# Editorial Note: Edition 6 – Winter Spring 2008

My name is Ed Beakley, and I'm not running for anything.  I am the director of Project White Horse *084640* and I'm writing a book focused on time critical decision making in severe crisis, worst cases, if you will.  I've been to war, been heavily involved with development and testing of weapons and systems utilizing "information age" technology.  Since 1998 I have been completely immersed in testing, training, and experimentation event design, implementation, and analysis focused on terrorism and homeland security.  In the last eighteen months my professional (read day job) focus has been on examining and determining terrorism mitigation protocols for military installations.  I am not an author – maybe someday someone can consider me as such – but for now I'm working on learning, unlearning, relearning.

The project was initiated in order to create a dialogue on crisis decision making, provide a forum for the exchange of professional thought among specialist in relevant fields on the vast range of the involved topics, and in addition, to publish or re-publish the excellent thoughts of others found in my quest.  I most strongly believe that the world dynamics of this century require new education for all of us – government, military, public safety, and citizen alike – far beyond that necessary in the twentieth century.  The outline for the book has evolved into four sections: 1) Defining the 21$^{st}$ Century environment  (See Chapters Tab);  2) New Elements  of necessary knowledge and perspective (the articles provided in past editions (see Archives Tab) such as the most recent on Fourth Generation Warfare are provided in this context): 3) The need to develop and evolve resilient communities (the subject of this edition and focus for 2008, further explained below); and 4) Survival on our own terms in an uncertain century.

The last edition offered multiple discussions on Fourth Generation Warfare (4Gw) as a lens through which to view not only the war on terrorism, Iraq, and Afghanistan, but also urban crime and natural disasters.  Underlying this thread was the idea that our world is messy –chaotic and uncertain.  If we "view" it that way, if we think about the future that way, we will make better informed decisions.

The introduction page now expands that thought.  If our leadership does not have the education, experience, or maybe even the attitude to recognize the true nature of this century, can we expect acceptable results?

This edition and focus for 2008 is based on the premise that "we the people" need to come to resemble our frontier surviving, nation building forefathers – able to adapt and thrive in a hostile environment on our own initiative, assisting our first responders, not waiting to be saved, cursing the cavalry for not being on time. (See Forum Tab, RC#1 for more on Project White Horse Resilient Community Initiative)  We begin with the continuing Project White Horse perspective in Part 4 of "DaVinci's Horse."

As always, the intent is to provide wide perspective including aspects not apparently connected.  It would be hard to find more separation than the leading "From the Field" discussion of self-designing "high reliability organizations" as exemplified by aircraft carrier operations, and a later focus on troubled youth "coming back" from high risk environments.  We follow with a context setting article, originally published by the *Journal of Contingencies and Crisis Management*, looking at crisis analysis from a process perspective as compared to evaluation of the discreet event.  The author concludes that the vulnerability of an organization does not so much reside in its actual weaknesses as in the ignorance of these weaknesses.  Next we look at bounce-back by troubled youth, with significant lessons for communities, We continue with a recommendations for school security derived from how military bases are assessed and protected, recommendations on enhancing combined civil and military operations, and finally, discussion of how planning effects our approach to response.

The focus on Resilient Communities will continue with the Summer Edition focus on strategic leadership requirements, the Fall Edition focus on regaining "relative superiority" after a disaster strikes, and Winter focus on building a Resilient Community.

A few operational notes:  Throughout the year, the **Forum** (http://blog.projectwhitehorse.com/ ) will be used between editions to provide links to articles of interest and continuing comments on evolving aspects of the exploration of Resilient Community ideas.  Several posts (RC# 1…) are already available. A new e-mail address for correspondence is (note Anti-Spam spelling): projectwhitehorseatroadrunnerdotcom

Reader thoughts via either blog comments or e-mails are greatly desired.

1. **Da Vinci's Horse: Perspectives on Decision Making in Crisis** <u>Part 4 – Resilient Communities</u>

Part One of *Da Vinci's Horse* closed with a statement and question: As Leonardo da Vinci's sculpture of a giant horse stands as a symbol of the Renaissance and his unique perspective, creativity and gifts to the world, when historians look back on America and the problems unmasked by the attacks on the World Trade Center and the Pentagon, what will be noted as our symbol of creative response in the 21st Century? Indeed, will there be one?

For 2008, Project White Horse *084640* will explore thinking about that future in context of the idea of a **resilient community**, whether that "community" be a university, a city, a state, or a nation.  The decision (and investigation since Fall '07) to focus for some period on the idea of resilience derives directly from the PWH focus on time critical decision making in crisis – particularly worst case scenarios.  By using analysis concepts more focused on process than event, when looking at a Katrina-like or Virginia Tech type events, it stands out clearly that no matter how well local first responders act or how quickly national assistance arrives, worst cases create situations that simply can't be mitigated completely by "those officially responsible - leaders and troops alike."  Citizens must be prepared and heavily involved in their own survival and recovery.  The more prepared the citizen, the less required by responders for individual support with more focus and effectiveness on dealing with the larger community needs. The more ready the citizen, the more likely the survival and recovery when a major disaster severely diminishes or isolates the ranks of the professional first responder.

*Saper vedere, Sapio audacter …sapere aude*

To see is to know – dare to know … dare to be wise-think boldly

*Read Da Vinci's Horse Part Four: Resilient Communities*

2. ***Is Crisis Management (Only) a Management of Exceptions?***
   By Christophe Roux-Dufor

Crises are basically viewed as exceptional events.  Current crisis management and analysis is then largely an event-centered approach that considers the crisis as the result of an event defined in time and space - the so-called triggering event. The triggering event makes the crisis visible. It crystallizes multiple dimensions and initiates a dynamic process that is often out of control.  This story line tends to lead to an attitude of fatalism or victimization. But that freeze frame point in time offers an information rich opportunity to examine much more than the event and its consequences and specific dynamics.  Here, the idea that crises are opportunities should be revisited.  A theory of crisis should be able to integrate a wider time perspective and should lead individuals to ask themselves questions about the meaning and origins of crisis, not just filling in the unknowns of the specific event. If in addition to event based analysis, crisis could also be viewed (and analyzed) as a process of organizational weakening that degenerates until the point of disruption – the triggering or precipitating event – research could focus on the identification and characterization of <u>crisis-fostering environments</u> and on the processes of weakening of

organizations. If crisis analysis as process can reveal crisis fostering environments, should it not also allow developing crisis mitigation environments – resilient communities?

**Read the article**

3. ***Hard-Wired to Bounce Back***
   by Nan Henderson, M.S.W.

Can individuals learn to be more resilient, or are some just born with the ability to bounce back from adversity? Both, according to researchers, whose work suggests that human beings are born with an innate self-righting ability, which can be helped or hindered. Their findings are fueling a major shift in thinking about human development: from obsessing about problems and weaknesses to recognizing "the power of the positive"--identifying and building individual and environmental strengths that help people to overcome difficulties, achieve happiness, and attain life success. Identifying, celebrating, reinforcing, and nurturing the growth of these positive human traits is the most important skill we can collectively develop to help ourselves and others be more resilient. But, can skills applied to individuals make a difference in the face of worst case disasters? Do we need to pull doves out of hats?

Read the Article

4. ***The Self-Designing High-Reliability Organization: Aircraft Carrier Flight Operations at Sea***
   By Gene I. Rochlin, Todd R. La Porte, and Karlene H. Roberts

Studies of large, formal organizations that perform complex, inherently hazardous, and highly technical tasks under conditions of tight coupling and severe time pressure have generally concluded that most will fail spectacularly at some point, with attendant human and social costs of great severity. The notion that accidents in these systems are "normal," that is, to be expected given the conditions and risks of operation, appears to be as well grounded in experience as in theory. Yet there is a small group of organizations in American society that appears to succeed under trying circumstances, performing daily a number of highly complex technical tasks in which they cannot afford to "fail."

Of all activities studied by our research group, flight operations at sea is the closest to the "edge of the envelope"--operating under the most extreme conditions in the least stable environment, and with the greatest tension between preserving safety and reliability and attaining maximum operational efficiency. Both electrical utilities and air traffic control emphasize the importance of long training, careful selection, task and team stability, and cumulative experience. Yet the Navy demonstrably performs very well with a young and largely inexperienced crew, with a "management" staff of officers that turns over half its complement each year, and in a working environment that must rebuild itself from scratch approximately every eighteen months. Such performance strongly challenges our theoretical understanding of the Navy as an organization, its training and operational processes, and the problem of high-reliability organizations generally.

Read the Article

5. ***Defense For The College Campus***
   By Evelyn Byrd, CPP

A college campus is similar to a military installation in many ways. The US Department of Defense (DoD) has been protecting installations, and the people on them, for generations. The threat of terrorism, particularly since the bombing of Khobar Towers (Saudi Arabia) in 1997 gave birth to the Antiterrorism

(AT) Standards that are used today in the US military.  This article proposes that those very same AT Standards used to protect military bases can be used as a basis for a comprehensive security program on college campuses.

Read the Article

6. ***Creating A Coordinated Game Plan: Improving the Effectiveness of Military Civil Support to Law Enforcement***
   By Bob Brooks

Lieutenant General Russel Honore was the Joint Task Force Commander who provided the most visible and effective leadership in the days immediately following the devastation caused by Hurricane Katrina. In response to an inquiry about what he thought law enforcement should know about National Guard support, he stated that based on his experience, "The first responders and any other response organization should have exercised and collaborated before the storm. The scene of a disaster is not the place to exchange business cards." He also recommended that coordination between law enforcement and the National Guard could be improved by threat specific planning accompanied by training in which potential participants are stressed to the point of failure.

Law enforcement and military responders cannot afford to ignore the lessons learned from prior events. Jurisdictions will have to rely on National Guard support for law enforcement in future catastrophic events, just as we have in the past. Citizens have a right to expect an effective, coordinated and rapid response to a life threatening disaster. Only by beginning to plan, train and exercise together can law enforcement and the National Guard fulfill their obligation to be at their best when the need is the greatest

Read the Article

7. ***Abundance of Planning Failures***
   By G.I. Wilson

The news is replete with stories about the abundance of planning failures. This paper explores why we fail to plan adequately. According to the Economic and Social Research Council (ESRC) public opinion polls show people believe the government is responsible for protecting them. Despite the public's belief that the onus for protecting them rests solely with local, state, and federal agencies, planning failures persist. The public and private sectors' planning failures stem from a wide range of reasons. These encompass, lack of resources, funding, imagination, and simply not planning ahead. The challenges of planning failures are nonetheless foreseeable. This paper contends that a combination of bureaucratic processes, flawed mental models (e.g. lack of imagination, faulty assumptions, analysis paralysis), lack of risk awareness, and preference for the status quo, couple with factors such as groupthink, fallibility of human reason, and "turf" battles all contribute to planning failure.

Read the Article

8. ***DaVinci's Horse Part 4***
   By Ed Beakley