted that a crisis can take employees rapidly down Maslow's hierarchy to concern over basic physiological and safety needs. "The Covid crisis has upped the accessibility of CEOs, and that has increased employee expectations," she tells me. "Executives need to be ready to meet them."

West pointed to the 2021 Edelman Trust Barometer that shows business as the most trusted of the four sectors measured, and the only one with an increase in trust over 2020. According to Edelman: "The heightened expectations of business bring CEOs new demands to focus on societal engagement with the same rigour, thoughtfulness, and energy used to deliver on profits." West says that executives need to listen to the organisation and be ready to hear difficult truths: "Employees want to take pride in their organisation. They want the company and its executives to represent positive values and be good citizens."

In NPLI research on leader behaviours during crises, two activities that degraded team performance stood out: micromanagement and the inability to make a decision. They are two sides of the same coin, each reflecting a lack of understanding of how senior executives can help in a crisis. You don't want them making every decision, but there are certain decisions only they can, or want, to make.

Here again is the value of requiring the C-suite team to participate in scenario-based exercises. This allows them to experience being overwhelmed by small consequence decisions, the unintended consequences of decisions outside of their domain of expertise and the importance of their broader view and business

Digital and print editions for subscribers www.crisis-response.com

experience to making high importance calls. A ship blocks the Suez Canal. Who decides whether your ships should wait, or seek an alternate route? A coup topples the government in Myanmar. Who decides if you evacuate and move your production to another country? An extremist kidnaps two of your employees and demands a ransom. Who decides whether to negotiate?

When I am asked by business continuity professionals how to get top executives to pay attention to preparedness, I advise them to start the conversation with decisions. Executives pride themselves on their ability to make decisions. It allows them to demonstrate expertise and authority. Invite them to help you understand where

> questions like those above sit on their agenda. This will often lead to a discussion of what the executive will need to know in order to make the decision invaluable insight for the crisis leader to anticipate information needs and avert micromanagement. It also assures the senior

executive that he or she will have an important role to play.

Everything above is dependent upon a productive, trustbased relationship between the crisis team leader and the senior-most executive they report to. To understand these dynamics better, I spoke with an NPLI colleague, VADM (ret) Peter Neffenger, former Vice Commandant of the US Coast Guard. Neffenger served as deputy national incident commander for the Deepwater Horizon spill and who was administrator of the US Transportation Security Administration during its 'wait line crisis' of 2016. Those experiences have taught him a lot about leading up.

Neffenger tells me that you must ensure that your boss has the confidence in you to do the job. "Sometimes you have to just come out and ask," he says. Putting the question on the table can clear up ambiguity. It also opens a deeper exploration of what the boss needs in order to maintain that confidence and what support you need from them in order to deliver on expectations.

It is a fact of life that CEOs worry about share prices and political officials are concerned with polls. These reflect the sentiments of people to whom they are accountable. "Work with your boss to know his or her style and needs," Neffenger says. "What information do they want? How often? In what form? What core principles do they expect you to follow? You need to understand the pressures they are facing. All of this helps you build a productive relationship."

In today's turbulent world, every leader in every organisation needs to anticipate confronting a crisis. It is a skill rarely taught in business school, but is too important to leave to chance.

By effectively leading up, crisis professionals can avert chaos erupting at the top. The chief arriving on scene can be welcome, after all.

#### Author



ERIC J MCNULTY, Associate Director and Program Faculty, NPLI, Harvard University, USA and member of CRJ's Advisory Panel. NPLI is a CRJ Key Network Partner

## CRISIS RESPONSE

JOURNAL

PROTECTION | PREVENTION | PREPAREDNESS | RESPONSE | RESILIENCE | RECOVERY







## **SUBSCRIBE NOW**

visit www.crisis-response.com for rates and special offers



Authoritative global coverage of all aspects of security, risk, crisis management, humanitarian response, business continuity planning, resilience, management, leadership, technology and emerging trends

PRINT | DIGITAL

## CRISIS RESPONSE

JOURNAL | WEBSITE | EVENTS | SOCIAL MEDIA | NETWORKING | BUSINESS DEVELOPMENT



## Key Network Partnership:

We call them Key Network Partnerships. Because you're not just becoming a partner of ours - but leveraging access to our entire global network. It's about connecting you with the right decision-makers. We open doors and introduce you to the right people, with the power to transform the next phase of your business development. And it's about intelligently marketing your business, to your target audience, across our global platforms. Extending your reach, increasing your exposure and driving your brand awareness.

Call CRJ today about becoming a Key Network Partner on +44 (0)203 488 2654

PROTECTION | PREVENTION | PREPAREDNESS | RESPONSE | RESILIENCE | RECOVERY

www.crisis-response.com