

Crisisbeheer onder controle?

Een crisisbeheer onder controle en enkele andere uitdagingen

Bert Bruggemanns





Intro



BERT BRUGGHEMANS /
STIJN PIETERS / HUGO MARYNISSEN

Allles iS onder contr^ole!

& 9 andere mythes over organiseren in tijden van crisis

BERT BRUGGHEMANS /
STIJN PIETERS / HUGO MARYNISSEN

Allles is onder controle!

& 9 andere mythes over
organiseren in tijden
van crisis
van crisis







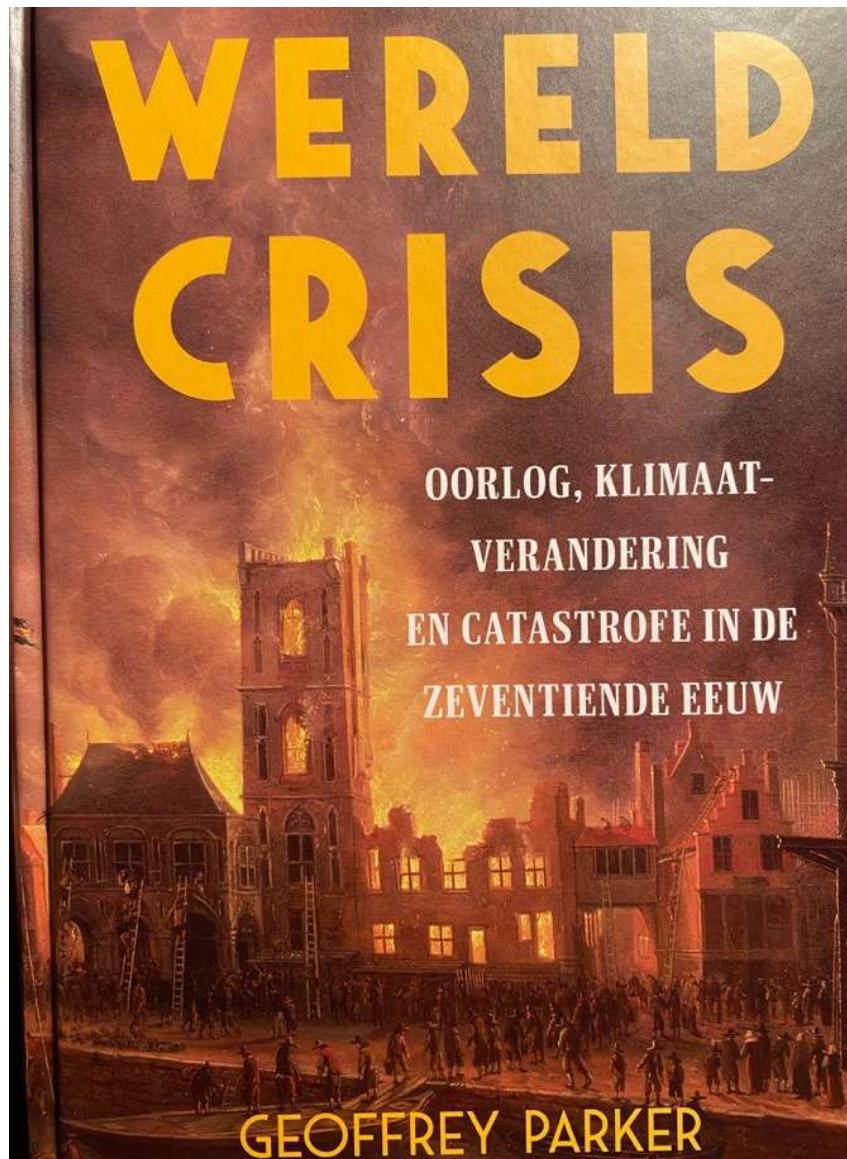
**Doen we aan goed
crisisbeheer?**



“Achteraf krabben we ons achter de oren in verwondering over de inefficiëntie en het gebrek aan effectiviteit die het overheidsoptreden (...) kenmerken.”



“Waarom lijken we tijdens rampen
achter de feiten aan te lopen?
Waarom lijken we ons steeds te
hebben voorbereid op de vorige
ramp?”



Herman Tjeenk Willink

'Knap, treffend en indringend.'
JURYRAPPORT PRINSJESBOEKENPRIJS

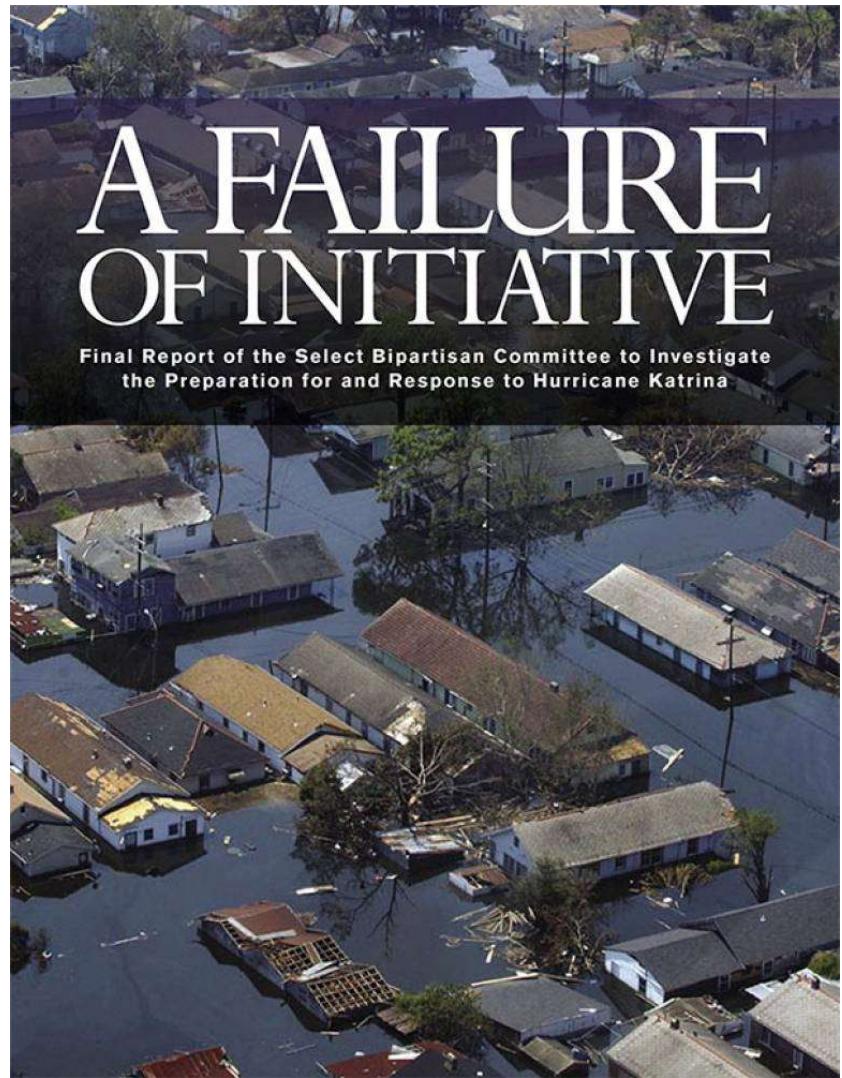
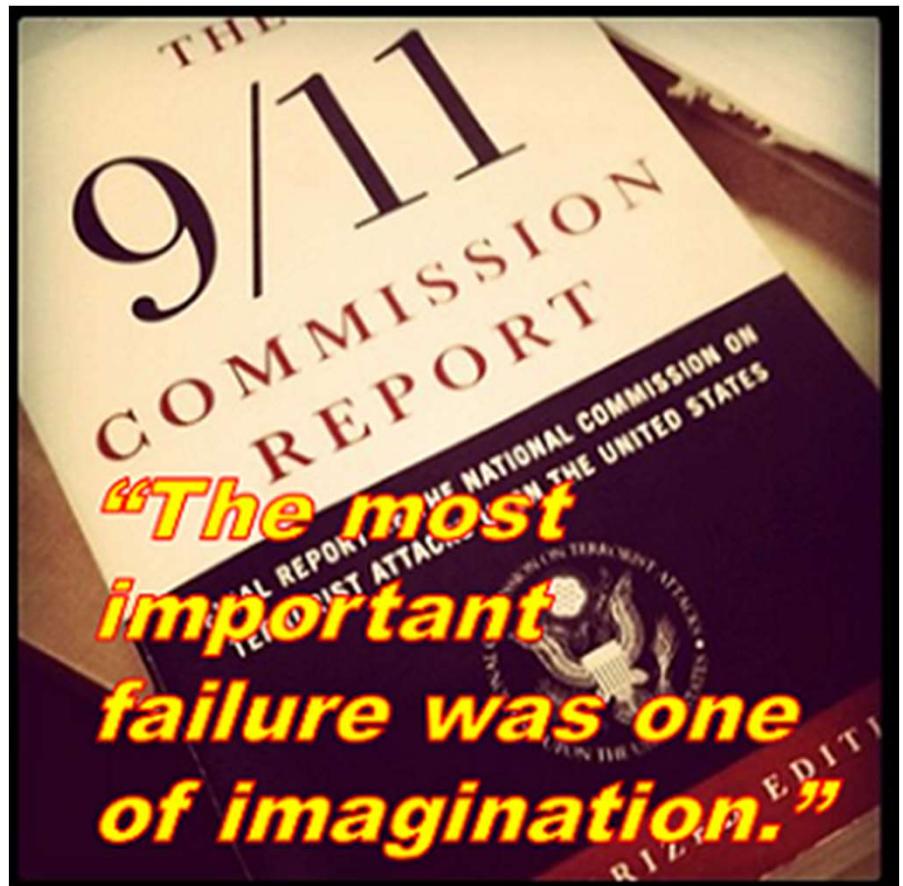
'Een visie die ertoe doet in
dit tijdsgewricht.' NRC ****

KAN DE OVERHEID CRISES PÅN?

Waarom het belangrijk is om groter
te denken en kleiner te doen

PROVETHEUS





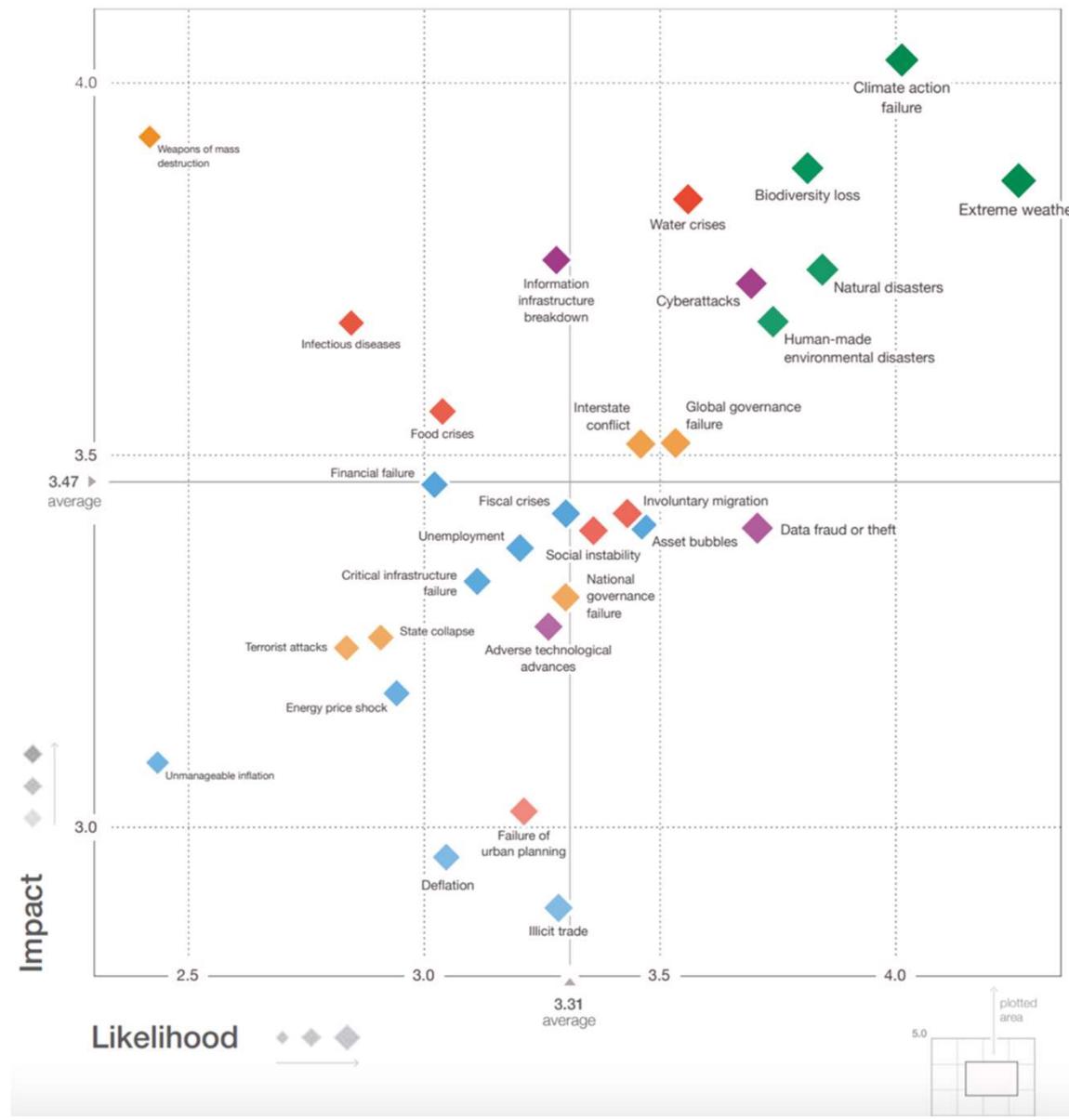


“Passiviteit richt de meeste schade aan. Hoe kunnen we een systeem opzetten om ons tegen passief gedrag te beschermen?”





Een turbulente wereld



Bron: WEF world risk report 2020

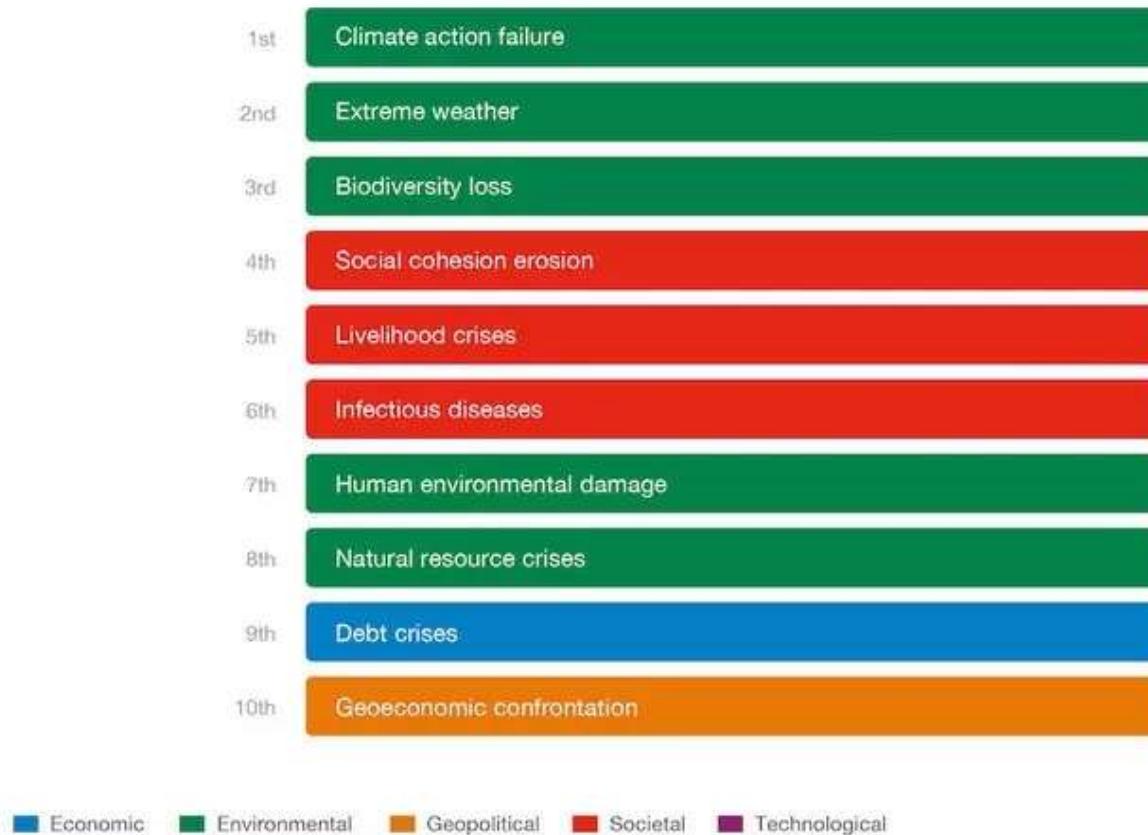
“It does not matter how frequently something succeeds if failure is too costly to bear”

- Nicolas Taleb

Top 10 Global Risks by Severity



Over the next 10 years

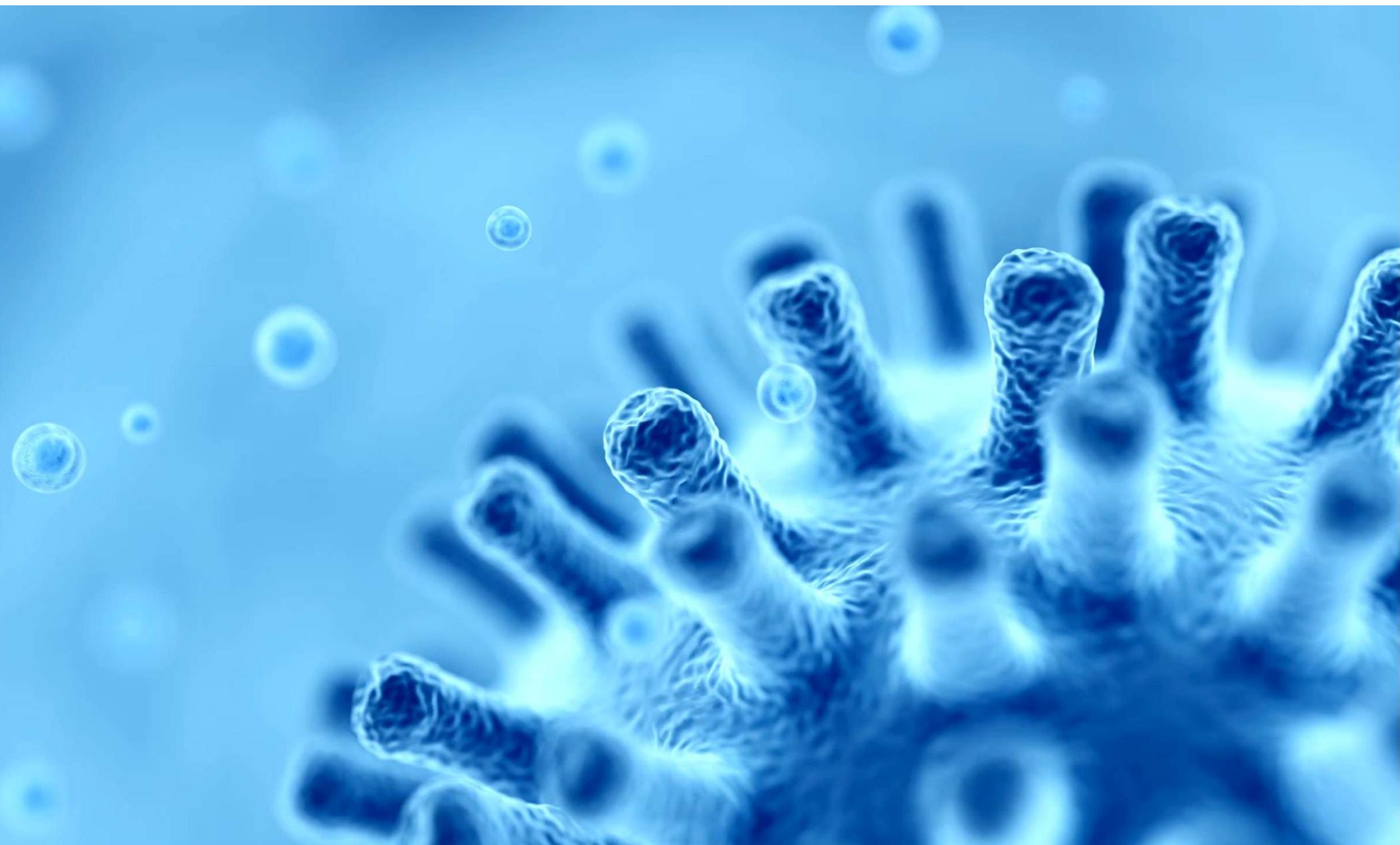


Source: World Economic Forum Global Risks Report 2022

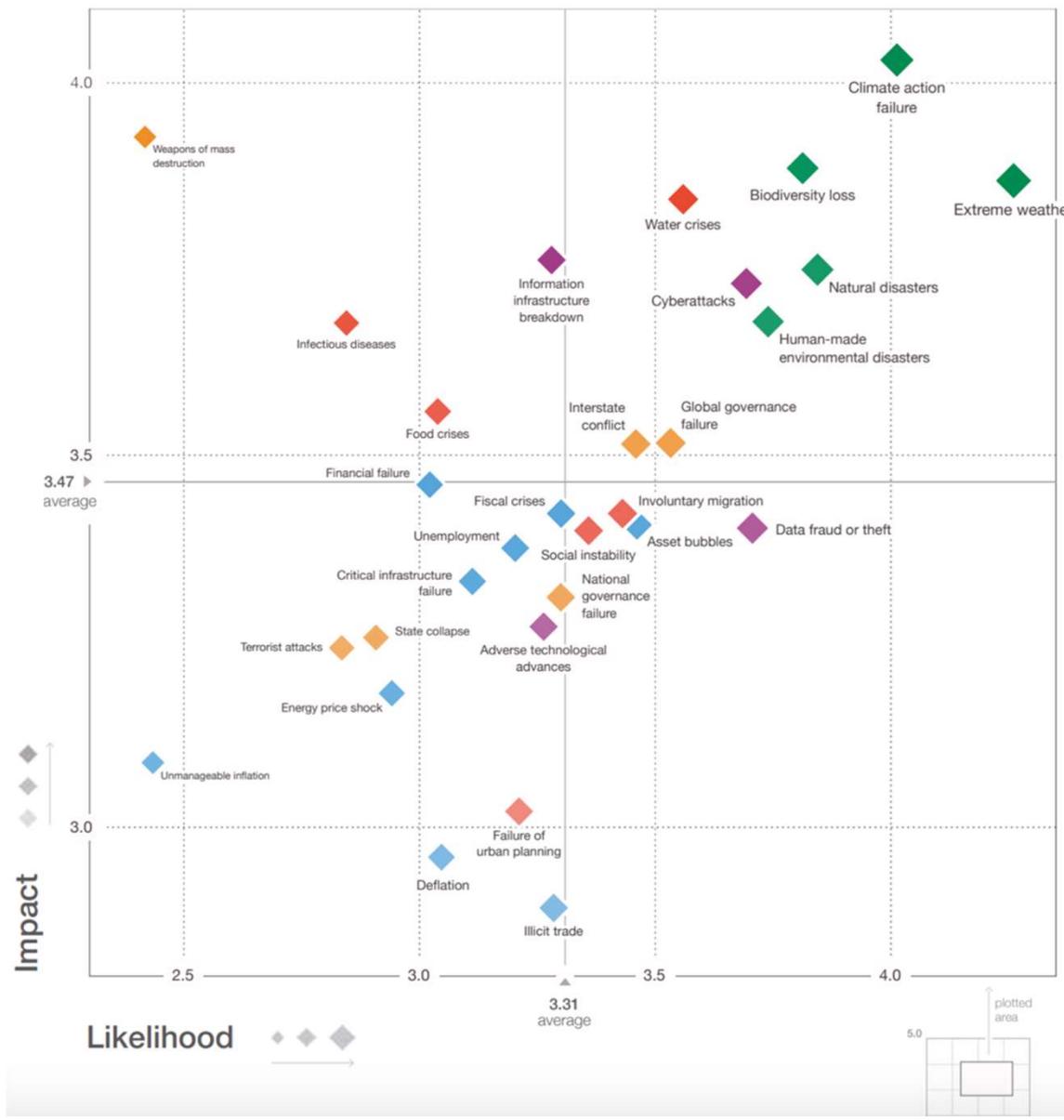
<https://www.weforum.org/reports//digestglobal-risks-report-2022>











Bron: WEF world risk report 2020

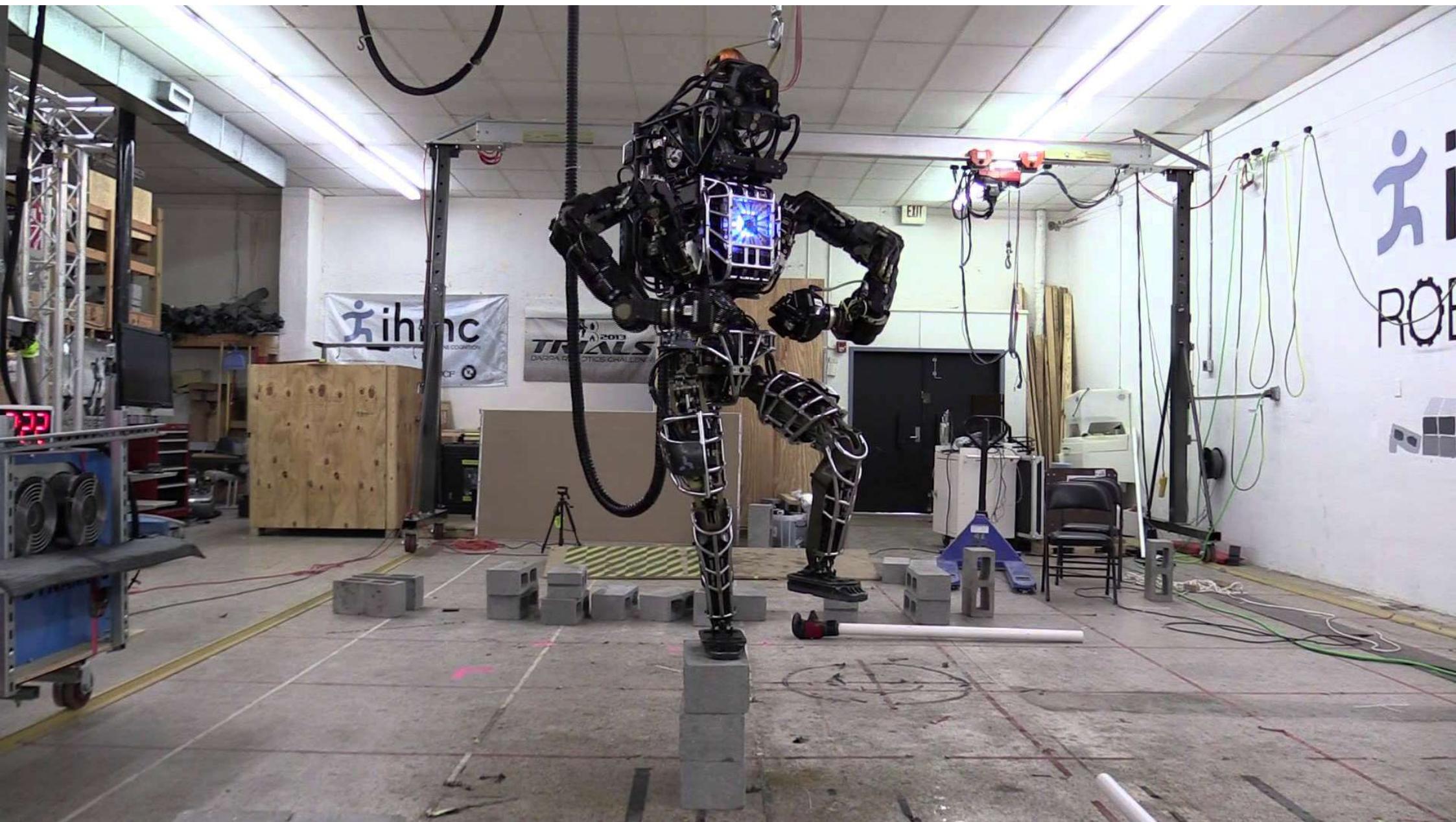
ROLLING HOUSE (1930s)



Angie's list











VUCA

VOLATILE

The environment demands you react quickly to ongoing changes that are unpredictable and out of your control

UNCERTAIN

The environment requires you to take action without certainty

COMPLEX

The environment is dynamic with many interdependencies

AMBIGUOUS

The environment is unfamiliar outside of your expertise



**“I accept chaos,
I’m not sure
whether it accepts
me”**

- Bob Dylan

C.H.A.O.S.

C.H.A.O.S.

Chief Has Arrived On Scene



PLAN AHEAD

"PLAN AHEAD"

ASLysly 2010

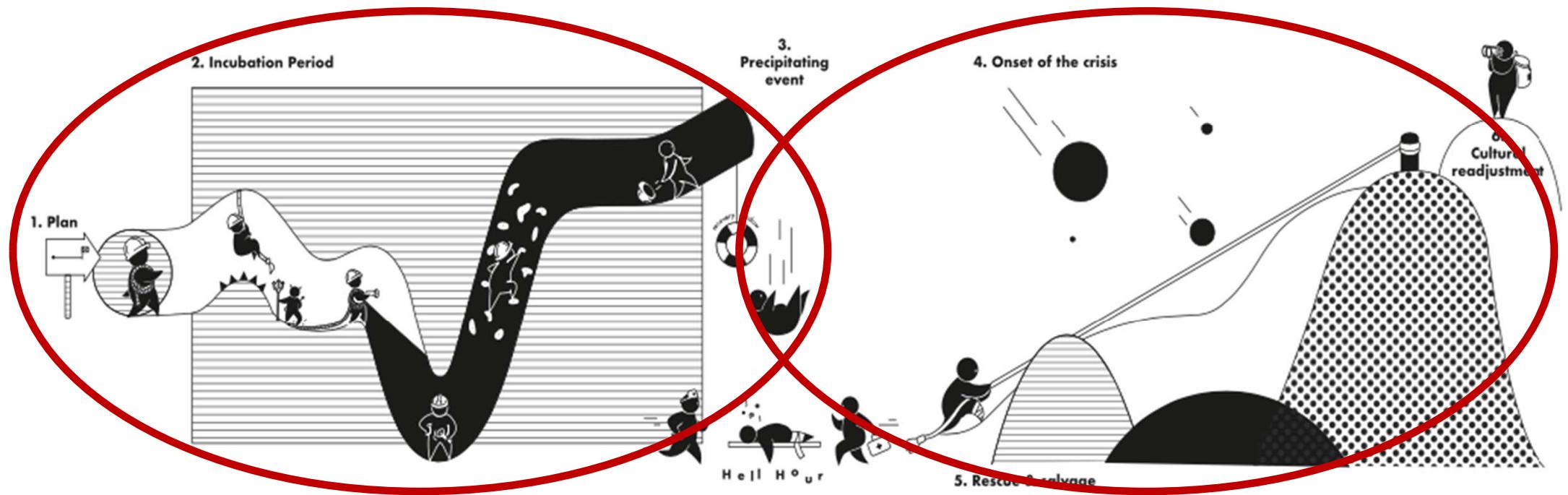




**Groot denken en klein
doen**

The background of the image is a dark, solid color. Overlaid on this background are several wispy, white, smoke-like or flame-like patterns. These patterns are more concentrated in the lower half of the frame and appear to rise towards the top. They have a delicate, ethereal quality with many fine, branching strands.

Groot denken



Turner, B. A. (1976). The organizational and interorganizational development of disasters. *Administrative science quarterly*, 378-397.
Illustration developed by [Kaatje Marynissen](#) (2019).

Strategische uitdaging voor de boardroom

Why	How	What
Organisaties hebben niet alles onder controle	Organiseren met het oog op succesvol te zijn combineren met overleven als er crisis is	Organisatie zo opzetten dat ze in turbulente tijden meer kans heeft om te overleven, en om nieuwe kansen te grijpen

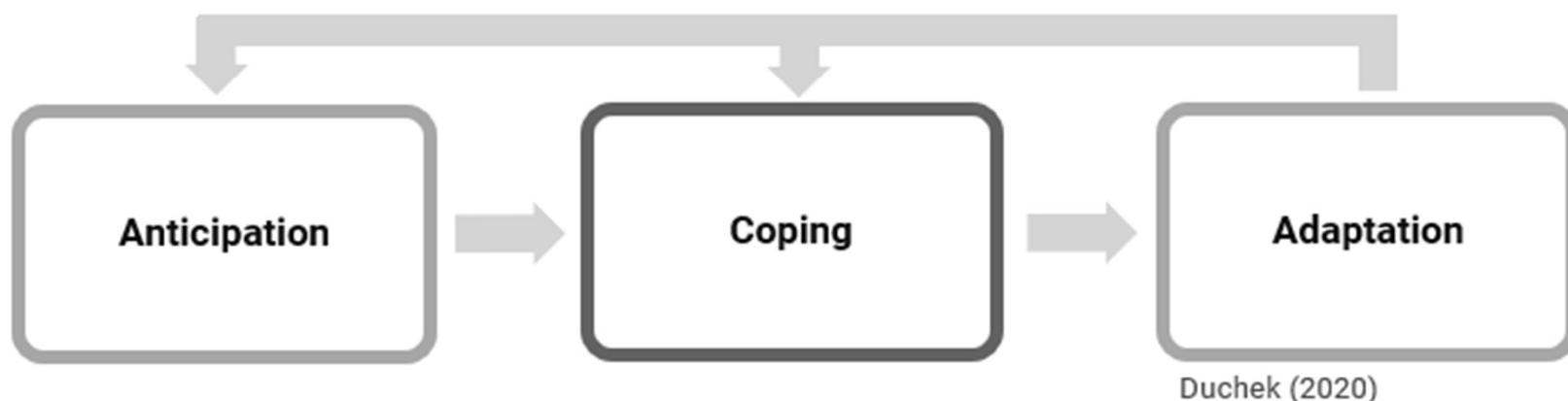
'Alles is onder controle!'

© 2021, Bert Brugghemans, Stijn Pieters & Hugo Marynissen

Allles iS Onder cOntrole!
& 9 andere mythes over organiseren in tijden van crisis

Organisational Resilience

The dynamic capability of an organization to successfully deal with existential threats, stresses or crises and emerge better equipped.







Bescherming



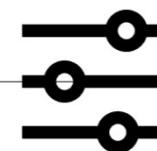
Redundantie



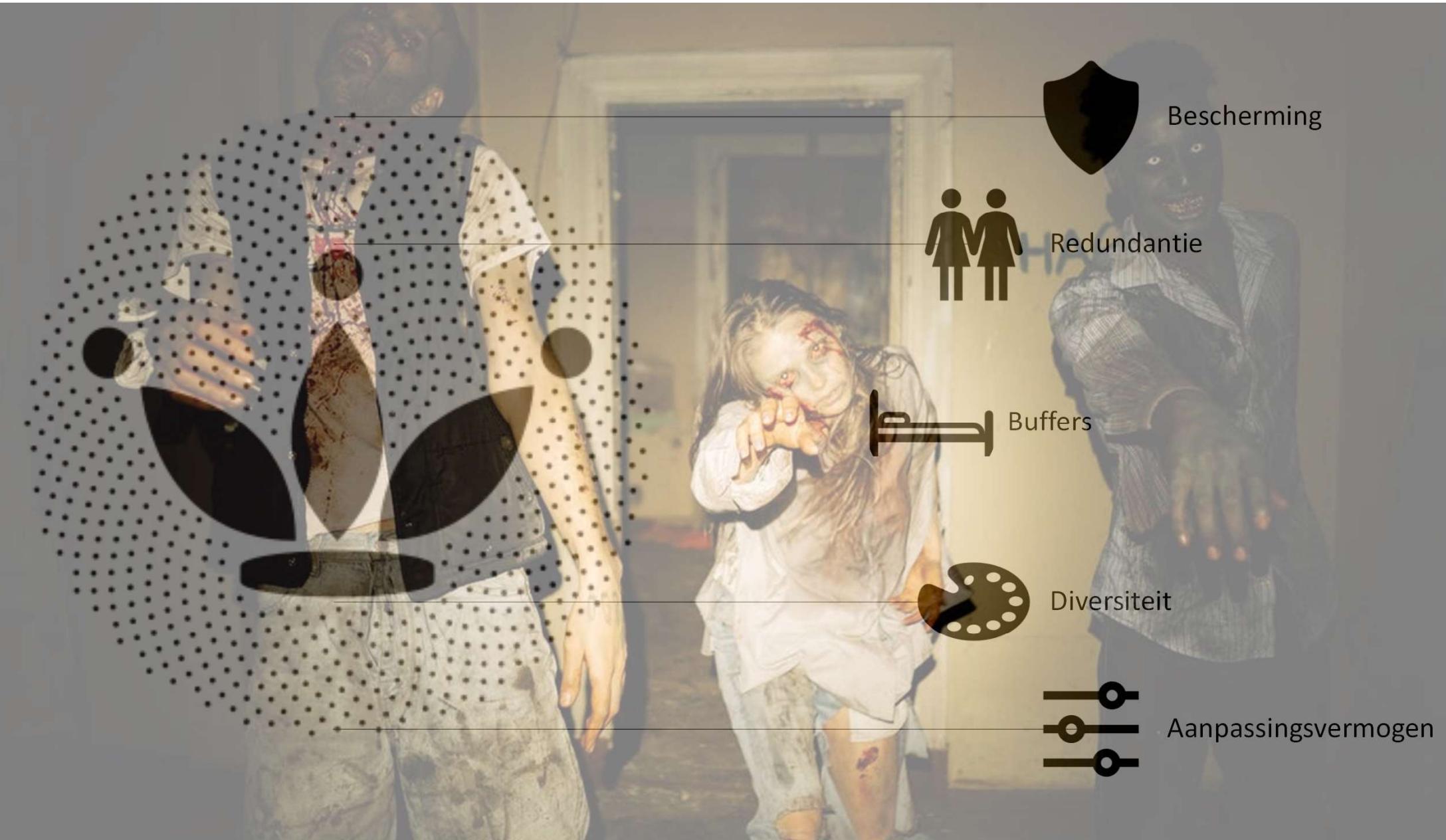
Buffers



Diversiteit



Aanpassingsvermogen



A large, abstract grayscale image of flowing smoke or flames occupies the right side of the frame. The smoke is wispy and turbulent, with bright highlights against a dark, solid background.

Klein doen



(Don't) stick to the plan

“Things always become obvious after the fact”

- Nicolas Taleb



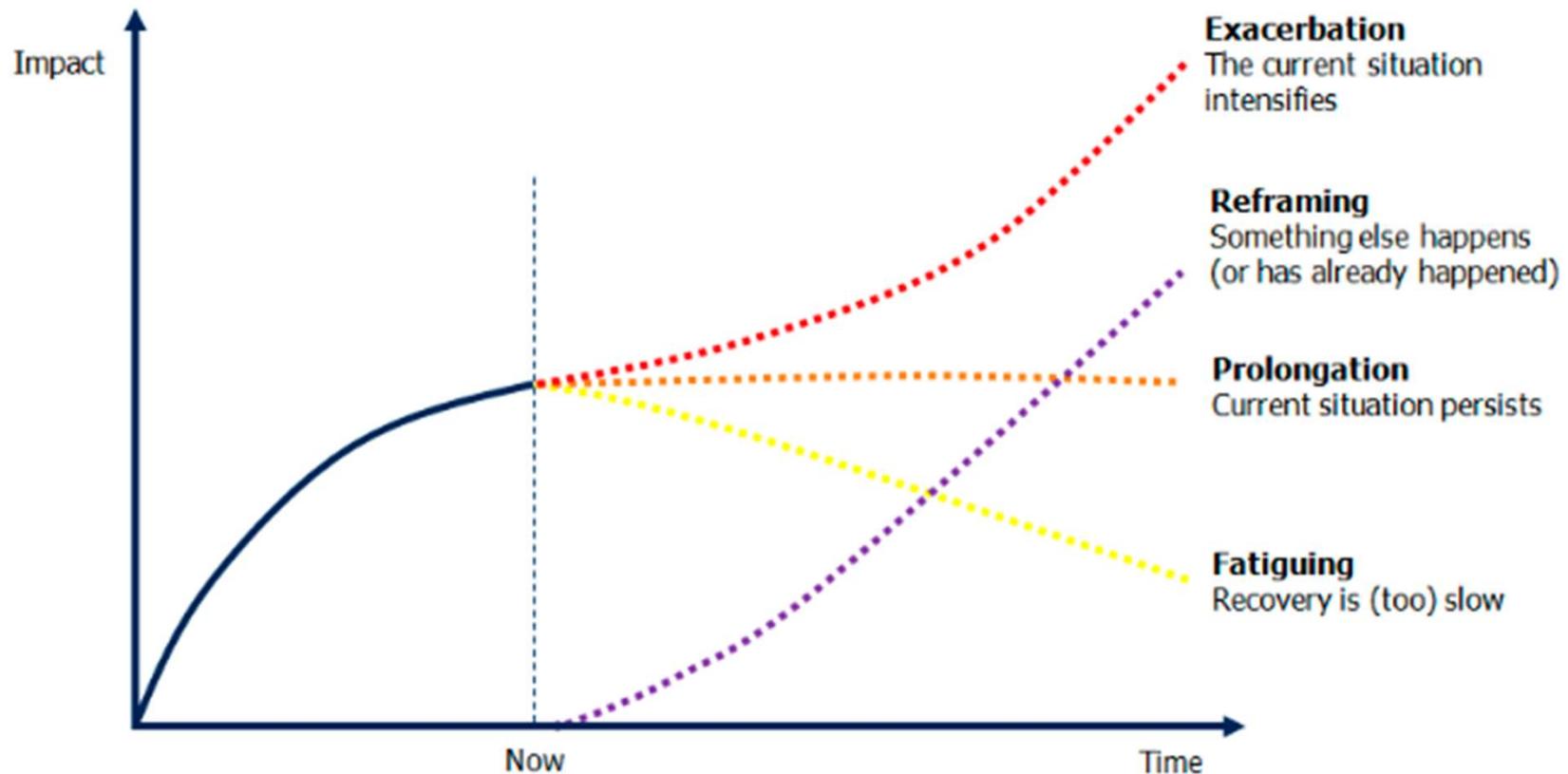
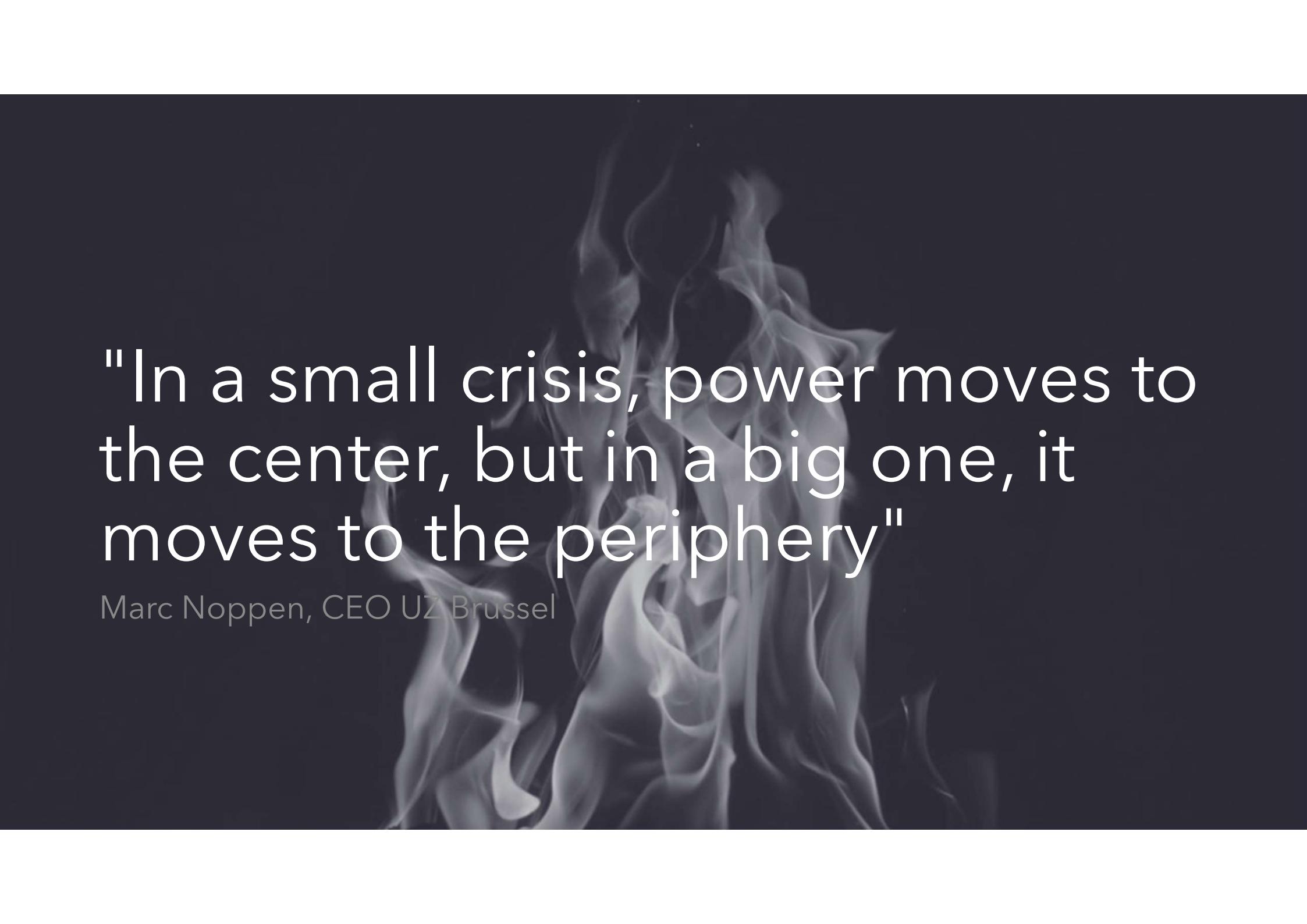
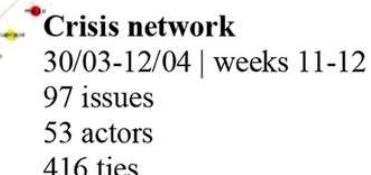
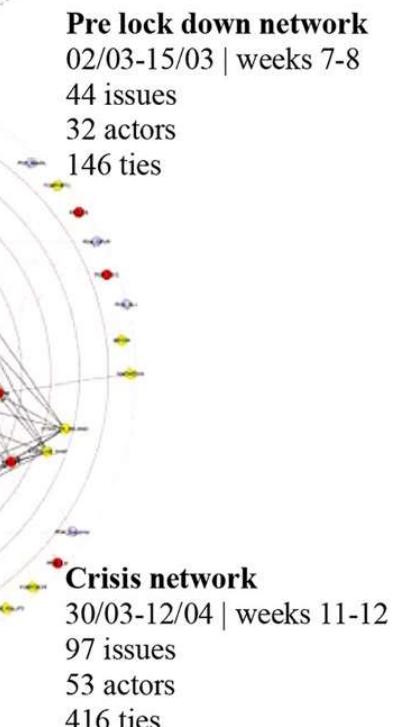
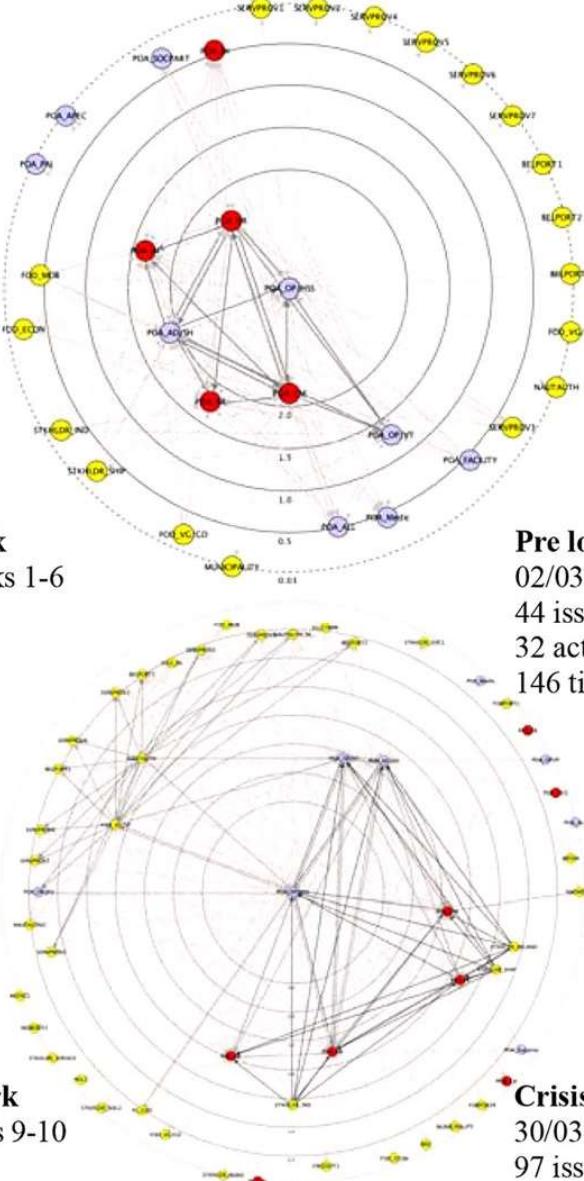
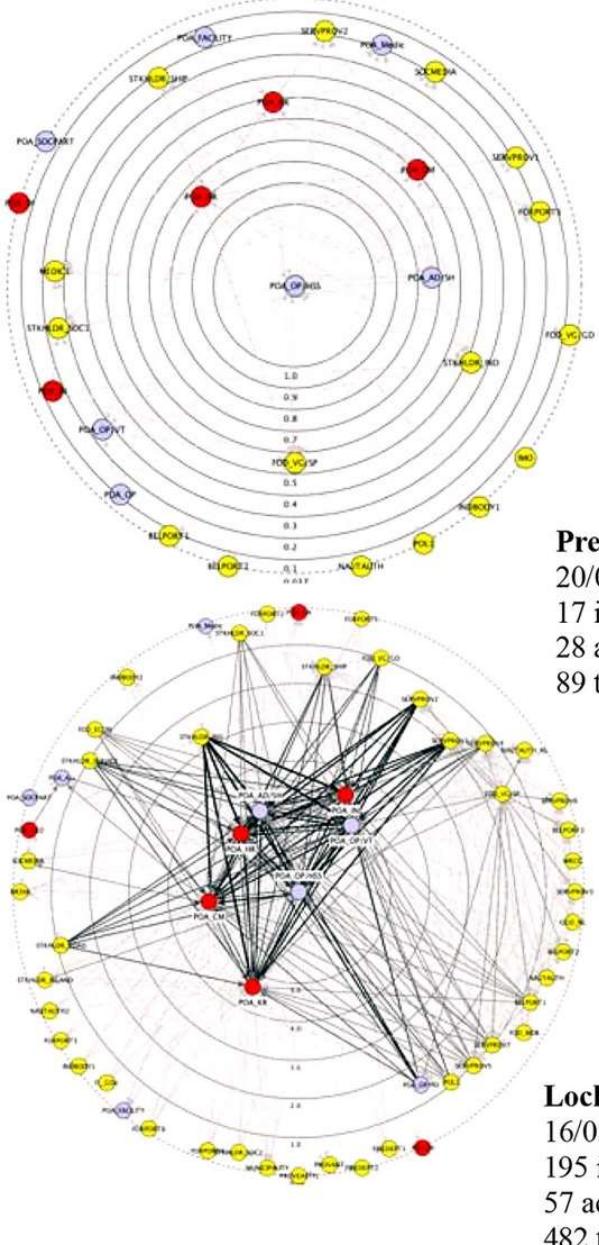


Figure 4. Four trajectories of a crisis alternative to the standard trajectory.

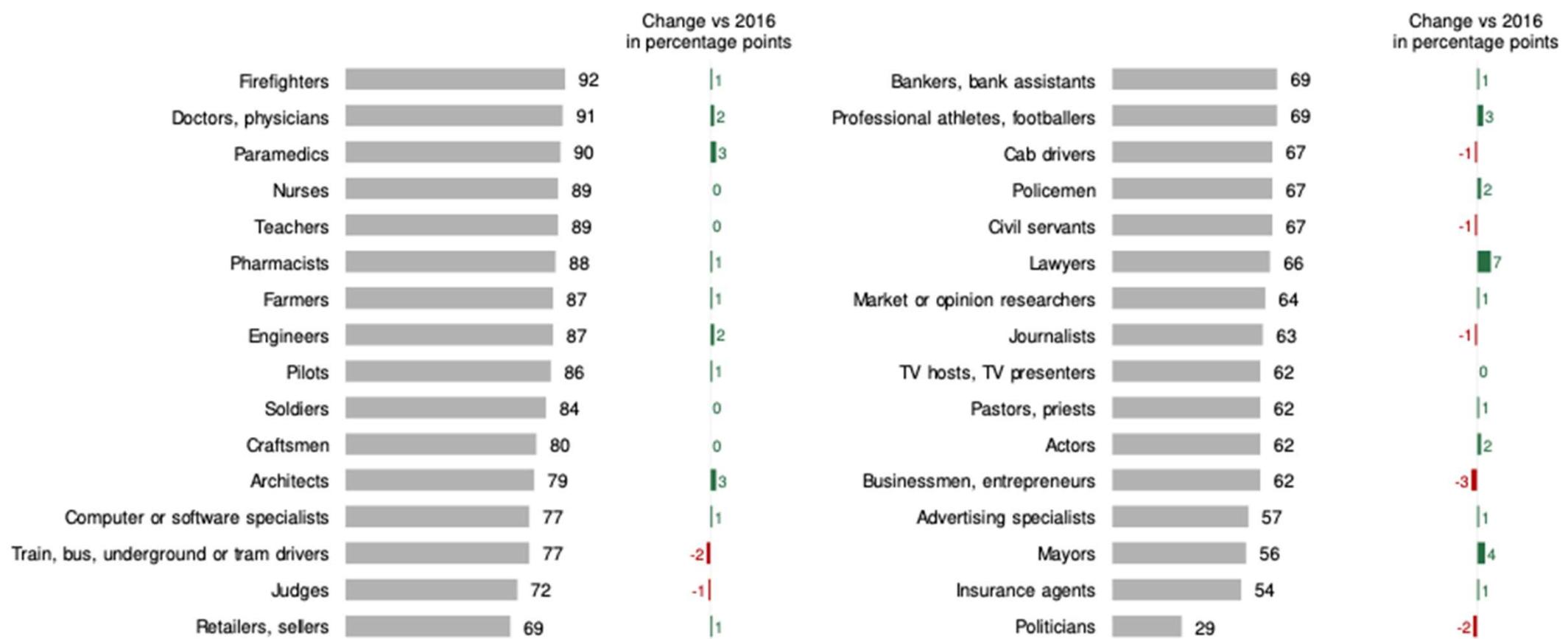
A dark, abstract background featuring a central, wispy, white-grey smoke or flame pattern that resembles both smoke and fire. The pattern is composed of delicate, flowing lines and curves, creating a sense of movement against the solid black background.

"In a small crisis, power moves to the center, but in a big one, it moves to the periphery"

Marc Noppen, CEO UZ Brussel

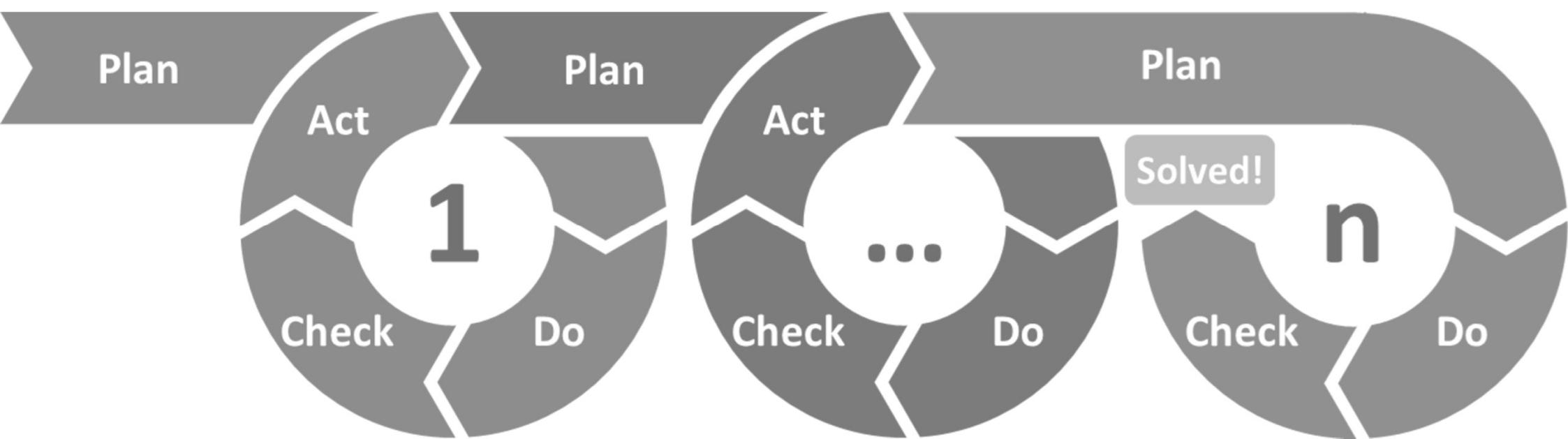


van den Oord, S., Vanlaer, N., Marynissen, H., Bruggemanns, B., Van Roey, J., Albers, S., ... & Kenis, P. (2020). Network of networks: preliminary lessons from the Antwerp Port Authority on crisis management and network governance to deal with the COVID-19 pandemic. *Public Administration Review*, 80(5), 880-894.



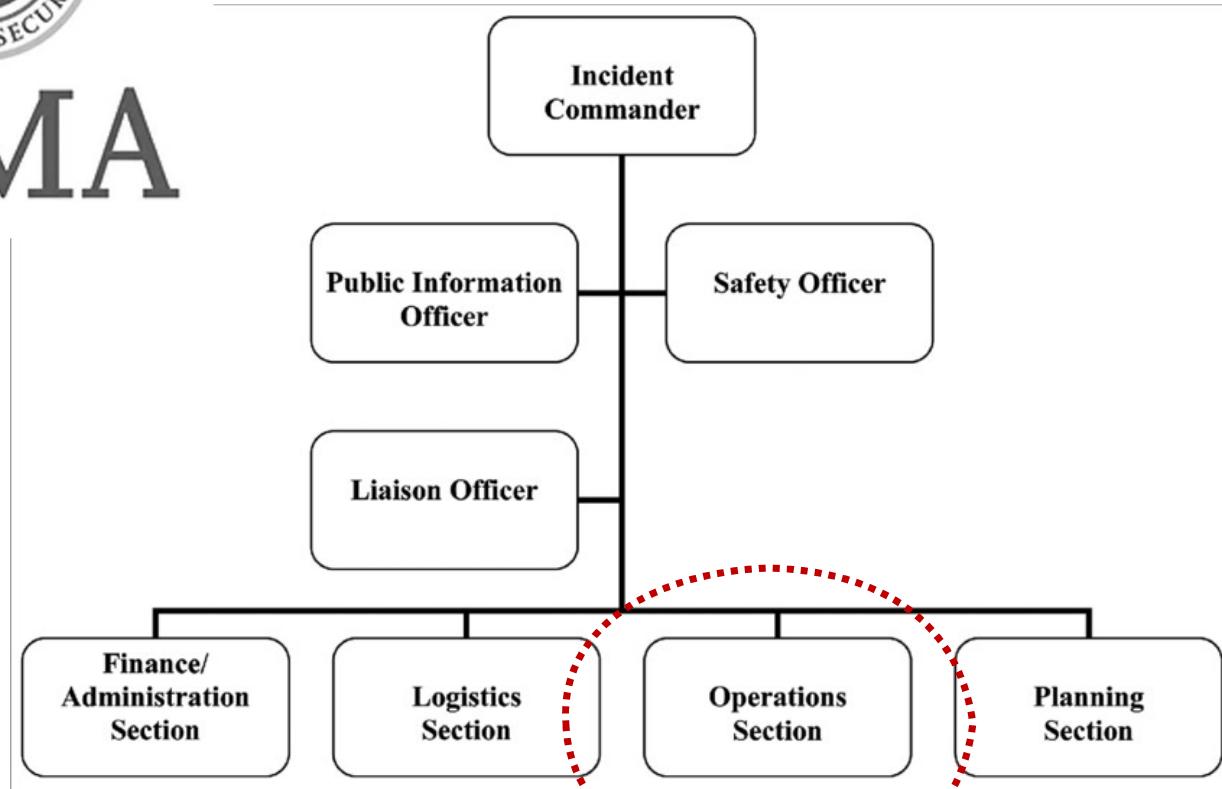
Base 2018: 23,519 respondents; restricted comparability due to additional country (Mexico)



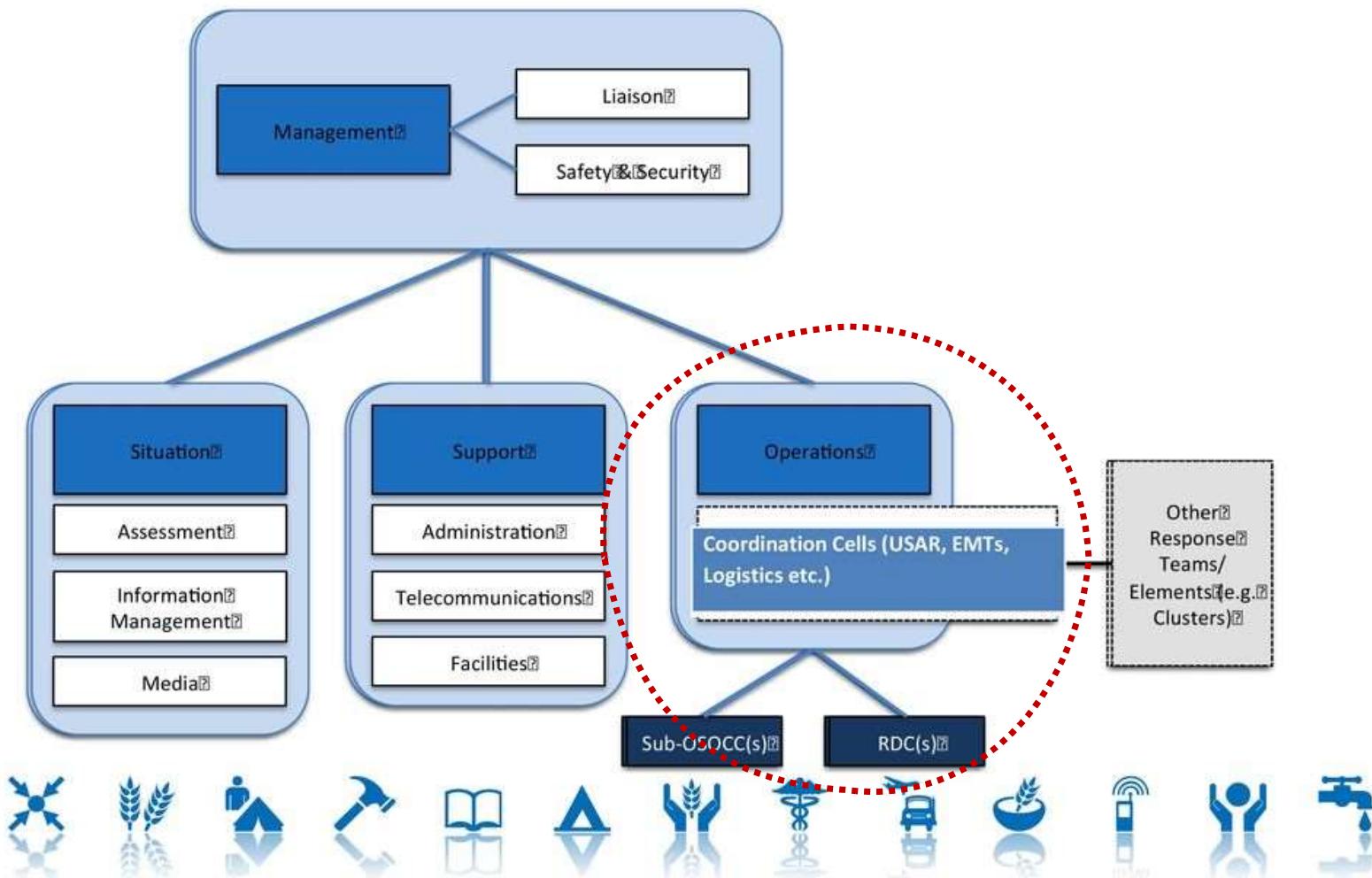




FEMA



OSOCC Structure





According to chapter 5 of the Danish Emergency Management Act, **all authorities are required, within their sectors, to plan for the continuity and maintenance of vital societal functions in case of major accidents and disasters**. This includes the development of preparedness plans.





Tot slot



“ ”

It is not the strongest of the species that **survive**, nor the most intelligent but the one most **responsive** to change.

CHARLES DARWIN

