

Interactive session: Analyzing crisis response in the food sector

Monday, 13th November, 16:30-19:00 | ThinkTIC



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Introduction

In our quest for safety and failure free operations, we try to learn from our mistakes. Therefore we hold inquiries, make diagnoses about how and why an event occurred, and we offer recommendations for improvement. This mostly results in more rules and procedures. However, in a **very unstable environment, facing high levels of complexity, people do not hold on to procedures, they rather improvise based on prior experiences and trainings**. This for the simple reason that rules require a stable environment for being effective.

Therefore, the question could be raised whether our current view on how to manage crisis situations, that is based on formal rules and procedures, is not based on a 'perfect world paradigm'? We will explain how we might approach this problem more successfully from a 'normal chaos paradigm'.

Short description of the session

Based on the introduction of the '*Normal Chaos*' paradigm, **we will examine the practical role of crisis management plans and crisis teams**.

This new paradigm takes into account the **formal and informal processes** that are at play in our complex interactive environment, as well as the **interdependencies** that are required to solve these complex situations in order to **cope with crisis**. An effective crisis response should be viewed as a co-evolving system within the organization.

Based on a published case (Paraskevas, 2006) about the crisis response in a hotel chain facing a major food poisoning outbreak, we will

- 1) examine the differences between the 'Perfect World' and the 'Normal Chaos' paradigm,
- 2) explore the practical applications of the Normal Chaos approach, and
- 3) discover how this can make our organizational system far more effective in our future approach of crisis preparedness and crisis management.

As a result, the participants will acquire **hands-on insights** that can be applied to their own practices and organizations.

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