CRISIS PRESPONSE

Protection Prevention Preparedness

Response

Resilience

Recovery



A YEAR OF MEGASHOCKS

Environment, Economy & Peace | Leadership & Innovation | Urbanisation | Responders & Security | Covid-19 | Risk Perception | Hidden Threats | Generational Communication

CRISIS RESPONSE

Editor in Chief

Emily Hough emily@crisis-response.com

Editorial Assistant

Claire Sanders claire@crisis-response.com

Projects Development Manager

Derva Kemmis derya@crisis-response.com

Design & Production

Chris Pettican chris@layoutdesigner.co.uk

News and Blog research

Lina Kolesnikova lina@crisis-response.com

Web Support

Neil Moultrie

Subscriptions

Crisis Response Journal is published quarterly; it is available by subscription in hard copy or digital. subs@crisis-response.com

Published by Crisis Management Limited, Sondes Place Farm, Westcott Road, Dorking RH4 3EB. UK

© Crisis Management Limited 2020. Articles published may not be reproduced in any form without prior written permission. Printed in England by The Manson Group, UK ISSN 1745-8633

www.crisis-response.com in join the *CRJ* LinkedIn group follow us on twitter @editorialcrj



contents

4 Lawyers and communicators together..... 28 Conflict between legal and communication Comment

Environment, economy and peace.

Serge Stroobants and Lea Perekrests explain that ecological crises are significant threats to international stability

Unveiling the systemic nature of risk

We can learn early lessons to assist a green and sustainable recovery from the Covid-19 crisis, according to Rosalind Cook and Sebastien Penzini

Leadership & innovation Terra Incognita: Vision and action.

Today's global situation demands that we lay to rest our pre-established crisis visions and move towards creative and flexible leadership, say Emily Hough, Patrick Lagadec and Matthieu Langlois

The danger of too many fresh eyes..

Crisis leadership demands acknowledgment of knowledge limitations and humility in taking advice from those paid to know the subject. As crisis leaders, do we listen to our people?

Kaleidoscopic learning

Most of us prefer to be optimistic rather than look at the downsides. But we can combine positive and negative thinking towards positive action, says Gareth Byatt

Leadership, AI and the collective brain 24

Artificial intelligence and data centres are causing social transformations that are changing our world. Jean-Jacques Martin asks what this means for leaders

Leadership powers

Randall Collins explores how different bases of power relating to leadership apply to emergency managers

advice is still a real problem, says Tony Jaques

Systems and people David Wales says contemporary crises models are fundamentally unsuited to future needs

...12 Crises & urban areas

From refugee to responder Alistair Harris describes how the Palestinian Civil Defence in Lebanon has been

Complex urban environments: Beirut 36

.14 Albrecht Beck, Marc Arnold and Andra Covaciu argue that a focus on operational governance remains crucial in adopting the resilient cities concept

transformational for young refugees

Disaster recovery by design

Idrees Rasouli outlines why he is setting up the Institute for Post Disaster Recovery

Response & security Deliberate mass casualty incidents...

There is a multiplicity of medical care protocols, writes Juan José Pajuelo, but optimal co-ordination among first responders remains elusive

Technology to rebuild communities....

Pix4D collaborates explores a use case in California following this year's devastating wildfires

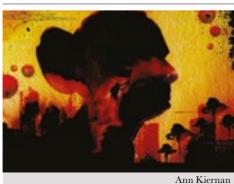
Enhancing rural safety and security

Charles L Werner shares the success stories of the Lincolnshire Police drone programme

26 Keeping an eye out for deception.

Andrew Staniforth explores the need to review and reform the radicalisation risk management process

Leadership vision p14



Too many fresh eyes? p18



Embassies and security.

Embassies, consulates and diplomatic missions are a desirable target for terrorists, militants or mobs, writes Lina Kolesnikova

Covid-19 crisis analysis Pandemics and national insecurity...

Confusion, disparate policies and indecision contribute to collective denial and reluctance to give up freedoms, says Jennifer Hesterman

Private security services

In times of crisis private security services are essential, but they need both support and recognition, notes Catherine Piana

Covid-19: Gaza Azzam Abuhabib, Samer Abuzerr and Said

Abu Aita look at responses in the Gaza Strip

No breathing room.

Covid-19 and Pakistan's smog problem have devastating parallels - and they're about to collide, warns Luavut Zahid

Covid-19: India

Peter Patel reviews the pandemic management and challenges faced by this diverse and enigmatic country

Global risk perception

Ali Malvern questions whether governments are considering how society behaves when setting strategy and managing their response

The unrelenting challenge.

Jacqui Semple explores how resilience professionals can find support to help prepare for the next stages of the pandemic

Survive and thrive

Flexibility, agility and inventiveness shown by organisations should provide the confidence needed for recovery, advises Mike O'Neill

Kaleidoscopic learning p20



Digital and print editions for subscribers www.crisis-response.com

Marcus T Coleman and Sarah Baker provide insights to help officials and community leaders lead their communities through crises

Cover story: A year of cascading, complex crises

Cover image: Miles Cole

Lockdowns and lives lost

Lyndon Bird presents an objective examination of the rationality of government policies and decisions around Covid-19

'Hidden' threats

.58 Andy Blackwell explores hidden and insider threats to civil aviation and provides guidance on the actions organisations can take to protect themselves and safeguard their people, assets and reputation

Pandemic psychosocial problems.

Todd Benham, Michelangelo Bortolin and Gregory Ciottone say it is imperative to address the psychosocial effects of Covid-19

Connecting with young people

Attempts to encourage young people to change their behaviour during the pandemic show that more needs to be done to connect with them, observes Amanda Coleman

Take a deep breath...

Lyzi G Cota offers techniques that can help people who are accumulating signs of anxiety, depression, PTSD and even suicidal behaviour

Regulars

Events.

Mary Robinson, Chair of the Elders, and Asahi Pompey of the Goldman Sachs Foundation provide some enlightening insights ahead of the next World Humanitarian Forum event

Frontline

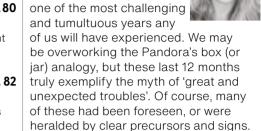
Tamer Khatib of the Palestinian Civil Defence in a refugee camp in Lebanon tells Claire Sanders how the scheme is a force for good

Handling the next waves? p74



comment

. 52 Medically fragile δ socially vulnerable 78 his edition's front cover depicts some of the events that have occurred in 2020, which has most certainly been



But unheeded warnings notwithstanding, these events have certainly combined to strain 86 individual, professional, community, business, national and international resilience as never before.

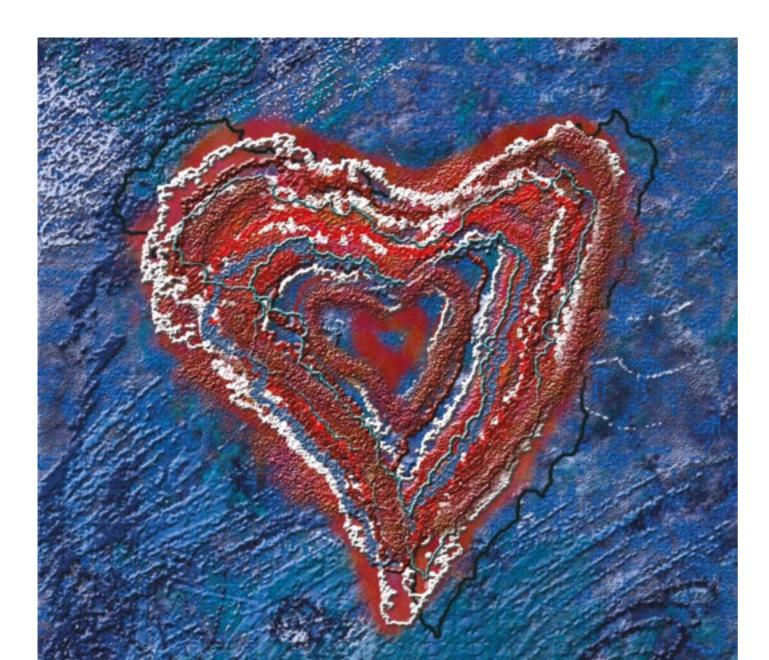
Twelve months ago, CRJ's front cover warned leaders that: "All eyes are on you." In today's landscape of repeated shockwaves, cascading crises and, "instant systemic contamination that piles up challenges on multiple fronts," leadership across all disciplines political, business, governance and institutional - is being scrutinised as never before. Sadly, reactions and responses to the pandemic have been, to put it politely, erratic in many areas.

Worryingly, we know that more shocks are on the way - wishful 94 thinking will not magically sweep away the harsh onslaught of climaterelated events. The "toxic polarisation, anti-scientific mindsets and retreats into alternative realities" mentioned on p14 are symptoms, not the cause of today's lack of coherence and solidarity in the face of global threats.

Yet, as with Pandora's box, there are glimmers of hope. Human innovation, creativity, business and science have combined to develop vaccines and deliver other life-saving products and services in record time. Stories of selfsacrifice, dedication and love abound. People are still caring for others.

All of us in society, but particularly our leaders and those responsible for the safety and security of communities, must not let the next wave of crises come to pass in a wilful paroxysm of inattentional blindness.

And here's hoping that 'deceptive expectation', which is the alternative interpretation of 'hope' in the Pandora myth, does not hold true.



Take a deep breath...

Everyone is fatigued and stressed after the prolonged effects of coping with the Covid-19 pandemic, and none more so than those tasked with governance, continuity, resilience and emergency response. Responders and planners are accumulating signs of anxiety, emotional exhaustion, depression, PTSD and - in extreme cases - suicidal behaviour, according to Lyzi G Cota. But she offers a few techniques that can help

Rolffimages I 123rf

Covid-19 and mental health

esearch published in the British Journal of Psychiatry found that women, young adults, socially disadvantaged people and those with pre-existing mental health conditions reported the worst mental health outcomes in the initial six weeks of national lockdown and that rates of suicidal thoughts had increased, especially among young adults.

It is daunting and difficult to believe that as crisis and emergency managers, as disaster and first responders, we have learned how to prepare, plan, protect and recover material possessions, communities, finances, public infrastructure and physical integrity - but we don't address mental health with the same dedication and standards.

Sadly, little is focused on protecting our minds, emotions and response to depression, stress, anxiety and mental trauma.

Science teaches us that humans have three brain regions: the first and the oldest of all of them is the reptilian brain or primal brain (basal ganglia), the second is the Paleomammalian or emotional brain (limbic system) and the third is the Neomammalian or rational brain (neocortex). However, it is the reptilian brain that experiences more activity during a crisis or disaster response, since it is involved with the body's vital functions, such as heart rate, breathing, balance, body temperature and primitive drives associated with hunger, thirst, sexuality and territoriality.

Fight or flight

What activates the fight or flight response? This physiological reaction occurs when we are in the presence of something we perceive as physically or mentally terrifying.

The body's sympathetic nervous system is activated by the sudden release of hormones and stimulates the adrenal glands, triggering the release of catecholamines (adrenaline and noradrenaline included). This sequence of hormonal activity increases heart and breathing rates, as well as blood pressure. When we perceive the threat to be over, it takes between 20 to 60 minutes for the body to return to its pre-arousal levels.

According to the WHO, a disaster is an occurrence disrupting the normal conditions of existence and causing a level of suffering that exceeds the capacity of adjustment of the affected community.

So a crisis could, therefore, be defined as a personal, domestic or international situation in which there is a threat to priority values, interests, physical or mental integrity and goals of an individual, community, country, several nations or the entire world.

It is essential to remember that when we talk about crisis or disaster recovery, we have to include a mental health component, not only for the communities affected, but for frontline workers.

First responders, crisis managers and emergency managers plan and respond, but many people rarely stop to think about the personal risk this implies, not just to themselves, but to their families as collateral damage.

For those planning at high levels, it is normal to assume that the people on the front lines will respond rapidly, fearlessly, without exhaustion or objection. But, will they? Or, as a result of a careless civic response and responsibility, will they be motivated to think of their interests first? Are they being pushed to their limits? And how can the burden be eased, not only during the

Covid-19 crisis, but pre, and hopefully post, pandemic? A new analysis by Amnesty International reveals that around the world at least 7,000 health workers have died from Covid-19. The highest known figures for any country start with Mexico at 1,320. This is followed by: USA - 1,077; Brazil - 634; India – 573; UK – 540; and South Africa – 240.

At the time of writing, it was reported that 30,000 to 40,000 National Health Service (NHS) staff were off sick or self-isolating amid the second wave.

In words of Steve Cockburn, Head of Economic and Social Justice at Amnesty International: "Every health worker has the right to be safe at work, and it is a scandal that so many are paying the ultimate price."

Another essential, but often overlooked aspect is that members of the military are not crisis or emergency managers, neither are they considered to be first responders in the same way as law enforcement officers, paramedics, firefighters and emergency medical technicians; yet they also respond to crisis and disasters and this implies the need for a tremendous amount of mental and physical strength.

We know a little about the mental health support provided to the military during deployment. NATO countries operating in Afghanistan deployed a mental health support team comprising a range of mental health staff, including psychiatrists, psychologists, social workers, mental health nurses and chaplains to support the troops. During the Covid-19 responses, mental health support is also a must.

Troops also suffer from Post Traumatic Stress Disorder (PTSD), traumatic brain injury (TBI), depression and suicidal thoughts. The Annual Warrior Survey in June, 2020, has a section on Covid-19, indicating that 52 per cent of military personnel mentioned their mental health has been worse since socially distancing themselves.

PTSD, which I prefer to term post traumatic stress defence, involves a series of defence mechanisms from our body and mind that are developed after experiencing or witnessing trauma, and they can have:

- Behavioural implications: Hostility, irritability, hypervigilance, self-destructive behaviour, emotional detachment, social isolation or intrusive thought;
- **Psychological:** depression, fear, flashback, anxiety, mistrust;
- Sleep: insomnia or nightmares; and
- **Mood:** loss of interest or pleasure in activities, guilt, or loneliness.

Not all symptoms are present all the time, are of the same intensity and not all have to be present in a person.

TBI is a brain disruption that can be caused by an outside force - usually a violent blow to the head, an explosion, a car accident or a brain trauma. TBI has three levels – low, mild and severe. Many emergency response workers are more susceptible to TBI owing to dangers inherent in their working environments and the incidents that they respond to.

TBIs are treatable by a medical professional, but can cause other adverse mental health effects such as anger, anxiety, depression or post-traumatic seizure. Overall, TBI affects several areas of the affected person's life, including cognitive, behavioural, mood, vision, speech, visual, gastrointestinal and muscular systems.

Suicidal thoughts can start to be generated when a

person isolates physically and emotionally at such a level that he or she perceives there is no one else to understand and assist them against hopelessness and despair.

The WHO indicates that each year there are approximately 800,000 deaths worldwide attributed to suicide.

Depression is often over-diagnosed and over-medicated: we must distinguish between being saddened by the loss of something tangible or intangible, to be afraid and cry and to be a sensitive person, because this is all quite different from being clinically depressed.

Sadness is necessary and can be likened a period of internal hibernation until a person is ready to wake up again, developing a state of peace and connection with the present, consciously deciding with what attitude to face the day, regardless of confusions, stress and challenges.

Some highly effective techniques are available to help people cope with PTSD, the effects of TBI and the trauma of experiences during crisis, disaster or emergency management activities. A few are outlined below.

Combat tactical breathing is a powerful and effective technique used by Navy Seals to regain calm and control. It starts by expelling all of the air from the lungs and keeping them empty for four seconds; inhaling through the nose for four seconds; holding the lungs full of air for four seconds; and exhaling for four seconds. This technique can be repeated for 10 to 20 minutes.

Cycle breathing – created by John D Byrnes, DHum, former Navy Veteran and current CEO of the Centre for Aggression Management, which works with Fortune 200 companies – is another highly effective technique to manage stress and regain judgment. The purpose of this technique is to stop the adrenaline rush, which

Don't discount soothing techniques, such as sitting with your pet, visualising your favourite place or practising self-kindness

causes a significant loss of quality of judgment. Byrnes says that cycle breathing is more favourable for those who may not be in the extraordinary physical condition of Navy Seals. His suggestion is to: Inhale to the count of four; hold to the count of two; exhale to the count of four; hold to the count of two; and repeat.

Here Byrnes adds a bonus. By focusing on the heart region during the first cycle, the cadence should be at a person's typical heart rate.

However, during the second and subsequent cycles, the person should consciously slow their cadence, thus slowing their heart rate. This additional action not only prevents further escalation from an adrenaline rush, but it also helps to regain any lost quality of judgment, enhancing a person's ability to be creative, innovative and thoughtful.

Grounding techniques help people move through distress and allow them to cope with anxiety, PTSD and traumatic memories. They involve the



use of our five senses or tangible objects and the techniques can be physical, mental and soothing.

Physical techniques involve breathing exercises, rubbing one's hands and feeling the tingling effect between them; sand running through fingers; savouring food or drink; enjoying a scent; taking a short run or walk; working in the garden; moving the body and stretching; and listening to your surroundings.

A new study reveals how a basic programme of lifts, squats, lunges and crunches also eases anxiety levels, while other mental techniques include counting backwards from ten, playing a memory game or visualising an enjoyable daily task. And do not discount soothing techniques, such as sitting with your pet, visualising your favourite place or simply practising self-kindness.

This year is about to end, and 2021 can provide more positive and fewer traumatic experiences if we pay attention to mental wellness, even if we are still dealing with the effects of the Covid-19 pandemic.

The world in general needs to be united and prepared to safeguard mental wellness, and to work on a common effort to support frontline and other key workers.

Emerging from this pandemic will require civic responsibility, co-operation, patience, understanding and collaborative efforts in order to avoid professional burn-out.

Perhaps the most important thing to remember is that we must preserve our humanity, wellness, sanity, integrity and harmony.

Above all, however, it is imperative to remember that when we discuss crisis and disaster recovery strategies, we must also include mental health and wellbeing components in our plans and procedures.

Author



LYZI G COTA is Founder and CEO of Lions Group Global and Global Mental Wealth and a Strategic and Principal

Rolffimages |

123rf

Partner of AOCI & GEC; advising Defence, Aerospace, Mental Health, Crisis & Emergency Management C→RI organisations internationally

Join our growing community of resilience professionals

Get certified with DRI!

Courses now entirely online







Cyber Resilience for the Business Continuity **Professional**



IT/DR **Planning**

Visit our website at drii.org/uk for a calendar of upcoming courses.



©2020 DRI International, Inc. All Rights Reserved

92

CRISIS RESPONSE

JOURNAL | WEBSITE | EVENTS | SOCIAL MEDIA | NETWORKING | BUSINESS DEVELOPMENT



Key Network Partnership:

We call them Key Network Partnerships. Because you're not just becoming a partner of ours - but leveraging access to our entire global network. It's about connecting you with the right decision-makers. We open doors and introduce you to the right people, with the power to transform the next phase of your business development. And it's about intelligently marketing your business, to your target audience, across our global platforms. Extending your reach, increasing your exposure and driving your brand awareness.

Call CRJ today about becoming a Key Network Partner on +44 (0)203 488 2654

PROTECTION | PREVENTION | PREPAREDNESS | RESPONSE | RESILIENCE | RECOVERY

www.crisis-response.com

CRISIS RESPONSE

JOURNAL

PROTECTION | PREVENTION | PREPAREDNESS | RESPONSE | RESILIENCE | RECOVERY





SUBSCRIBE NOW

visit www.crisis-response.com for rates and special offers



Authoritative global coverage of all aspects of security, risk, crisis management, humanitarian response, business continuity planning, resilience, management, leadership, technology and emerging trends

PRINT | ONLINE | DIGITAL