Fourth Workshop on Strategic Crisis Management

“Anticipating crises and their potential pathways”

28-29 May 2015
Geneva, Switzerland

AGENDA
**Policy context**

Governments are consolidating strategic crisis management capacities (SCM) to help prepare for novel and unanticipated crises. New approaches should complement traditional crisis management policies in order to respond to crises of unprecedented complexity. Over the last three years, the OECD / Swiss Federal Chancellery workshops on strategic crisis management have explored the adaptive capacities that governments can use to manage a quickly evolving crisis landscape in the context of the OECD High Level Risk Forum of the Public Governance Committee.

These workshops highlighted in particular how countries coordinate leadership, strategic planning and response networks across sectors. The outcomes of these workshops contributed to the development of the OECD Recommendation on the Governance of Critical Risks adopted by the OECD Ministerial Council Meeting in May 2014.

**Workshop objectives**

The fourth workshop in this series will focus on capacity to anticipate crisis and potential pathways. Anticipation is essential to strategic planning before an event occurs and to preparedness for potential developments once a crisis unfolds. The workshop will discuss techniques used to detect emerging threats such as strategic anticipation, risk radar and horizon scanning. It will explore how anticipation can inform crisis preparedness and how to integrate novelty and creativity into crisis scenario planning. Participants will discuss how crisis cells anticipate potential developments of an unfolding crisis beyond historical analogies so that alternative responses can be prepared. Participants will be invited to discuss:

- How do governments and the private sector anticipate crises ahead of time?
- How do they communicate potential crises to decision-makers before they become an actual crisis?
- What are the key techniques to map the twists and turns a crisis might take once it has started?

Following the adoption of the OECD Recommendation on the Governance of Critical Risks by the OECD governments, the workshop will help to develop the High Level Risk Forum policy toolkit aimed at supporting the implementation of the Recommendation through identification of best practices and concrete country examples. The final discussions should also help identify critical issues for the development of a Risk Governance Outlook, which will have to address the issue of Strategic Crisis Management in full.

**Background documents**


**Additional Information**

For more information on the workshop, please contact charles.baubion@oecd.org and christoph.doktor@bk.admin.ch.
28 May 2015

09h00 – 09h30  Welcome coffee and tea

09h30 – 09h45  Introductory remarks

- Mr. André Simonazzi, Vice-Chancellor, Swiss Confederation
- Mr. Luiz de Mello, Deputy Director, OECD Public Governance and Territorial Development

MORNING SESSION: Crisis anticipation

09h45 – 10h45  Keynote presentation 1: From weak signals to crisis scenario

Dr. Hélène Lavoix, Director, The Red (Team) Analysis Society

The keynote presentation will introduce the rationale for crisis anticipation and the different approaches used to reduce future uncertainty for policy-makers. The presentation will discuss the challenges for foresight techniques to be efficiently utilised in policy-making and will propose ways to overcome them.

10h45 – 11h00  Coffee break

11h00 – 13h00  Expert panel 1: How can governments and the private sector anticipate crises?

This panel will discuss practices in crisis anticipation from governments and the private sector. Anticipation methods will be presented, and their results will be discussed. Short presentations will initiate a lively dialogue among the participants based on the list of questions below.

Moderator: Jack Radisch, OECD High-Level Risk Forum
- Mr. John Tesh, former Deputy Director, UK Civil Contingency Secretariat
- Mr. Paul Minnebo, Counter Terrorism Unit, EUROPOL
- Mr. Beat Habegger, Head Political Risk, Swiss-Re

QUESTIONS:
- What techniques are useful to anticipate crisis ahead of time?
- What is the potential of new tools and technologies (social network analysis, open data, to improve crisis anticipation capacities? Do they present any downside or barriers?
- How can international cooperation contribute to better crisis anticipation?

13h00 – 14h15  Lunch break

AFTERNOON SESSION: From anticipation to action

14h15 – 15h15  Keynote presentation 2: Briefing leaders on emerging threats

Mr. Ken Knight, former US national intelligence officer for warning

The keynote will introduce common types of surprises, identify process steps characteristic of effective warning systems, outline options for evaluating and prioritizing potential crises using multiple criteria, discuss approaches for matching analytic methods to specific problem types, highlight techniques for effectively communicating the warning message, and present suggestions for helping analysts and policy-makers identify and evaluate potential mitigation options.
**15h15 – 15h45**  Coffee break

**15h45 – 17h40**  Expert panel 2: Improving decision-making through crisis anticipation

This panel will explore how crisis anticipation can inform crisis preparedness. Panellists will present cases where anticipatory analysis is presented to decision-makers and used to develop preparedness strategies with a medium term horizon. Short presentations will initiate a lively discussion among the participants based on the list of questions below.

Moderator: Robert Mac Farlane, Assistant Director, UK Civil Contingency Secretariat

- Mr. Hannes Kõut, Deputy Secretary General, Ministry of the Interior, Estonia
- Mr. Florian Haacke, Chief Security Officer, RWE
- Mr. Lars Hedström, Executive Director, Institute for National Defence and Security Policy Studies

**QUESTIONS:**

✓ How to communicate potential crises to decision-makers?
✓ How to shift crisis preparedness resources for identified, but still uncertain threats?

**18h00 – 19h30**  Cocktail reception

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**29 May 2015**

**09h00 – 09h30**  Welcome coffee and tea

**MORNING SESSION: Anticipation during crisis**

**09h30 – 11h15**  Expert panel 3: How can crisis management cells anticipate crises?

This panel will present anticipation methods utilised in crisis cells to prepare different scenario of the development of the crisis. Participants will discuss how crisis cells anticipate potential developments of an unfolding crisis beyond historical analogies so that alternative responses can be prepared. Short presentations will initiate a lively dialogue among the participants based on the list of questions below.

Moderator: Eric Stern, Disaster Research Center, University of Delaware

- Mr. Andrew Grace, Head of Operations, Crisis Coordination Branch, Emergency Management Australia (via Videoconference)
- Mr. Mads Ecklon, Head of Centre for Preparedness Planning and Crisis Management Danish Emergency Management Agency
- Ms. Carole Dautun, Head of Risk and Crises, French Institute of Higher National Studies on Security and Justice

**QUESTIONS:**

✓ What are the key techniques to plot how a crisis may develop once it has already started?
✓ How to ensure creative thinking in crisis cells to allow anticipating unforeseen crisis pathways and tipping points and gain lead time to prepare strategic response?

**11h15 – 11h30**  Coffee break
11h30 – 12h30  

Concluding roundtable: advancing the OECD agenda on the governance of critical risks

The roundtable will discuss options for furthering the implementation of the Recommendation on the Governance of Critical Risks as concerns Strategic Crisis Management. Participants will discuss how the discussions can help extract lessons and good practices to develop the “HLRF Toolkit” and help identity useful good practices. The discussion will also address how the OECD can assess progress with regards to Strategic Crisis Management practices and the strengthening of countries’ capacities in view of the forthcoming OECD Outlook on Risk Governance. The goal will be to support policy implementation through more systematic cross country analysis and comparisons.

Moderators: Nicolas Mueller, Swiss Federal Chancellery / Stéphane Jacobzone, OECD

- Dr. Miriam Haritz, Federal Office of Civil Protection and Disaster Assistance, Germany
- Mr. Corrado Zana, Head of Business Continuity for Europe, Marsh
- Lt. Col. Andy Schlegel, Strategic Analyst, NATO