



DARWIN - Expect the unexpected and know how to respond - Selected literature survey results

Åre Risk Event

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Outline

- DARWIN scope: Why and what
- World-wide survey of literature
- Selected survey results
- Questions



DARWIN Scope

- DARWIN aims to develop:
 - Resilience management guidelines
 - Innovative training modules for crisis management
- Guidelines (**methods, tools, practices, strategies, ...**) targeted to accommodate the dynamic nature of crises
- Applicable to policy makers and practitioners



Activities to develop evolving European Resilience Guidelines

**Survey of concepts, practices, user
needs and requirement
(WP1)**

Evaluating and cataloguing resilience
concepts and approaches for crisis
management

**Development of evolving
guidelines
(WP2)**

Adapted to healthcare and
aviation

**Enabling tools for resilience
guidelines
(WP3)**

Diverse representation, serious
games, simulation, training



Activities to develop evolving European Resilience Guidelines

Pilots: Demonstration & evaluation (WP4)

Representative cases cascade effects,
evolution of guidelines

Outreach: Community of crisis and resilience practitioners (WP5)

Sharing knowledge and practices

Outreach: Dissemination and exploitation (WP6)

Diverse representation, serious
games, simulation, training

Influencing policy as well as
different governance structures



Partners

Consortium: A team of diverse competencies

- resilience engineering (SINTEF, FOI, DBL),
- crisis management (FOI, BGU, KMC),
- risk communication & project communication (CARR),
- testing & validation of new concepts (DBL, TUBS, FOI),
- providers of critical services (ISS, ENAV).



DARWIN Community of Practitioners (DCoP)



Systematic literature review and interview series

- Extensive Systematic Literature Review (SLR)
 - 1331 abstracts selected and read, 419 journal articles reviewed,
 - 297 articles selected for answering 23 questions (= 6831 answers)
- Analysis focused on
 - Definitions
 - Concepts/theories/models
 - Needs/issues/solutions/practises
- Interview series into the practices of crisis response organizations
 - 18 (group) interviews performed



Literature survey: *Worldwide publications*



Google maps, multiplottr.com



Resilience definitions: *What is said to be resilient?*

Individual

Community

Infrastructure

System

Organization



Events, circumstances: *Resilient to what?*

Catastrophy

Emergency Crisis Mishap Danger

Disaster Hazard

Perturbation Adversity Deformation

Disruptions Change Stress

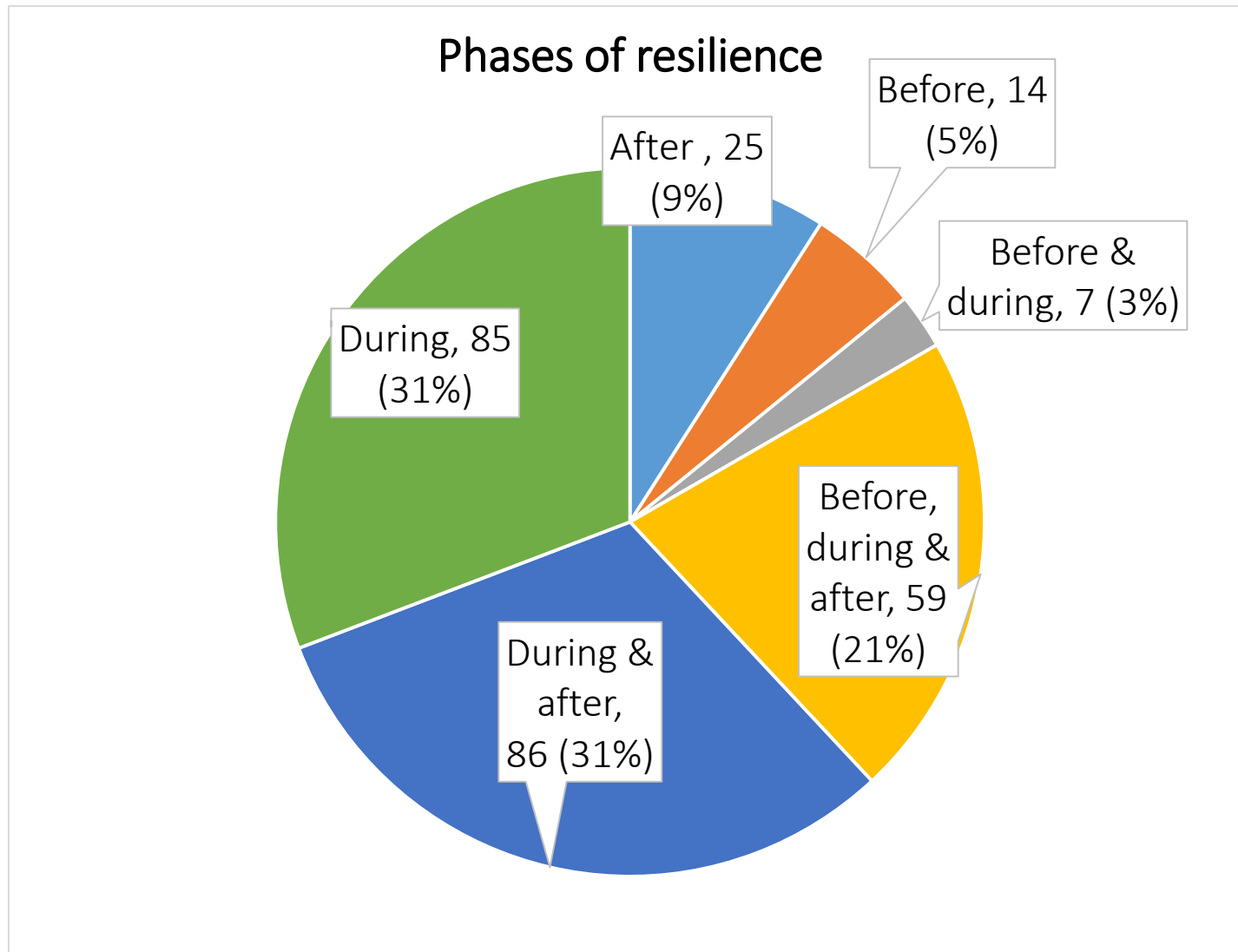
Disturbance Misfortune

Challenge Shock

Uncertainty



Resilience definitions and the phases *before, during* and *after*



Interviews: Examples

“it is not possible to foresee every single detail, you need a **set of basic procedures** that provides **sufficient flexibility** to handle different kind of situations”

“During crisis handling, **it is always necessary to improvise**; plans cannot cover everything.”

“**uncertainty** about the situation is a major contributor to if an event is a crisis, because then it is **difficult to have a plan, and a plan B.**”



Interviews: Examples

“To have common goals, and a common understanding of other stakeholders’ goals is a major success factor.”

“Emphasis on training, exercises, and after-action reviews.”

“Knowledge of the system and experience are beneficial.”

“Necessary conditions for success are commitment of high management and senior/experienced personnel.”



Concept categories

governance

communication

training

evaluation

planning

learning lessons

collaboration

procedures

resources

infrastructure

situation understanding



WP1 team, thank you!



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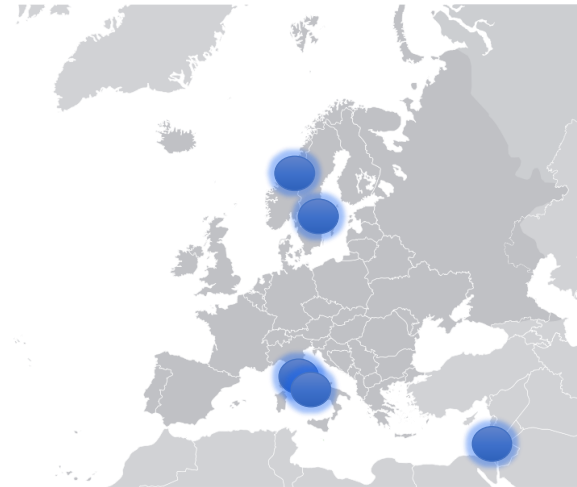
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EXPECT THE UNEXPECTED AND KNOW HOW TO RESPOND



Join our community of practitioners!
More information: <http://www.h2020darwin.eu/>

Thank you for your attention!



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