

CRISIS▶RESPONSE

VOL:19 | ISSUE:1 | MARCH 2024

WWW.CRISIS-RESPONSE.COM

JOURNAL

Protection Prevention Preparedness Response Resilience Recovery



SAVIOURS IN CRISIS:
BUILDING UP OR BURNING OUT?

Brain Drain & Crisis Managers | Public Warning
Systems | Middle East Conflict & Ecocide |
War and Mental Health | Cyber Warfare

Publishing Editor

Luavut Zahid

luavut@crisis-response.com

Editor Emeritus

Emily Hough

emily@crisis-response.com

Design & Production

Rizwan Ahmad

creativesdesign360@gmail.com

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 Reporting Limited,
71-75 Shelton Street Covent Garden
London WC2H 9JQ UK

© Crisis Reporting Limited 2024. Articles published may not be reproduced in any form without prior written permission.


Printed in England, UK

ISSN 1745-8633

 www.crisis-response.com

 follow our *CRJ* company page on LinkedIn

 follow us on X@CRJ_reports

 follow us on fb.com/CrisisResponseJournal

 follow us on @crisisresponsejournal

contents

News & Comment

News 4

Who's truth is it anyway? 8

Matt Minshall emphasises the importance of seeking truth for civilised society

Universities' reputational crisis 12

In the face of a problem, do we listen to crisis managers or lawyers, asks Tony Jaques

Book Review

The Lucifer effect 16

Matt Minshall takes a look at Roger Warren's book, *Terrorist movements and the recruitment of Arab foreign fighters*

Crisis loop

Measuring risk and resilience 18

Lyndon Bird dissects DRI International's annual trends and predictions report

No superheroes 22

We have failed at planning for professionals in the crisis management industry, says Beverley Griffiths

Adapting amid change 24

Business environments are dominated by permacrisis, which demands an equilibrium between stability and adaptability, according to Colm Gayton and Elaine Patrao

Personal crises & managers 27

The greatest crisis facing resilience professionals is being asked to do more with less and less, says Jeannie Barr

Manufactured identity & emergency management 28

Is there truly an identity crisis in emergency management, asks Cody Santiago

Budget in crisis 30

Pavel Kiparisov investigates the increased financial uncertainty of public institutions and private companies.

Mayors as guardian angels 34

Public leaders' role in providing psychosocial care often receives little attention, says Wouter Jong

Creating a dynamic company 38

In times of crisis, intangible elements matter more than financial balance sheets, say Mostafa Sayyadi & Michael J Provitera

Security

Exploring the 'Twilight Zone' 40

Novel or combinations of previously insufficiently-analysed crises keep popping up, write Lina Kolesnikova and Michael Kolatchev

Terror & the Olympics 44

Major sports events are hugely attractive playgrounds for terrorist groups, according to Stefano Betti

War & ecocide 46

The Russia-Ukraine war and the Israel-Palestine conflict have worsened environmental crises, says Gilles Paché

Digital attacks & conflict

Blended threats 50

In a rapidly evolving security landscape, traditional siloed approaches are inadequate, according to Andy Blackwell and John Wood

Critical infrastructure 52

Catherine Piana explores the 'Cyber-Physical Security and Critical Infrastructure' report

Identity crisis p28



Nuvolanevicata | Adobe Stock

War & ecocide p46



Pexels

Cover story: *Saviours in crisis*
Cover image: Robin Heighway-Bury | Ikon Images

comment

Overworked, burned out and underpaid, crisis managers are running out of paths to move forwards. Some are leaving their public sector jobs for 'greener' pastures, not out of ambition, but more out of necessity. It takes insurmountable talent to extinguish a burning house when one is doing so from a sinking ship; I'm not quite sure how fair it is for us to expect practitioners to continue doing so.



CRJ's community has informed the pages of this edition in more ways than one. On p22, Beverley Griffiths talks about how crisis managers are failing owing to a lack of planning on how they can find more stability in their careers and, ergo, their lives. Similarly, Jeannie Barr breaks down all the different ways in which the pressure on crisis managers has never been higher, while simultaneously, the resources they have available to them have never been fewer.

This issue has also examines conflict. On p46, Gilles Pache points out that while we focus on immediate humanitarian crises, there is a longer-term bomb waiting for us in the form of environmental decay caused by weapons of war. Stefano Betti dissects terrorism concerns for the upcoming Olympics in France, and Andy Blackwell and John Wood write about how we're increasingly facing blended physical and digital threats and how our defences must be blended too (p50). Nicolò Broglia explores methods for building resilience against digital threats.

It is somewhat poetic that we are also introducing a new section called 'Next Gen' within an edition focused on so many things that are going wrong. Through it, we will explore conceptual solutions with the potential for significant impact. For instance, on p74, we take a look at Gracie Broom and Magdelana Garibaldi's 3D housing concept, which aims to provide immediate and affordable housing for victims of domestic violence.

Where there is darkness, there is light indeed. We just need to acknowledge that there may be a few light bulbs missing.

Cyber resilience & trial by fire54

Nicolò Broglia explores methods of building digital resilience

Redaction tech in surveillance58

There is a need to preserve privacy through video data redaction, writes Simon Randall

Disinformation & resilience..... 60

Crisis managers are not immune to the stresses and turbulence of such emergency situations, says James Lodge

Response systems

Emergency operations centres and airport crisis management.....64

Rania Khbais concludes her two-part series...

School emergencies68

Andrew Jaspers analyses recent school emergencies, lessons learned, and best practices

From failure to triumph70

Andre Pugas examines the evolution of vehicle rescue in the Military Fire Department of Santa Catarina

A tale of Bergen and London.....72

How do responders make operational decisions and manage their tasks during extended crises? Ilan Kelman, Jarle Eid, and Gianluca Pescaroli take a look

Next gen

3D printed affordable housing.....74

Gracie Broom and Magdelana Garibaldi describe how trauma-informed design and innovation in construction methods helped to design crisis housing in a tight budget

Surveillance p58



Freepik

Designing for disaster78

Tori Simpson's work in the Philippines uses design thinking and interdisciplinary research with local partners to create a novel educational tool for disaster preparedness

Public safety

Karachi's missing warnings82

The urban flooding situation repeats itself with no resolution in sight. Would early warning systems help? Bisma Arif Warraich takes a look

Recent advances and ongoing challenges for public warnings86

Early warning systems are disaster and crisis response functions common to nearly all types of hazards and threats, note Georgios Marios Karagiannis, Gianluca Pescaroli and Sarah Dryhurst investigate further

Potable water in disaster relief88

Robert Kelly highlights the challenges of importing water and emphasises the benefits of providing water locally

Mental health & conflict 90

Violent attacks in the Middle East had a profound effect on civilians in both the Israeli and Palestinian populations. Marion Leboyer explores a tool for mental health

Disability & emergency communications.....92

Amy Leete says there is a real need to push for inclusive emergency communications

Plus

Events96

Frontline98

EENA 112 Day report

Affordable housing p74



Gracie Broom

Creating a dynamic company in times of crisis

Building a dynamic company in times of crisis is more about the intangible elements of the organisation than the financial balance sheet, according to **Mostafa Sayyadi** and **Michael J Provitera**

The capabilities of organisations can, at times, far exceed their potential for profitability. People, teams, and structure are the true drivers of success. The aim of this article is to shed light on the intangible assets of organisations that far surpass their technical and financial components. In this article, it is assumed that the emergence of dynamic capabilities depends on the intellectual foundations formed in the company, and these foundations can be included at three levels – individual, social, and organisational.

The success and growth of any organisation must rely on its people, through hiring them, training them, and retaining them. Talent management is important for the success of any organisation. Financial prowess and operational capabilities cannot guarantee success.

Competitive advantage is not sustainable unless the intangible items found on the balance sheet are managed and adhered to. Many organisations are too focused on environmental factors and conditions governing the industry in which they compete. The ability to respond to the environmental conditions that exist in the marketplace is important, but this is a smaller issue when considering the intangible concerns that are more important for the success of the organisation. The perspective of internal factors considers the factors within the organisation to be effective in gaining a competitive advantage, among which are two prominent perspectives: the resource-based approach and the dynamic capabilities approach.

According to the resource-based approach, valuable, rare, inimitable, and non-substitutable resources are sources of competitive advantage. This approach is based on the principle that all resources in the organisation are heterogeneous. The resource-based approach holds that some organisations can earn extraordinary and sustainable profits. However, the resource-based view has limitations. In fact, this approach is unable to address how some successful companies can respond to environmental changes in time, perform product innovation quickly and flexibly, and have the management ability to co-ordinate and expand the internal and external competencies of the company.

The framework of the dynamic capabilities approach has a stronger position against competitive forces. Dynamic capability is the organisation's ability to integrate, create, and reformulate internal and external capabilities to face rapid environmental changes.

Many companies operating in a turbulent environment cannot be successful with just operational capabilities. Although the capabilities and organisational routines of repetitive activities may appear to satisfy short-term profitability, in the long term, companies will be challenged and may not be as competitive as their rivals.

Over time, the solutions that were somehow successful in different competitive conditions in the short run lose their main functionality. Thus, the dynamic capability approach may help organisations perform dynamically and sustain a competitive business environment.

The proposition

Understanding the surrounding environment, the opportunities, the threats, and taking advantage of business opportunities is not anything new. However, we find that many companies are not using the intangible milestones that will provide revenue. The important dimension of the theory of dynamic capabilities adds value to organisational revenue, but it is not as clean-cut as other more formidable core competencies. The influencing factors (organisational capital, social capital, and human capital) provide opportunity and can be a primary competitive advantage. The theory of dynamic capabilities must be implemented well to affect financial performance.

■ **Human capital and dynamic capabilities:** In competitive advantage, the margins are shrinking if you do not have superior value to develop. When you have a superior competitive advantage that is hard to copy, you can use your human capital, which is hard to emulate by competition. Human capital is organisational capital that contributes to core capabilities. This intangible asset gives you the human element within an organisation. The human capital capabilities include the collective experience of the workforce, their prior learning, and their ability to continuously learn and grow. This issue depends on having knowledge, motivation, skill, experience, and possible judgements of people. In fact, the knowledge of people and their experiences is like a stimulus for the accumulation and use of knowledge. Companies that have higher levels of experienced and skilled employees identify changes faster, create knowledge, and use it to develop a variety of dynamic capabilities and react to potential opportunities and threats.

■ **Social capital and dynamic capabilities:** A second intangible advantage for businesses is social capital. By building strong relationships, organisations can tap into new opportunities and leverage fresh knowledge and expertise to enhance their capabilities. Social capital acts as a mechanism for understanding how knowledge affects a company's ability to adapt and grow. Networks facilitate learning and adaptation, while high levels of social capital empower organisations to effectively communicate, manage relationships, and develop dynamic capabilities.

■ **Organisational capital and dynamic capabilities:** A third intangible competitive advantage component is organisational capital. This is defined as institutionalised



Robu_s | Adobe Stock

knowledge and experience that is stored in systems, databases, instructions, structures, routines, patents, and the like. Organisational structure and processes are like a formulated mechanism for learning, benefiting, sharing, and using organisational resources that increase the company's capabilities. Codified knowledge allows organisations to strengthen their technical knowledge and helps develop innovative capabilities. Organisational processes and information technology increase the accumulation of knowledge and its use in an organised manner and are prerequisites for dynamic capabilities. Organisational capital promotes a positive culture, is a continuous factor for learning, encourages people to acquire new knowledge and facilitates a favourable environment that increases the organisation's ability to create knowledge and value.

Human resource management plays a crucial role in creating a learning organisation, which can gain a competitive edge through faster and more effective learning experiences. This approach harnesses the collective strengths of human, social, and organisational capital within the workforce. Such a dynamic is difficult for competitors to replicate, providing a sustainable advantage. In today's rapidly changing environments, managers, particularly those driving innovation, must possess the ability to adapt quickly and understand these shifts. Just like Thomas Edison, who exemplified rapid innovation, effective human resource managers cultivate relationships and skills within their teams to integrate and capitalise on new ideas.


Unlearning and training activities provide valuable experiential learning opportunities, with 'action learning' being particularly effective. This approach involves actively tackling real-world challenges and reflecting on them to gain insights. By identifying what is not working and experimenting with new approaches, individuals can learn and adapt. Action learning encourages collaboration, allowing people to draw from each other's experiences and perspectives to address complex problems and explore new ideas.

We present a view of the approaches with and without AI and chatbots. For instance, an AI-powered Decision Support System (DSS) effectively supports unlearning outside of real-life decision-making scenarios. We can design it specifically to learn how to provide a safe space for employees to unlearn old habits and learn new ones.

In terms of the unlearning process with AI and chatbots, the same approach is used with DSS, only different in the use of technology.

On the other hand, the approach without AI and chatbots includes scenario planning and future back thinking. It involves envisioning futures and working backwards to let trainees use their skills to identify the skills, knowledge, and behaviours needed in those scenarios.

Meanwhile, negative learning is a powerful tool to challenge pre-existing beliefs and assumptions, facilitating unlearning and opening the door to new learning. This is particularly effective in extreme cases where existing behaviours or mindsets may harm existing or future leaders, particularly in negative situations.

This article presents a comprehensive model of competitive advantage from an intangible perspective. Human resource management can be used in the strategic process to create a product or service that cannot be imitated because perfecting intangible assets is hard to imitate. This construct is presented in our model as the foundation of the dynamic capabilities of a company. Patents and governmental subsidies help an organisation keep its products from being copied, but when they expire or end, the product or service can be easily copied or reverse engineered. On the contrary, certain products and services become more challenging to replicate because of the model's implementation. This includes intangible assets such as organisational processes, which present opportunities. In certain instances, these intangible processes can offer superior competitive advantages compared to traditional products and services. Innovating processes in delivering exceptional service can assist an organisation in maintaining a competitive edge. Hence, this article builds upon the aspects of a more dynamic organisation that can provide both tangible and intangible processes in today's highly competitive business environment. 

Authors



MOSTAFA SAYYADI is a management consultant at Change Leader Consulting, Inc in San Diego, California, USA. He works with senior business leaders to develop innovation in companies and he helps companies – from start-ups to the Fortune 100 – succeed by improving the effectiveness of their leaders. He is a business book author and a long-time contributor to business publications



MICHAEL J PROVITERA is an Associate Professor of Organisational Behaviour at Barry University in Florida, USA an author of the book titled Mastering Self-Motivation published by Business Expert Press

CRISIS ► RESPONSE

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



MULTIPLY

the force of your business

Open doors to the people you really want to meet.
Influence your market and **build your brand awareness**, across the global crisis and emergency response fields.

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

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