



TIEMS 2021 VIRTUAL
ANNUAL CONFERENCE

A vision of Resilience

Framework and definition

A Emergency/Crisis Management Vision for the decade

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Defining Resilience



Many definitions of resilience

France: Definition of the white paper (2008)

- Resilience is defined as the willingness and ability of a country, society and government to withstand the consequences of severe events and then quickly return to normal functioning, at least under socially acceptable conditions

EUROPE

- Resilience is the ability of a person, household, community, country or region to resist, adapt and recover quickly from stresses and shocks such as violence, conflict, drought or other natural disasters, without compromising its long-term development.

MANY OTHERS .. USA, ISRAEL, SINGAPORE ..

Individual resilience

- The individual
- The immediate family

Collective resilience

- The extended family
- Affiliations (associations etc..)
- The company
- The municipality
- The department
- The region
- The State
- Europe

The fields of resilience

Resilience
FRANCE



HOSPITAL

Forms of resilience

Organizational resilience

- Risk and threat analysis
- Planning
- Prevention
- The preparation
- The day before
- The alert
- Crisis" management
- Business or service continuity
- The post-crisis
- The Retex

Structural resilience

- Anticipation and forecasting of scenarios (cascading and sometimes systemic effects)
- Reducing vulnerabilities
- Dynamic adaptation to environmental and societal changes (climatic, technological, societal changes, etc.)

Resilience Plan



Not to mention technical or sectoral resilience



Psychological and psychological resilience

The resilience of materials



Ecological resilience (ecosystems)

resilience of (infrastructure) networks

The resilience of information systems

The resilience of the supply chain

Urban resilience

Food resilience

??.. Many other "technical or secret resiliencies".



The values of resilience

The necessary intrinsic values (technical and human)

- Awareness-Vision
- Planning
- Robustness (redundancy)
- Hardening
- Technology
- Adaptation
- Will
- Humility
- Courage
- Sense of public interest
- Solidarity
- Honesty
- Transparency
- Stability

Positive and objective values

- Disaster Human Impact Reduction (DHR)
- Disaster cost reduction (DRR)
- Reducing stress in organizations and populations
- Reduction of disorders
- The dynamics of progress in the face of complexity

The fields of global or sectoral resilience

The Benefit-cost balance of resilience

Costs

- Resilience values slightly increase production costs (1% of GDP on average .. ?, but in fact from 0 to 30% of operating or investment costs depending on criticality, sectors and contexts)
- **Resilience is an investment**
- Resilience must be amortized over the long, or even very long, term and benefit from special financing

Earnings

- Prevention only = 7 times (UN) or even more (e.g. Covid) the amounts invested, if the major event occurs
- Resilience as a global policy probably more



A Crisis
Management
Vision for the
decade

QUE NOUS RÉSERVE L'AVENIR ?

How is the Future ?



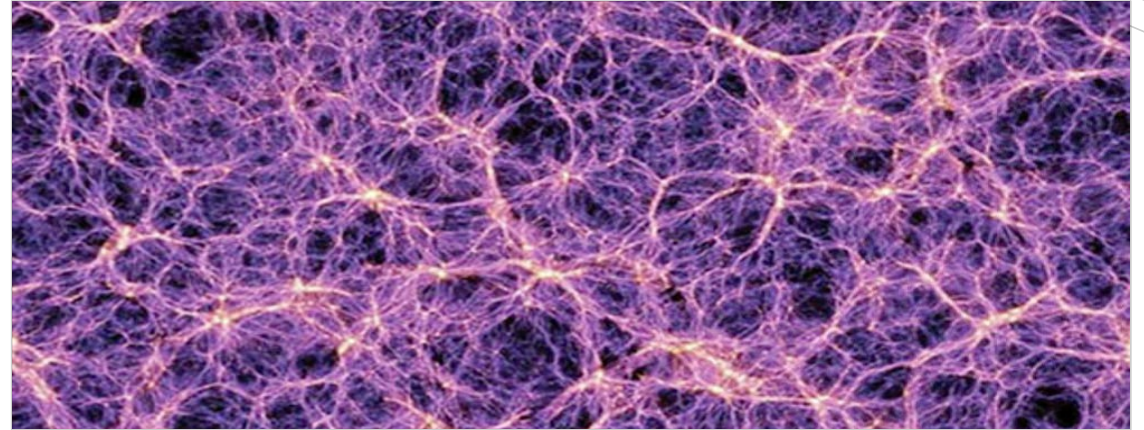
Foresight, which consists in investigating possible futures, is not the art of prediction



Humility of
foresight
Let's be reassured

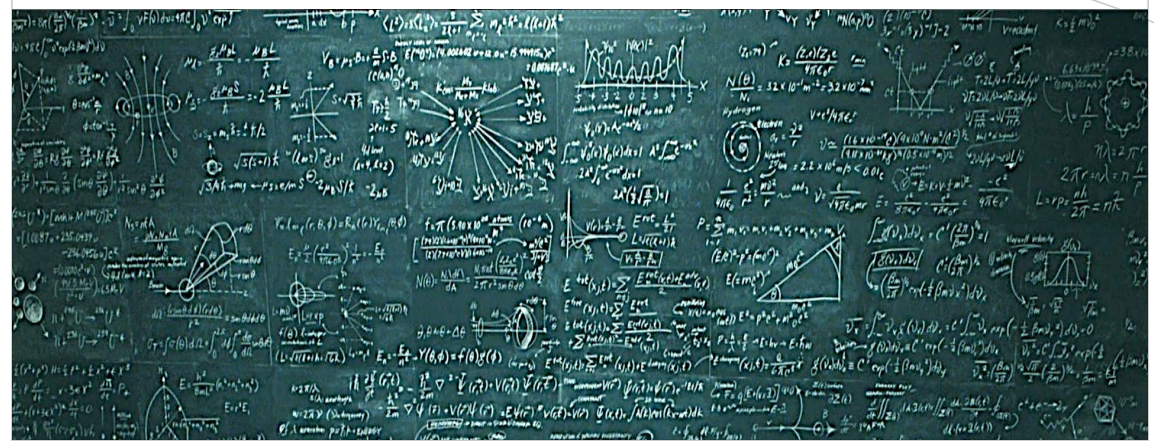
- 1998: *"The growth of the Internet will slow down drastically, because most people have nothing to talk about! By 2005 or so, it will become clear that the impact of the Internet on the economy is no greater than that of the fax machine."* *"As the rate of technological change slows, the number of job openings for IT specialists will decelerate and then reverse; in ten years, the term "information economy" will sound silly."* Exactly ten years later, in 2008, Paul Krugman won the Nobel Prize in Economics...for other analyses, fortunately.
- "There is no chance that the iPhone will gain any significant market share" - Steve Ballmer, Microsoft CEO in 2007
- "Netflix, I don't believe in it. Subscription video on demand will never work, there is no market in France" - Bertrand Méheut, CEO of French TV Canal+ in 2013

Real time everywhere



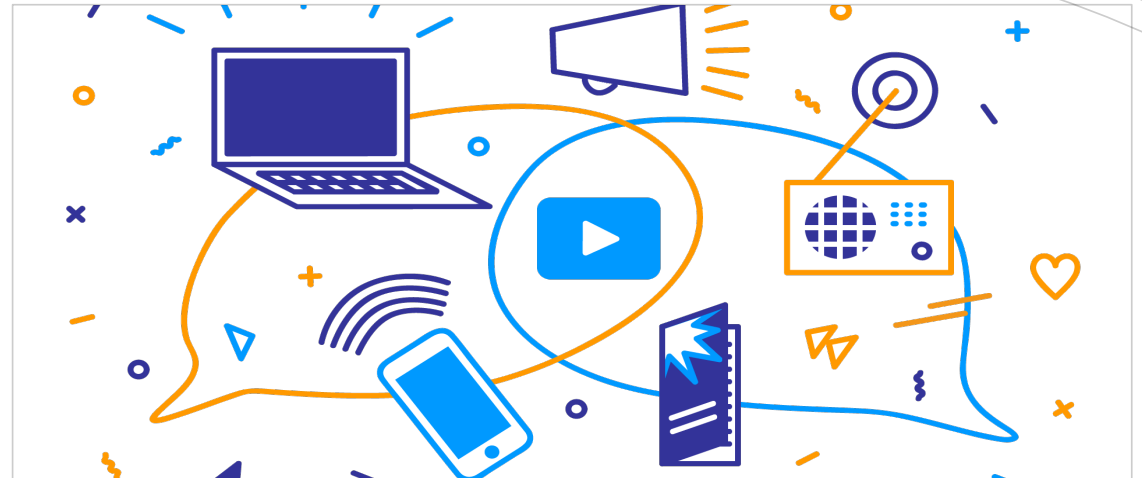
- in the alert
- in the management
- in the information
- no more right not to know « right now »
what's going on
- *What are the new challenges?*
- be ready 24/7 in real time
- impact on organizations
- The "permanent crisis" and "imminent"

Complexity everywhere



- Interdependence at its best
- The value chain and increasingly complex flows
- Overlapping technologies
- IT everywhere
- Competence decreases, processes increase "again"
- The insufficiency of degraded modes
- Disruptions and loss of value
- Higher costs for malfunctions and repairs

Communication everywhere



- Fragmented social networks
- Media competition even more intense
- The search for responsibility more exacerbated
- The need for immediate information
- Institutionalized and sometimes plebiscited **fake news (deep fake)**
- More ephemeral buzz, but with longer and more intense tail effects
- The "ecological" value on ? assessed by the growing emotional impact, not always in relation to the issues at stake
- **The "permanent crisis"**



EM : Nothing new ? A little

- People are still people - 2 main organizational models: hierarchical, collaborative. But other models are appearing... especially in companies (cellular...) more interesting in very disruptive scenarios
- Is crisis management "everyone's business" or "specialists' business"? Who is responsible?
- The loss of value is even more rapid > greater pressure
- Even faster turnover of men
- The "standard" is increasingly competing with the law and regulations... Especially in the preparation of organizations
- A State and judicial institutions that will make the private and public sector increasingly responsible, including for "out-of-framework" issues. The States hardly follow but have the power of "law and regulation", shared with supra-national bodies
- Resilience Officers in all organisations, who coordinate structural and organisational resilience measures and will become the super "security-safety-HSR-risk-ecological transition managers".



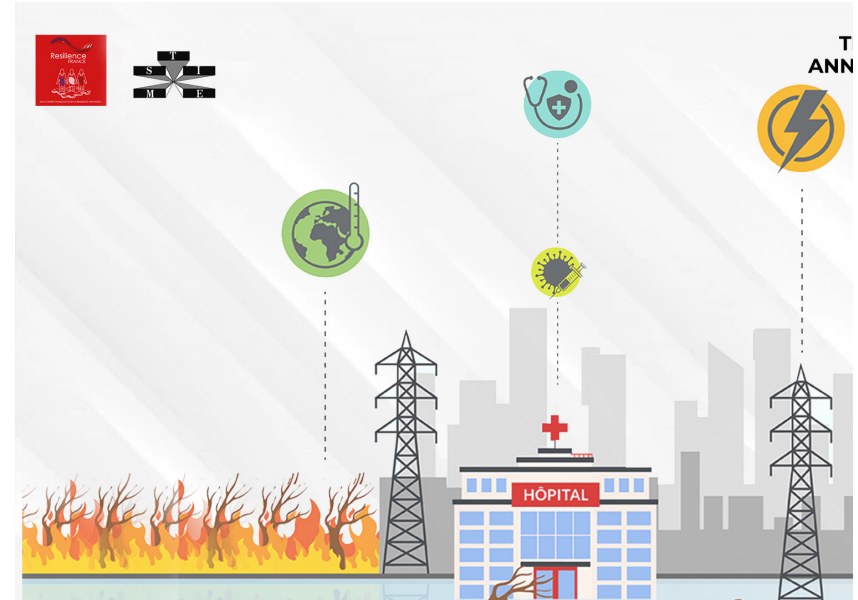
Adrien Bardon
Professor of Philosophy, Wake Forest University

Humans are wired to reject facts that don't fit their worldview.

Denialist phenomena are many and varied, but all are part of the same process. Human intelligence is inseparable from the unconscious emotional responses that go with it. In an "enabling" context universal human characteristics such as group favoritism, existential anxiety, and the desire for stability and control combine into a toxic, system-justifying identity politics.



Black Swans :
What are we
talking
about?



The Black Swan Scenarios

- Scenarios For which our level of preparation is too low or non-existent and which would require special "out-of-the-box" planning, independent of ordinary law, for scenarios **with a very low probability but extreme impact**



By the numbers

Large populations

> 250,000 M/F/children

Damage costs

> 5-10 billion

Economic costs often

> 100 billion

Recovery times

> 1 year



Critical infrastructures...and impacts

- Nuclear
- Chemical
- Biological
- Agricultural (broad sense)
- Energy
- Sanitary
- Communication
- Transport
- logistics
- Finance



Image of the country and continent exposed to black swan



Major psychological impact on the population



International image: attractiveness ...



Economic image: by sector and/or for the whole country ...



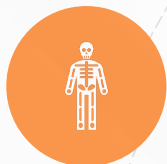
Media image: social and societal ...



Value image: humanitarian management



The basic problems for all "extreme" scenarios



A major "psychological" under-preparation



The lack of planning up to the level, and outside the regulatory or even legislative framework with regard to the impact of these scenarios, even if ...state of emergency, art 16, ...



Crisis management infrastructures that are totally undersized for large-scale events



A "slow" military response to the impact



Internal security forces overwhelmed in intensity and/or duration



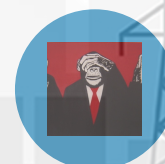
Little or no preparation for international aid management (EU: ECHO, UN, NATO)



Civilian communications likely disabled and last resort communications systems scarce and weak



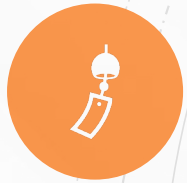
Evacuation: often an unplanned, unexercised concept, no more than mass emergency shelter, even if we have the capacity



The desire to "reassure" when we don't know or know too little... **A lack of real strategy on social networks**



THE NEW INGREDIENTS OF SUCCESS OF CRISIS MANAGEMENT AND RESILIENCE



WILL



MONEY



CONFIDENCE



OPENING



TECHNOLOGY



SHARE

BEFORE

DURING

AFTER



▼ Conclusion

Public crisis management needs to be redesigned as a "partnership" crisis management to ensure its success

State-Local Authorities-Businesses-Associations in a unified and continuous doctrine, without forgetting Regional and international levels



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