

Nexus project

Seminar



Strenghts

- ◆ Very clear core idea
- ◆ Having a real case as a reference (Access to real “data”)
- ◆ Strong end users involvement

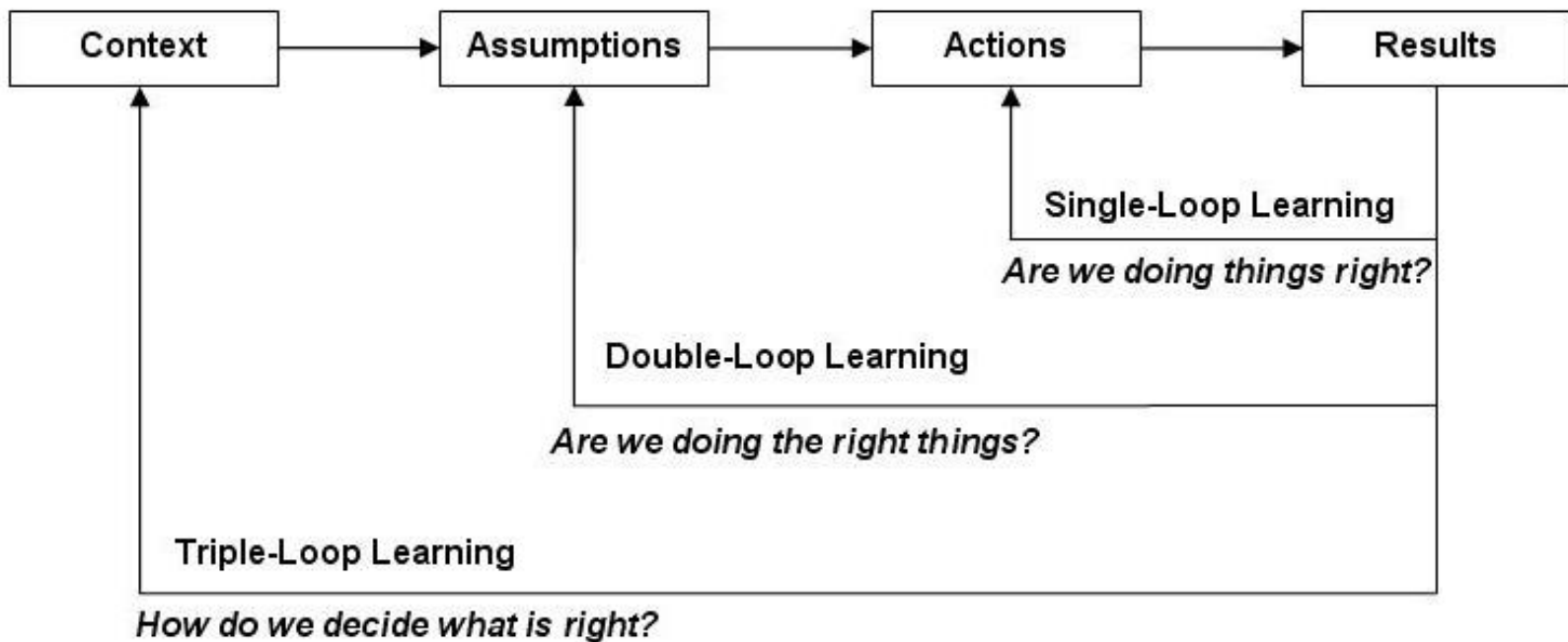
Improvement/clarification opportunities

- ◆ Learning vs implementation
- ◆ Change vs Impact
- ◆ Expectations vs actual results
- ◆ Measuring difficulties
- ◆ Communication vs confidentiality
- ◆ Risk reduction vs resilience

Learning vs implementation

- ◆ What does learning mean?
- ◆ From risk assesment to risk reducing measures
- ◆ From lessons learned to lessons implemented
- ◆ Learning loops (the depth of learning)

Antecedents in KM LO literature



Change vs Impact

- ◆ Does change mean learning or improvement?
- ◆ Measuring change could be easier than estimating real impact of changes

Balance between change promoters and affected by change

- ◆ The interviewed group should include both profiles
- ◆ Identify unjustified changes, if any.

Expectations vs actual results

- ◆ Measures were implemented with some purpose in mind.
- ◆ We should not forget the initial expectations
- ◆ These measures can have had the expected results or some unexpected but still valuable results.

Expected results of implemented measures

- ◆ It would be very convenient to explicitly identify the expected consequences of implemented measures
- ◆ It would also be convenient to gather information about the (expected) associated cost / effort and implementation difficulties

Measuring difficulties

- ◆ Measuring cultural change cannot be done directly: we do need some tools
- ◆ We need to:
 - ◆ Identify the concrete measures and
 - ◆ Estimate the increase of the level of societal safety and emergency preparedness.

Measuring

- ◆ Define classification criteria, the level of detail of the measures.
- ◆ How do we estimate (measure) risk reduction?
- ◆ If we “only” do this are not we staying on the thinkable side?
- ◆ In addition:
 - ◆ Indicators
 - ◆ Maturity states

Communication vs Confidentiality

- ◆ The use of confidential info could be one of the major constraints of this project
- ◆ Specially relevant in the case of insider threat

Evolution of the trust level

- ◆ Some of the measures might require trust among involved agents
- ◆ Analysing the evolution of the trust level among them could explain the behaviour of the communication

Interaction vs Cooperation

- ◆ “Cultural dynamics” here refers to the interaction between people with different backgrounds, frames of reference, interests and understandings of risk.
- ◆ Interaction among people does not imply cooperation among them.

Interest of stakeholders

- ◆ Stakeholders could have different, even diverging, perspectives on implemented measures
- ◆ They could also have different objectives regarding these measures
- ◆ The information about perspectives and objectives must be collected

Risk reduction vs Resilience

- ◆ Risk reduction is focused on reducing already identified risks
- ◆ Unthinkable events would stay out of the radar.

Thinkable – Unthinkable Expected – Unexpected Particular - Generalist

- ◆ The implemented measures counteract only thinkable events (risks)
- ◆ Could they also contribute to counteract other events?
- ◆ Do these measures counteract one single event type or are they more generalist?

Open Questions

- ◆ Is risk reduction synonym of societal safety and emergency preparedness?
- ◆ Is risk management approach specially inefficient against “black swan” events?
- ◆ Why does not resilience concept have a more relevant role in the project?