






Emergency Management & Safety Solutions

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What Should We be Planning For?

Looking Forward and Looking Back



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Agenda

- What's happened lately?
- Three Types of Emergencies We Should be Planning For:
 - Routine
 - Crisis
 - Emergent Crises
- Looking Forward
- What's Required Now

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What's Happened Lately?

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2012 Big Climate Stories

- 2012: Last year – hottest year on record.
- Protracted drought.
- “Superstorm Sandy”.

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Drought



- Protracted drought in much of the world.
- Much of the world's population has limited access to water.
- Nearly 51 percent of the U.S. is still in a drought.
 - That's down from 65 percent in all of 2012— the most severe and extensive drought conditions in 25 years and the hottest year on record, according to the NOAA.

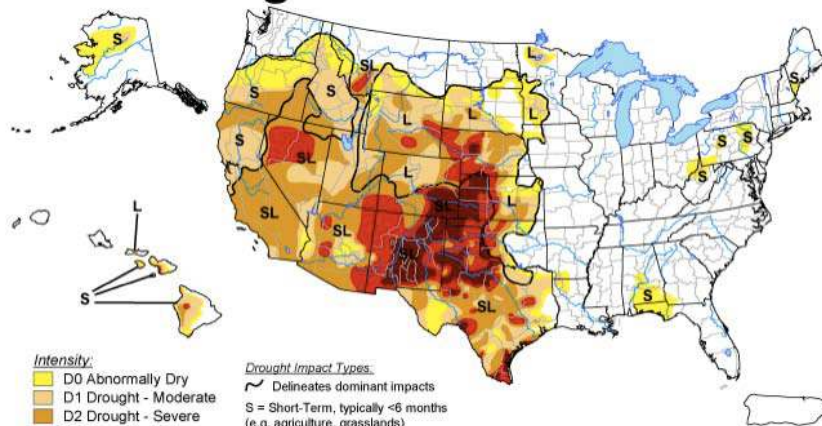
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U.S. Drought Monitor

June 18, 2013
Valid 7 a.m. EDT



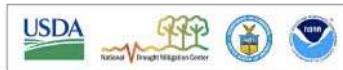
Intensity:

- D0 Abnormally Dry
- D1 Drought - Moderate
- D2 Drought - Severe
- D3 Drought - Extreme
- D4 Drought - Exceptional

Drought Impact Types:

- ~ Delineates dominant impacts
- S = Short-Term, typically <6 months (e.g. agriculture, grasslands)
- L = Long-Term, typically >6 months (e.g. hydrology, ecology)

The Drought Monitor focuses on broad-scale conditions. Local conditions may vary. See accompanying text summary for forecast statements.



Released Thursday, June 20, 2013

<http://droughtmonitor.unl.edu/>

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Out of
Danger
Comes
Opportunity

Hurricane Sandy



- Deadliest and most destructive storm of the 2012 Atlantic hurricane season.
- Second costliest hurricane in United States history. Preliminary estimates assess damage at \$75 billion. (In 2005, Katrina's damage was higher, \$81 billion.)

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Danger
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2012 Was Expensive

- Economic losses from natural catastrophes and man-made disasters is estimated to have reached \$140 billion for 2012.
 - Weather events, primarily in the U.S., dominated insured losses for 2012.
- The re/insurance industry will cover approximately \$65 billion of all 2012 losses, significantly contributing to post-disaster relief.

Source: Swiss Re report: http://www.swissre.com/media/news_releases/nr_20121219_sigma_natcat_estimates_2012.html
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2011 – Worse Than 2012

- In case you were asking yourself, which year was the most expensive?
 - 2011 will likely be the year with the highest catastrophe-related economic losses in history, at \$370 billion.
 - 2011 would have been the costliest year ever for the insurance industry if Japan had been more fully insured.

Source: Swiss Re report: http://www.swissre.com/media/news_releases/nr_20111215_preliminary_estimates_2011.html

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Danger
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What about just the last week?



Recent Natural Disasters <http://www.disaster-report.com/>

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2013...Just the Last Week



23 June 2013

- Flash floods and landslides unleashed by early monsoon rains have killed at least 575 people in northern India with tens of thousands of people still missing and entire villages destroyed.
- More heavy rain is forecast.



Calgary Floods



22 June 2013

- At least three people have been killed by floodwaters devastating southern Alberta, leading authorities to evacuate the city of Calgary's entire downtown.
- The Canadian prime minister, Stephen Harper, called the severity of the flooding "stunning" and said officials don't know yet if it will get worse.
- Harper also said the water had peaked and stabilized and noted that the weather has improved.



Singapore Smog "Haze"



- A large-scale air quality disaster has hit Singapore and Malaysia. In Singapore, haze at 12 p.m. on 21 June 2013 reached 401 making a record of *worst in its history*. Singapore haze 2013 is caused by continued uncontrolled burning from plantation cultivation in Indonesia.

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Severe Storms in New Zealand



20 June 2013

- Latest storm in Wellington region of New Zealand has been described as the worst storm in 37 years by a scientist of National Institute for Weather and Atmospheric Research (NIWA).

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Preparing for the Future

- We can't know what the future will hold, but we can know the types of emergencies we might face.



Types of Emergencies



Three Types of Emergencies

1. Routine emergencies.
2. Crisis emergencies.
3. Emergent crises.

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Routine Emergencies

- “Routine” does not mean “easy.”
- “Routine” refers to the relative predictability of the situation.
 - Of a “general nature” that permits advanced preparation.
- Able to take advantage of lessons learned from prior experience.
- Likely to have thought about:
 - What we need to plan for.
 - What is needed (equipment, etc.).
 - Have done training and exercises.



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Crisis Emergencies

- Distinguished by significant elements of **novelty**:
 - Threats never encountered before.
 - A familiar event occurring at unprecedented speed.
 - A confluence of forces, which, while not new, in combination pose unique challenges.
- Because of the novelty, plans and behaviors that may work well in “routine” situations are frequently grossly inadequate or even counterproductive.



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Crisis Emergencies Require Different Capabilities

1. Diagnose the elements of the novelty.
2. Improvise response measures adequate to cope with the unanticipated aspects of the emergency.
 - Born of necessity, these may be actions quite different than ever done before.

The response must be **creative** and extremely **adaptable** to execute improvised solutions.

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Emergent Crises

- Pose special challenges in terms of recognizing novelty because they look much like “routine emergencies” in their early stages.
 - Only **later** do they reveal their unusual characteristics.
- Leaders may be slow to see the new features that require a different response. They become “wed” to their original solution.



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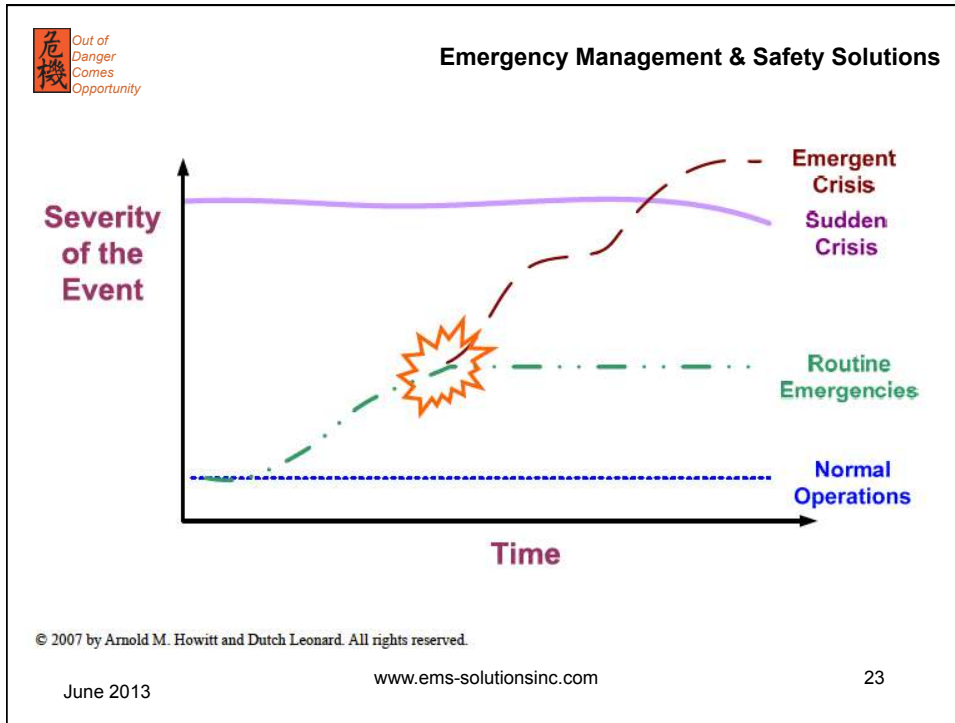
Two Great Examples

- There are two great examples of impending health emergencies currently happening before our eyes:
 - H7N9.
 - Middle East Respiratory Syndrome Coronavirus (MERS-CoV).

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Out of Danger Comes Opportunity

Looking Forward

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The Crystal Ball



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"If you don't know where you're going,
you'll end up somewhere else."

– Yogi Berra

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2013 and Beyond – Your Turn!

- Turn to folks around you for a quick conversation about what we should be planning for.
- Your assignment:
 - What should we be planning for over the next few years?



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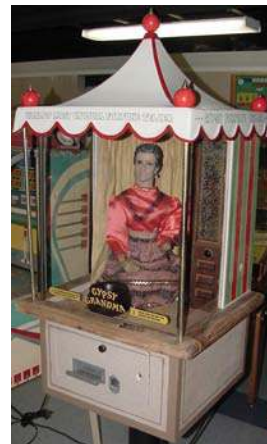
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What's Next?

- More of everything:
 - More visible increases of the overall effects of climate change.
 - Increase in weather-related disasters of all kinds.
 - Disease outbreaks due to population concentrations, zoonotic illnesses, and free-moving populations.
 - Cyber-security issues impacting larger audiences.
 - Issues related to globalization, including outsourcing and supply chain disruptions.
 - **The wild card:** Terrorism.



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Where is the Profession Going?



- Shifts and changes are occurring in the profession that will increase over time.
 - Migration towards risk management.
 - BCP departments being part of a larger enterprise activity.
- How can we be part of a change rather than waiting for something to happen?

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Common Threads in this Possible Future

1. The need to adapt. The world and crises are fast-moving and fast-changing. We must be adaptable.
 - This doesn't mean we have to prepare for terrorism or diseases *per se*, but prepare for their effects and impact.
2. The need to have an integrated strategy to recover the technology and the business.
3. The need to exercise those strategies regardless of where they are (an outsourced location, home, wherever).
4. The need to reexamine a recovery plan that brings everyone together.
 - It may no longer be the best solution or the most cost-effective.
 - However, the "work from home model" can't be the "be all, end all."
5. The need to work differently to accomplish the same task. **Think differently.**

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What's Required Now

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What Now?

- We need to do more than think outside the box.
 - Maybe we need to toss the box out!
- To meet the challenges facing us, we need to marshal all of our resources.



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We Need Creative Leadership

- Where this leadership will come from:
 - National.
 - Your industry (both your specific industry and the BCP field).
 - Your company.
 - You.



Leadership Types

- Four leadership types:
 - Traditionalist: The assertive resistor of change.
 - Maintainer: The covert resistor of change.
 - Adapter: The one who embraces change and is willing to learn new things.
 - Innovator: The real leader of change, a risk-taker.

- Dr. James Canton CEO Institute for Global Futures



Traditionalist

- Assertive individuals who openly resist change.
 - “If it ain’t broke, don’t fix it.”
- They can recite numerous reasons why “things ought to stay the way they are.”
 - “Time tested” is a big reason behind their resistance to the change.
- Most organizations that have difficulty changing are dominated by Traditionalists.

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Maintainer

- Tend to be silent, covert resisters of change.
 - They say “yes,” but mean “no.”
- Maintainers are difficult to spot, often hiding behind Traditionalists.
- Maintainers tend to want to maintain the status quo.
 - Don’t like to “make waves.”
- Think brands that didn’t make it:
 - Wang computer, Blockbuster.

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Adapter

- The type of individual open to change.
- Willingness to learn new things, to learn whatever is necessary to grow the business, increase quality, and identify breakdowns to achieving success.
- Adapters are stakeholders in the change.
- They don't necessarily enjoy dealing with change any more than others, but they are more courageous about taking actions to manage change.
- Willing to take responsibility for managing the change process and enrolling others to change.

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Innovator

- The folks who, after leading the charge about an innovative solution, have at least a few arrows in their back.
- Early adopters of new ideas; they are the pioneers of change.
- Often dismissed as “crazy” or “driven,” they are the inspiration for companies, customers, and industries changing.
- *Customers* are more often the Innovators and are driving change.
 - They want easier to use, faster, smarter and more cost-effective technology solutions.

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Which One Are You?



- Traditionalist?
- Maintainer?
- Adapter?
- Innovator?
- The questions you need to ask yourself:
 - “How can I innovate in my organization in the months and years to come?”
 - “How can I innovate my personal career?”

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Our Action is Required

- We are faced with challenges that we couldn't possibly have imagined 10-15 years ago.
- We must design our plans around fluidity and adaptability.
 - There is no “one size fits all” plan, or even “one size fits many” plan.
- Traditional recovery strategies need updating and may not work for some threats.
- We must strive to become innovators in our companies, **and in our lives.**

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Set your life on fire.
Seek those who fan your flames.
- *Rumi*

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Thank you

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