



Conference programme

**How to deal with crises?  
Defining the complex interactive  
processes (CIP) framework**

Friday 27<sup>th</sup> of June 2014

“Dansaert” Campus of the Erasmus University College Brussels

Zespenningenstraat 70  
1000 Brussels, Belgium

#CIP14

[cipinstitute.org/event](http://cipinstitute.org/event)

08:30	Registration and welcome coffee	
09:00	Welcome and introduction of the day	<p>Stijn Pieters          Founding Member CIP Institute          PM risk-crisis-change (Belgium)</p>
09:15	Keynote: <b>Experiences from the hot seat: the need for leadership in the period of uncertainty</b>	<p>Prof. Dr. Nigel Lightfoot          Executive Director CORDS (France)</p> 
10:00	Keynote: <b>Managing Complex Interactive Processes: theoretical framework and practical implementation</b>	<p>Dr. Hugo Marynissen          President CIP Institute          PM risk-crisis-change (Belgium)</p>  <p>Juan Manuel Domínguez Ortega          Founding Member CIP Institute          SD Group (Spain)</p> 
	<i>The keynote on the CIP framework offers an introduction to a common understanding of what CIP's are. This forms the basis for further discussion in the various workshops.</i>	
10:45	Comfort break	
11:00	Discussion: introduction to workshops <b>What is needed to improve practical and theoretical thinking on CIP?</b>	<p>Moderator: Stijn Pieters          Founding Member CIP Institute          PM risk-crisis-change (Belgium)</p>
11:15	Workshop 1: Academia	<p>Facilitator: Bart Klijnsma          Founding Member CIP Institute          Crisisbeheersing.nu (The Netherlands)</p>
	Workshop 2: Public sector	<p>Facilitator: Luc Claessens          Founding Member CIP Institute          City of Antwerp (Belgium)</p>
	Workshop 3: Practitioners	<p>Facilitator: Anne-Marie van het Erve          Founding Member CIP Institute          Inconnect (The Netherlands)</p>
12:00	Discussion: Wrap up and feedback from the various workshops	<p>Moderator: Stijn Pieters          Founding Member CIP Institute          PM risk-crisis-change (Belgium)</p>

12:30	Lunch	
13:30	Keynote: <b>Complexity in Practice: re-imagining <i>Disaster Incubation Theory</i></b>	<p>Dr. Mike Lauder Alto42 (UK)</p> 
14:15	Discussion: introduction to workshops <b>What might enhance the development of the CIP concept in the near future?</b>	<p>Moderator: Stijn Pieters Founding Member CIP Institute PM risk-crisis-change (Belgium)</p>
14:30	Workshop 1: Academia	<p>Facilitator: Frank Vergeer Founding Member CIP Institute Inconnect (The Netherlands)</p>
	Workshop 2: Public sector	<p>Facilitator: Jan Vervoort Founding Member CIP Institute De Lijn (Belgium)</p>
	Workshop 3: Practitioners	<p>Facilitator: Daniel Alonso Modino Founding Member CIP Institute SD Group (Spain)</p>
15:15	Comfort break	
15:30	Discussion: Wrap up and feedback from the various workshops	<p>Moderator: Stijn Pieters Founding Member CIP Institute PM risk-crisis-change (Belgium)</p>
16:15	Keynote: <b>Stakeholder's involvement through scientific reasoning: communicating risk without risk communication</b>	<p>Prof. Dr. José Manuel Palma-Oliveira University of Lisbon (Portugal)</p> 
17:00	Discussion: Closing arguments & next steps	<p>Dr. Hugo Marynissen President CIP Institute PM risk-crisis-change (Belgium)</p>
17:30	End of the conference	
19:00	Dinner (facultatively) Restaurant <i>La Manufacture</i> at walking distance	

## Keynotes and speakers

### Experiences from the hot seat: the need for leadership in the period of uncertainty

In this presentation, Nigel Lightfoot will use the evolution of a number of crises from a personal experience to illustrate the challenges of working during periods of uncertainty and the essential leadership characteristics that are required to successfully emerge and recover from such crises.

Prof. Dr. Nigel Lightfoot  
Executive Director CORDS (France)

### Managing Complex Interactive Processes: a theoretical framework

This presentation indicates a paradigm shift in the current thinking about communication in general and risk and crisis communication in particular, proposing a theoretical framework for enhancing complex interactive processes in organizations.

Dr. Hugo Marynissen  
President CIP Institute  
PM risk-crisis-change (Belgium)

### Practical implementation of the CIP framework

This presentation shows the practical approach to the complex interactive processes and the applicability of the CIP framework to those less predictable environments dealing with complexity such as risks, hazards, or crises.

Juan Manuel Domínguez Ortega  
Founding Member CIP Institute  
SD Group (Spain)

### Complexity in Practice: re-imagining *Disaster Incubation Theory*

This presentation will describe current research that is examining how rather reactive theories concerning crises might be used to stimulate foresight. Three cases will be used to illustrate this practical use of the re-imagined theory.

Dr. Mike Lauder  
Alto42 (UK)

### Stakeholder's involvement through scientific reasoning: communicating risks without risk communication

In the past, traditional approach to risk communication has failed in many cases resulting in significant stakeholder unease and stress. This talk will focus on alternative approaches of bringing stakeholders on board in projects where risk is a significant driver for decisions.

Prof. Dr. José Manuel Palma-Oliveira  
University of Lisbon (Portugal)

Prof. Dr. **Nigel Lightfoot** CBE, MBBS, FRCPath, MSc, FFPH

Professor Nigel Lightfoot CBE has a long and distinguished career in public health and global health security and is now the Chief Executive Officer of CORDS (Connecting Organisations for Regional Disease Surveillance). He is a Senior Consulting Fellow of Chatham House and a Member of the Kangaroo Group in the European parliament.



Professor Lightfoot was until recently the Director for Emergency Response at the Health Protection Agency, leading on pandemic influenza, emerging health threats, CBRN response strategies and international relations in these areas. He continued this expert advisory work as consultant to the Department of Health, the Home Office and the Drinking Water Inspectorate. He is also Senior Advisor to Emergent Biosolutions.

Trained originally as a consultant medical microbiologist, Nigel served for several years in the Royal Navy. He was a Director in the Public Health Laboratory Service from 1982-2002 and appointed to the Department of Health as Head of CBRN Training and Scenario Development. He developed cutting edge multi-agency exercises for CBRN preparedness, and as Director of Emergency Response he set up the Emergency Response Division of the Health Protection Agency from its inception in 2003 until 2010. He was also a non-executive Director of the Centre for Applied Microbiology and Research, Porton Down, from 1994 to 2003.

Professor Lightfoot has enormous experience in public health and crisis management. He was responsible for the Health protection Agency pandemic influenza planning and response and led the public health response during the 2009 H1N1 pandemic. He was a member of the government crisis committee, COBR, for many years and led on avian influenza outbreaks, flooding and the public health investigation into the murder of Alexander Litvinenko by Polonium 210 in London.

He is a past member of the Defence Service Advisory Council (CBRN Board), examining and informing MOD research in this area. He was appointed by Secretary of State for Defence to the Advisory Group on Medical Countermeasures - a body that advises on defence against chemical and biological weapons. As expert advisor to the Chief Medical Officer, he has made significant contributions to the Global Health Security Network of the G7 where he was co-chair of the Risk Management and Communication Working Group. Nigel's breadth of work is a testament to his talent and expertise - he led the Early Alerting and Reporting project resulting in a platform that combines all the public domain information on potential CBRN threats. He was a member of the Royal Society's Working group on Detection and Decontamination of Chemical and Biological Agents, and he has sat on Government Expert Inquiries into anthrax vaccine, quarantine of birds and the Foot and Mouth disease outbreak at Pirbright.

Professor Lightfoot was appointed CBE in the 2009 New Year's Honours List for services to public health.

Prof. Dr. **Nigel Lightfoot** CBE, MBBS, FRCPath, MSc, FFPH

## Keynote: Experiences from the hot seat: the need for leadership in the period of uncertainty

Professor Nigel Lightfoot served as the Director of Emergency Response in the UK Health Protection Agency from 2003 to 2010 and was the public health lead in the national crisis coordination committee, COBR. He was the lead on avian influenza, pandemic influenza, failures of quarantine, the foot and mouth disease accidental release at Pirbright, the assassination of Alexander Litvinenko with Polonium 210 and major flooding crises.

He will use the evolution of these crises from a personal experience to illustrate the challenges of working in the period of uncertainty and the essential leadership characteristics that are required to successfully emerge and recover from such crises.

## Dr. **Mike Lauder** MBE

Dr. Lauder started his working life as a military engineer. He served in the British Army for over 20 years. During this time he experienced the practical issues of risk management and crisis planning. While his work included project management (both engineering and procurement), corporate planning and process design, the majority of his career focused on explosive ordnance disposal work where good risk management became a very personal issue!



After leaving the Army, he has worked as a freelance manager in a wide variety of areas. These ranged from writing a quality based UXO Risk Management process for a Blue Chip company to analysing the process by which the military forecast and cost materiel support and then authoring the new procedures. Elsewhere he introduced a revised performance management system (using a Balanced Scorecard). Latterly he spent time as the Head of Collection Security at the British Library; here he started to think about how he would view his discipline if he really understood what others had said on the subject. Hence he ended up doing his doctorate.

Since completing his Business Doctorate at Cranfield University School of Management in 2011, Dr. Lauder has examined ways of conceptualising risk where the focus of his work has been risk governance practice. His aim is to help executives charged with these responsibilities to have a richer appreciation of their task. He is looking at ways of giving them a fresh perspective thus helping them to fulfil their remit more effectively.

In Sep 2013 he published his first book, called "It should never happen again", which examines weaknesses in the public inquiry process. He is currently conducting research for his second book that re-imagines Turner's Disaster Incubation Theory as a pro-active risk governance tool.

## Keynote: Complexity in Practice: re-imagining *Disaster Incubation Theory*

Many of the theories applied to crises and other catastrophes are used, with hindsight, to explain why situations occurred rather than to help prevent them. The aim of this presentation will be to describe current research that is examining how such theories might be used to stimulate foresight; it will introduce the idea of a catalytic framework and where this fits in with other risk and crisis management planning tools.

The research takes Barry Turner's Disaster Incubation Theory and looks at the practical implications of using the theory as a pro-active rather than a reactive analytical tool. It takes each of the stages, explains its original construct as formulated the 1970s and supplements them with more recent research findings. The presentation then describes the truly complex and interactive nature of the process for any practitioner trying to control or manage such situations.

The presentation uses three cases (the Yom Kippur War in 1973, Barclay's Bank as seen through the 2013 Salz report and the ongoing Flight MH370 crisis) to illustrate the practical use of the re-imagined theory.

## Prof. Dr. **José Manuel Palma-Oliveira**

José Manuel Palma was born (and still lives) in Setúbal Portugal, and is Professor of Environmental Psychology and Risk Perception and Management at the University of Lisbon.



His research has been extended for many areas having as background the interaction between human and environment. In this context developed a model of environmental stress and works actively in the consequences of noise and environmental stimuli. He specializes in analysis, perception and risk management (mainly environmental). He is a consultant (risk manager) and board member of Ambimed Stericycle Portugal (hazardous hospital waste), in Secil (co-incineration of alternative fuels and dangerous RIB and coordination of the science policy), and is the Chairman of "Parks of Industrial Ecology" (waste treatment compounds).

He works currently in a theory that tries to apply the current knowledge in human behavior and risk perception and management pitfalls to the understanding of Human environment relation throughout history.

Had a very intense intervention on environmental and risk policy in Portugal and in the EU. He was the Chairman of Quercus, (one of the most active environmental NGO in Southern Europe). He was a member of the National Water Council. He was president of the Board of the Foundation for the Protection of the Salinas Samouco between 2001 and 2008.

He was board member of the European Federation of Transport and Environment (Brussels – EU pressure group) from 1997 to 2010.

He is past President of the Society for Risk Analysis - Europe and a fellow of the SRA. He was an invited expert in the preparation of EU directives such as air quality and noise and of the EU ECOSOC (EU Socio Economical Committee).



Prof. Dr. **José Manuel Palma-Oliveira**

## Keynote: Stakeholder's involvement through scientific reasoning: communicating risks without risk communication

The way risk communication is usually conceptualized and implemented has stakeholder persuasion as a primary objective, either explicitly or implicitly. The focus is on the “proper” way of communicating risk information given the quality of the scientific evidence of risk. Even though multiple ways of framing the information based on the psychometric, cultural or even mental models approaches, traditional approach to risk communication has failed in many cases resulting in significant stakeholder unease and stress. In order to fully understand these processes we have to enlarge our theoretical framework.

Also, stakeholders can be profoundly distrustful in relation to the conclusions of science and technological “computations”, however they are sensitive to scientific reasoning, particularly when they are integrated in formal hypothesis generation and testing, data collection and decision modeling.

This talk will focus on alternative approaches of bringing stakeholders on board in projects where risk is a significant driver for decision. This was proven to be successful in sorting environmental conflicts. Tools of decision analysis and risk communications will be presented and discussed in the context of siting problems in Portugal and Tunisia where the communities strongly show their opposition (even with riots with military forces involved). These cases will show how they were able to overcome the opposition and radically diminish or eliminate the psychosocial stress.

## Dr. **Hugo Marynissen** MSc DBA

Hugo Marynissen is managing director and partner of PM, an agency specialised in risk and crisis management and communication. He is also a visiting professor at various European universities. He holds a Doctoral degree (DBA - Doctor in Business Administration) from Cranfield University – School of Management (UK), and a Masters degree in Change Management from HEC Business School (Paris). The focus of his doctoral research was on the relationship between risk communication and risk perception within so-called “High-Reliability Organisations”.



Hugo had been working as a journalist for VRT radio and television from 1993 to 2000. When he quit journalism in 2000, he specialised in crisis communication and communication trainings. Some of the companies he helped include: Fluxys, in their preparation for, and effective acting during and after a fast burning crisis situation (Gellingen 2004). Later he became a consultant in the field of risk and crisis communication for several companies managing high-risk processes such as Ajinomoto-OmniChem, Electrabel, Gassco, Kronos Europe and Total Belgium. Together with the Crisis Centre Directorate-general in Belgium (Federal Government Department for the Interior), he recently (2013) prepared courses and training sessions about information management and communication during calamities.

These past years Hugo Marynissen has trained various managers and executives. He has established a name for himself as an instructor, media trainer and communication advisor in the short term. Since 2008 Hugo regularly carries out coaching and consultancy jobs inside and outside Belgium. In the Middle East and Central Africa, for instance, he trained board members in their personal development and communication skills. For another multinational he gave workshops in four continents about communication in change processes.

He is an editorial member of AdRem, the magazine of the Flemish Association for Business Communication, an active member of the Society for Risk Analysis (SRA), the NeuroLeadership Institute, and The Change Leaders. He is the co-founder and current president of the CIP Institute, a non-profit organisation that gathers scientists and practitioners from various disciplines in an inspiring and innovative platform to exchange and develop knowledge about the complex and interactive processes in the field of crisis.

Hugo is co-author of “Geen commentaar! Communicatie in turbulente tijden” (*No comment! Communication in times of turbulence*), a book about risk and crisis communication. Over the last years, he published multiple scientific journal articles on the topic of risk and crisis communication.

Dr. **Hugo Marynissen** MSc DBA

## Keynote: Managing Complex Interactive Processes: a theoretical framework

This presentation indicates a paradigm shift in the current thinking about communication in general and risk and crisis communication in particular. Currently, the majority of the management books in the field of risk management or business continuity management are proclaiming communication as key in creating awareness and disseminating data about the potential risks that might endanger an organisation. Other theorists argue that effective communication facilitates crisis management through interaction and improved participation in interactive systems. However, the dominant view on communication is based on a mathematical transmission model of information that is inappropriate for supporting safety behaviour in organisations managing high-risk processes. Based on recent empirical research and alternative insights in the literature on process organisation theory, this presentation will propose a theoretical framework for enhancing complex interactive processes in organisations.

## **Juan Manuel Domínguez Ortega** MBA

Juan Manuel Domínguez Ortega is Managing Partner of SD Group, a company specialized in planning, project management and risk management, and the use of these tools to ensure the growth and development of new initiatives.

Juan Manuel holds an MBA from IE Business School in Madrid and an MSc in Food Engineering from the University of Lleida. Currently he is doing his PhD on "Process optimization based on industrial organization" at the University of La Rioja. His field of specialization is linked to planning and risk management. He has accreditations as Lead Auditor in Business Continuity Management (BS 25999-2:2007), Project Management Professional (PMP®), Senior Health and Safety Technician and EFQM Evaluator.



He started his career developing technical tasks as a project manager, which evolved into the field of management and coordination. After 5 years, with responsibility for the management and development of plans worth millions of euros, he decided to direct his career towards business management, with particular focus on risk management and planning. In order to pursue this aim, he enrolled in the IE Business School.

After his MBA, Juan Manuel joined Global Olive Consulting (the leading global consultancy and pioneer in the study of olive processing) as Strategic Planning Manager, providing services to projects both nationally and internationally. His incorporation coincided with the consolidation of international activity and the development of research projects that allowed the company to establish itself as a worldwide benchmark, working for major producers.

While developing this activity, he decided to create his own company (SD Group) in order to focus on business and project planning and the management of corporate risks. Since 2010, when the company was established, it has continued growing in the number of projects developed, always with the goal of discovering new methods, ideas and frontiers.

In recent years, he has attended numerous specialization courses in various subjects related to business development and improvement. His areas of interest include strategic planning, risk analysis and management, decision-making, knowledge management and, as a tool, project management.

Juan Manuel often provides training in both project management and risk management. Also he is actively involved in social projects related to promoting communication for increasing the social impact of volunteering activities.

Currently, he is a founding member of several institutions and associations such as the CIP Institute (a non-profit for the development and exchange of knowledge in the field of risk management and crisis) and the Association of Professional Project Managers (a non-profit to promote professionalism in project management).

**Juan Manuel Domínguez Ortega** MBA

## Keynote: Practical implementation of the CIP framework

There is a clear distinction between what we want to happen in an organisation and what actually happens in an organisation.

Traditional communication of guidelines and procedures doesn't work, as people will interpret information different to how it was disseminated. Individuals do not 'receive' information; they select and interpret information based on experiences and interpersonal and collective conversations. We constantly make mental and subsequently physical shortcuts and workarounds to handle day-to-day workloads.

Besides the formal structured processes introduced in organisations, there are a whole bunch of informal unstructured processes at play among all organisational members. It is an illusion someone can "control" these unstructured informal processes.

The presentation will show that an approach integrating formal and informal dimensions when dealing with our complex organisational environment allows us to cope more adequately with what is happening in organisations.