



**Emerging from
Emergencies**

***Exploring CRISIS
as a Dynamic
Opportunity Structure***

International and Transdisciplinary
Virtual Conference

June 30th to July 2nd 2021

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Emerging from Emergencies

Exploring "Crisis" as a Dynamic Opportunity Structure

International and Transdisciplinary Virtual Conference

Crisis has become a striking and increasingly pervasive feature of the present state of the world. In the most recent past, BREXIT, refugee migration, climate change and COVID-19 mark only the most prominent examples of complex settings in which existential threat forces manifold organisations and political bodies to respond. A crisis is no objectively measurable state of affairs. Rather, it emerges, often surprisingly, if a situation is framed as featuring high degrees of uncertainty, urgency and threat by a significant share of the public (Boin, t'Hart & McConnell 2009). A shared perception crisis has the capacity to entirely change the character of a situation and to turn decision makers into involved participants who become entangled with an escalating course of events (Rosenthal & Kouzmin 1997, p. 286). A crisis diagnosis has thus strong performative qualities. The "tipping point" (Boin, t'Hart & McConnell 2009) from normal to crisis cannot be determined in advance.

An essential feature of today's time is that crises seem to be less caused by singular events and instead are driven by inherently uncertain, if not disruptive environments (Hällgren, Rouleau & de Rond 2018). Against this background, the crisis experience has turned from an isolated, "low probability/high consequences event" (Weick 1988: 305) into a rather pervasive experience expanding in time, across spatial borders as well as sectoral and organisational boundaries (Ansell & Boin, 2019). Moreover, crises are increasingly examined from a process perspective situating crisis management at different stages of this process and exploring questions of individual and collective resilience (Williams, Gruber, Sutcliffe, Shepperd & Zhao 2018). In such a setting, the governance of crisis, in the sense of a professional crisis management alone will no longer do. What becomes necessary are novel and complex forms of governance with crisis that are just about to emerge. The overarching aim of the conference is to explore core aspects of these new forms of collective action in crisis. The conference concludes a four-year inter- and transdisciplinary research project entitled "Coping with crises in a resilient manner: The role of expert advice in the creation and use of opportunities in crisis situations (RESKIU)" funded by the German Ministry of Education and Research (2017-2021).

Organisers

Verena Brinks | JGU Mainz, Germany

Tjorven Harmsen | IRS Erkner, Germany

Oliver Ibert | IRS Erkner and BTU Cottbus-Senftenberg, Germany



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Programme

Central
European Summer
Time (CEST/UTC+2)

Wednesday
June 30th 2021

Thursday
July 1st 2021

Friday
July 2nd 2021

10:00-12:30

10:00

11:00

12:30

13:30

14:00-16:30

15:00

16:30

Session 2

Collective Action in Crisis

Chair: Verena Brinks

Keynote 2

*Renate Meyer &
Martin Kornberger*

Panel 2

*Erik Baekkeskov
Kees Boersma
Astrid Irrgang
Thomas Lübcke*

offline Lunch Break

online "After Lunch"

online "After Lunch"

Welcome and
Introduction

Session 1

Crisis Unbound

Chair: Oliver Ibert

Keynote 1

Arjen Boin

Panel 1

*Verena Brinks
Rüdiger Graf
Renate Meyer
Brian Milstein
Jale Tosun*

online "Reception"

Session 3

Good Advice in Crisis

Chair: Tjorven Harmsen

Keynote 3

*Verena Brinks &
Oliver Ibert*

Panel 3

*Arjen Boin
Nils Marquardsen
Johannes Melcher
Shari Veil
Bettina Zimmermann*

Session 4

Learning in and from Crisis

Chair: Oliver Ibert

Keynote 4

Shari Veil

Panel 4

*Gernot Grabher
Tjorven Harmsen
Martin Kornberger
Johannes Melcher*

Farewell

Each session will go for 2.5 hrs. It will be introduced by a keynote lecture (lecture and discussion 1 hr.) followed by a panel discussion (short inputs and open discussion 1.5 hrs) with a mixed panel encompassing researchers and practitioners.

Session 1

Crisis Unbound

Wednesday | 30th June | 14:00 – 16:30

The known definition of crisis as a situation of uncertainty, urgency and threat suggests to treat this social phenomenon as an exceptional, "low probability/high consequence event" (Weick 1988: 305) that individual organisations face and that is rather clearly demarcated in time and space. More recently, however, diagnoses have gained traction that go beyond such traditional understandings. Many drivers of crisis, like climate change or increasing social inequality on a global scale, evade the delimited character of an acute crisis understood as one decisive "turning point for better or worse" (Merriam-Webster, cit. in Fink, 1986: 15). Instead, today's crises have been circumscribed as being latent for long periods of time and thus have a "creeping" character (Boin, Ekengren & Rhinard 2020). Moreover, crises increasingly seem to "spill-over" (Bundy, Pfarrer, Short & Coombs 2017) organisational boundaries and territorial borders and therefore increasingly feature "trans-boundary" (Ansell & Boin, 2019) qualities. Such interventions highlight the necessity to study crisis beyond narrow spatial, sectoral and temporal segmentations. However, a semantic expansion might go at the expense of analytical sharpness and clarity of terminology. In session 1 we therefore reinvigorate definitions of crisis, the multiple boundaries between a crisis and its context, as well as the implications of an expansion of the temporal framing of crisis.

Keynote 1

Towards Transboundary Crisis Management Capacities:

Challenges and Prospects | *Arjen Boin*

The nation state is discovering the limits of its crisis management capacities. COVID-19 is only the latest manifestation of a transboundary crisis testing the nation state's capacity to protect its citizens from external threats. The Ebola and Zika outbreaks, the financial crisis, the downing of flight MH17 over Ukraine, sinking ships overfilled with refugees, cyber-attacks, urban terrorism and existential environmental threats serve as additional, strong reminders of the complex origins and transboundary dimensions of many contemporary crises and disasters. As these transboundary aspects of modern crises become increasingly manifest, the need for international, collaborative responses appears ever clearer. But that collaboration does not always emerge in time (or at all). Even in the European Union, which has various transboundary crisis management mechanisms in place, the willingness to initiate joint crisis responses varies. Why do states elect to collaborate in response to some transboundary crises but not others? In this keynote speech, Arjen Boin identifies crucial factors that shape critical pathways towards a joint response.

Session 2

Collective Action in Crisis

Thursday | 1st July | 10:00 – 12:30

Crisis is one of the most potent modes organisations and societal institutions have in order to prioritize one problem over all others. Crises can mobilise scarce resources on short notice, focus attention of otherwise fragmented views and bring together expertise representing a polyphony of backgrounds and practices. Therefore, the unique qualities of crises to initiate and sustain collective action are urgently required capabilities to tackle the most pressing of today's global challenges (Kornberger, Leixnering & Meyer 2019). However, due to the transgressive character of crises an increasing multitude of actors and expertise needs to be coordinated to respond adequately. Under such conditions, it becomes more and more challenging to react to crises collectively (Majchrzak, Jarvenpaa & Hollingshead 2007; Wolbers, Boersma & Groenewegen 2018). While crisis management provides a number of routines that help to structure collaboration under conditions of emergencies, the future challenge will be to also develop capabilities that connect the routines of emergency with long-term strategic action and everyday business. Session 2 discusses the consequences of an increasingly complex and transgressive understanding of crisis for strategic collective action and decision making.

Keynote 2

The Logic of Tact: How Decisions Happen in Situations of Crisis

| *Renate Meyer & Martin Kornberger*

The presentation is based on a paper that was recently published in *Organization Studies* (Kornberger, Leixnering, Meyer, 2019).

In this presentation we will discuss different modes of decision making during uncertainty and crisis. Starting with Jim March's differentiation between a logic of consequences and a logic of appropriateness, we introduce rational modes of decision making and contrast them with modes that are based on familiarity and recognition. These modes rely on the decision-maker's ability to calculate uncertainties and turn them into risks; or to prepare for an unknown future through building up a shared repertoire of possible responses during crises. But what if decision-making cannot be based on calculation nor rely on shared scripts and norms? In answering this question, we introduce a third modus of decision-making: the logic of tact. With this concept we offer a better understanding of how managers make decisions under the condition of bounded rationality and the simultaneous transgression of their institutional identity in situations of crisis; and we show that in decision-making under extreme pressure cognition is neither ahead of action, nor is action ahead of cognition; rather, tact explicates the rapid switching between cognition and action, orchestrating decision-making through their interplay.

Session 3

Good Advice in Crisis

Thursday | 1st July | 14:00 – 16:30

The omnipresence and transgressive nature of contemporary crises requires the mobilisation of expertise that goes beyond the resources of single organisations or institutional bodies. Hence, external scientific expertise is needed to better understand the problematic developments that drive crises. For example, even before COVID-19, epidemiologists have been discussed as a professional community of experts that has gained a high degree of influence on political decision making in pandemic response (e.g. Bækkeskov & Rubin 2014). However, scientific advisors usually are not trained to respond to crises and therefore ill prepared to take the responsibility. While some of them might embody knowledge on crises (experts for crises), most scientific advisors have no or insufficient prior experiences in managing crises (experts in crises) (Brinks & Ibert, 2020a). During a crisis, experts gain access to political and economic decisions. However, they lack the legitimation and formal responsibility that official or elected leaders have. Relevant expertise most likely will be situated across diverse localised practices (Nicolini, Mørk, Masovic & Hanseth 2017). It will thus be difficult to integrate incommensurable contributions into collective responses (Brinks & Ibert 2020b). Furthermore, the fundamental uncertainty that lies at the core of cutting-edge scientific knowledge is difficult to include into pragmatic decision making under time constraints (Majchrzak, Jarvenpaa & Hollingshead 2007). Session 3 shifts the focus on experts as a so far much ignored group of actors in crises, invigorates the relationship between experts and decision makers under the augury of crisis and explores how and under which conditions expert advice can become a productive asset in coping with crises.

Keynote 3

Demand for Expertise in Crisis. Giving Advice under Extra-ordinary Circumstances | *Verena Brinks & Oliver Ibert*

Coping with increasingly complex crises requires the integration of highly specialised knowledge which cannot be provided by decision makers alone. Thus, they are in demand for external expertise when it comes to crisis situations. However, a look at the crisis literature reveals that the group of experts who can become advisors in crises, is still largely neglected. Crises are extra-ordinary contexts for advice, characterised by uncertainty, urgency and threat. Hence, being an advisor in crises is an emotionally challenging situation. Based on interviews with experts in and for crises, the presentation gives some recommendations for practically coping with such challenging contexts. Conceiving experts and expertise as relational categories, the recommendations focus on the expert's personality and experience on the one hand and the client on the other. While experts represent a knowledge domain, clients are embedded in a field of practice that is affected by crisis. The aim is to provide a guideline that can help experts to act in acute crisis situations, to reflect upon former advisory contexts and to prepare for possible futures. By taking into account the temporality of crisis, the recommendations are tailored to fit into the pre-crisis, acute crisis and post-crisis stage.

Session 4

Learning in and from Crisis

Friday | 2nd July | 14:00 – 16:30

One of the most debated questions is related to the possibilities of mankind to draw the right lessons from crises (Deverell 2009). Sceptic voices warn against the pitfalls of learning from crises, like over-generalising from rare and exceptional situations. However, in the light of the omnipresence of crises today, learning from crises is no longer just a desirable outcome or unintended by-product of a crisis. Rather, learning has turned into a necessity. To unleash adaptive capacities, it thus becomes paramount to understand not only the limitations to learning in crisis, but also to embrace crisis as a unique opportunity for learning (James & Wooten 2010; Veil 2011). The uncertainty inherent in crisis situations may, for instance, help to question existing routines and to draw radical conclusions unattainable under ordinary conditions. Moreover, the session will also explore different learning trajectories. While it seems obvious that in crisis there is much to learn about crisis management or crisis prevention (Rerup 2009), the challenges to use crises as opportunities to change daily routines seem much higher. Finally, it needs to be explored how learning unfolds in the course of a crisis. It is necessary to shift the focus from enactment in the face of emergency (Weick 1988), to tactics (Kornberger, Leixnering & Meyer 2019) that lead the way out of the crisis to more strategic lessons to be learnt post-crisis (Dwyer, Hardy & Maguire 2020). The fourth and concluding session is thus dedicated to the exploration of the possibilities and limitations of learning in crisis, for crisis and from crisis.

Keynote 4

Learning in and from Crisis: Best Practices as Mindful Learning

| *Shari Veil*

When unforeseeable crises occur, the tendency to place blame and assign punishment is fitting with human nature. Yet, while salvaging reputation in the short-term, these backward-looking responses produce few opportunities for learning. This session examines the link between learning and organisational preservation. Specifically, we will examine how organisational learning impacts organizational legitimacy and reputation. The best practices in risk and crisis communication will be described as strategies for learning in advance of major failures such as crises. Incorporating the best practices into the planning process enhances mindfulness and creates renewed organisations and industries that are more dedicated to and better prepared for engaging in proactive learning. We will conclude with an updated framework of essential guidelines for ongoing risk and crisis communication and outline clear implications for how these guidelines can be incorporated into an organisation's risk and crisis planning process.



Erik Baekkeskov

is a political scientist who researches and teaches policy-making at the intersection of public health and crisis management. His theoretical work has particularly focused on roles of science and experts, and related logics of decision-making. His empirical work has focused on cases of pandemics and other health threats, including the 2009 H1N1 pandemic, 2014 Ebola, 2020 COVID-19, and the growing antimicrobial resistance crisis. His work is published in public policy, public administration, and public health journals and volumes.

► Panel 2



Kees Boersma

is Associate Professor and Research Manager at the Vrije Universiteit Amsterdam in the department of Organisation Sciences. His research interest is in crisis management, disaster studies, and innovation management. He is Co-Founder of the Crisis Resilience Academy of the Institute for Societal Resilience. His current projects include: The EU Horizon 2020 project "LINKS: Strengthening links between technologies and society for European disaster resilience," (PI) and the EU Horizon 2020 Covid-19 project "HERoS: Health Emergency Response in Interconnected Systems" (WP Leader). He is Vice President of the Information Systems for Crisis Response and Management association. He was Visiting Scholar at Johns Hopkins University and the University of Illinois at Urbana-Champaign and at the Disaster Management Training and Education Centre for Africa (DiMTEC) of the University of the Free State in South Africa. He published widely in journals including the International Journal of Disaster Risk Reduction, Organisation Studies, Public Administration, the Journal of Contingencies and Crisis Management, and in edited books and volumes.

research.vu.nl/en/persons/fk-boersma

► Panel 2



Arjen Boin

is professor of Public Institutions and Governance at Leiden University's Department of Political Science. He previously worked at Utrecht University and at Louisiana State University, where he was director of the Stephenson Disaster Management Institute and associate professor in the Public Administration Institute. His books include *Governing COVID-19: A Crisis Management Perspective* (Palgrave), *Understanding the Creeping Crisis* (Palgrave), *Guardians of Public Value* (Palgrave), *Managing Hurricane Katrina: Lessons from a Megacrisis* (Louisiana State University Press), *The Politics of Crisis Management* (Cambridge University Press), *Governing after Crisis* (Cambridge UP), *Designing Resilience* (Pittsburgh UP), *MegaCrises* (Charles C Thomas) and *The EU as Crisis Manager: Patterns and Prospects* (Cambridge UP, 2013). Boin is a managing partner of Crisisplan, an international crisis management consultancy.

► Keynote 1 ► Panel 3



Verena Brinks

has been junior professor for "geography of social media and digital cultures" at the University of Mainz since September 2019. Her disciplinary background is mainly in economic geography. From May 2012 to August 2019, Verena Brinks worked as a research associate (doctoral student and post-doc) at the Leibniz Institute for Research on Society and Space (IRS) in Erkner. In her dissertation she analysed processes of user innovation and intensively dealt with "communities" (particularly with the concept of "communities of practice"). As a further research topic, Verena Brinks works on new spatial settings for work and creativity which emerged as a consequence of digital practices and technologies (such as coworking spaces, Fab Labs etc.). In the last years, Verena Brinks extended her research focus towards the analysis of "crises". She is particularly interested in the role of experts and the complex time-spatial dynamics of crisis management.

► Keynote 3



Gernot Grabher

is Head of the Research Unit Urban and Regional Economics at the HafenCity University Hamburg (HCU). Previously he held positions, amongst others, at the University of Bonn, King's College London and the Wissenschaftszentrum Berlin (WZB). He was also visiting professor at Columbia University, Cornell University, the Santa Fe Institute, the University of Toronto, the Copenhagen Business School and Zhejiang University. Gernot is particularly interested in the mechanisms through which cities learn from self-induced shocks such as hosting mega-events (see, for example, Grabher, G. and Thiel, J. 2016, *Self-Induced Shocks: Mega-Projects and Urban Development*. Berlin: Jovis).

► Panel 4



Rüdiger Graf

is currently the head of the research unit on the "The History of Economic Life" at the Leibniz Center for Contemporary History, Potsdam and teaches history at Humboldt-Universität zu Berlin. He studied history and philosophy at Berlin and Berkeley. In 2006, he received his PhD with a study on "The Future of Weimar Germany" at Humboldt-Universität and, in 2013, his habilitation with a book on oil and energy policy in the Western Europe and the United States in the 1970s at Ruhr Universität Bochum. He was a visiting scholar at New York University (2003/2004), a John F. Kennedy Memorial Fellow at the Center for European Studies at Harvard University (2010/11) and a Fellow at Historisches Kolleg in Munich (2011/12). In the winter terms 2013/14 and 2017/18 he taught as a visiting professor at Ruhr Universität Bochum and at Freie Universität Berlin.

► Panel 1



Tjorven Harmsen

is a doctoral researcher at the Leibniz Institute for Research on Society and Space (IRS). She works in the BMBF-funded project "RESKIU", which explores the role of expert advice in crises and builds the context for this conference. She and the other team members conducted "crisis biographies" in three different case studies, showing in detail the spatiotemporal course a crisis takes. Her disciplinary background lies in sociology, mainly in systems theory. On this, she is associated with the research group "Evolution, Complexity and Cognition" at the Vrije Universiteit Brussel. In her dissertation, supervised by Prof. Dr. Anna Henkel at the University of Passau, she explores crisis as a developmental stage in social systems. The empirical focus lies on one of RESKIU's case studies: complex maritime emergencies.

► Panel 4



Oliver Ibert

is the director of the Leibniz Institute for Research on Society and Space (IRS) in Erkner and Professor of Socio-Spatial Transformation at the Brandenburg University of Technology Cottbus-Senftenberg. From 2009–2019 he was professor of Economic Geography at the Freie Universität Berlin. He obtained his doctoral degree in 2002 at the University of Oldenburg completed his post-doctoral habilitation thesis at the University of Bonn in 2009. In summer 2014 Oliver Ibert was a visiting professor at the Department of Political Sciences at the University of Toronto and in autumn 2018 he was a Simon and Hallsworth Visiting Professor at the Department of Geography at Manchester University. He is a member of the editorial board of "Spatial Research and Planning" and acts as a spokesperson of the working group "Concepts of Crisis" as a part of the Leibniz Research Alliance "Crises in a globalized world". His research on innovation, creativity, temporary organizations and crisis is located at the intersection of economic geography, sociology and organization studies. He published widely, for instance in Economic Geography, Journal of Economic Geography, Dialogues in Human Geography, Research Policy or the Journal of Contingencies and Crisis Management.

► Keynote 3



Astrid Irrgang

has been Deputy Director of the Center for International Peace Operations (ZIF) since 2014. Having joined ZIF in 2012 as Head of Human Resources, she then took the lead of the Operations Division in 2016.

From 2010 to 2012, she was Head of the Department of Administrative Services for Students at the Goethe University in Frankfurt/Main. In 2001, Astrid Irrgang began to work for the German National Academic Foundation (Studienstiftung des deutschen Volkes) in Bonn. After two years, she moved to the German capital to set up the Foundation's Berlin Office which she led until 2010. In 2008, she joined the team of the Secretary-General of NATO as a Visiting Officer for a few months. Astrid Irrgang holds a Master's degree in history and psychology. Her PhD deals with field letters from World War II delivered by the German army postal service.

► Panel 2



Martin Kornberger

received his doctorate in Philosophy from the University of Vienna in 2002. Currently he holds a Chair in Strategy at the University of Edinburgh and is a visiting fellow at the Vienna University of Economics and Business. Prior to that he worked at the University of Technology Sydney; Copenhagen Business School, Denmark; and EM Lyon, France. His latest book is on Figures of Thought for Distributed and Collective Action (Oxford University Press, 2021).

For more information see: martinkornberger.com

► Keynote 2 ► Panel 4



Thomas Lübcke

is Head of Research & Development at the German Maritime Search and Rescue Service (DGzRS). After completing his studies with a focus on organisational science (M.A. sociology/adult education), he conducted research on unifying patterns of high-performance teams in different domains. With his change to DGzRS in 2012, he primarily works on topics related to the management of major maritime incidents. For this, he mainly uses qualitative approaches, for example to investigate decision-making processes or sensemaking in the context of international real-life exercises. Further work deals with the development of simulations as well as the development and integration of mission support systems, such as drones and AI-based assistance systems for rescue operations. Thomas Lübcke represents Germany on the Future Technology Panel of the International Maritime Rescue Federation (IMRF), is a member of the European Group for Organisational Studies (EGOS) and the Academy of Management (AOM).

► Panel 2



Nils Marquardsen

is Managing Partner of DEDECC GmbH, a consultancy specialised in crisis, risk, business continuity and security management. He also advises in the areas of business development, change and innovation management. Nils has more than 25 years of professional experience, both in consultancy and in senior positions in business and the armed forces. In his company and as senior manager of a leading German consultancy for crisis management, he has advised on numerous crises and set up many crisis management systems. As Attaché for European foreign and security policy including crisis management policy and conflict resolution he worked for an international organisation in Brussels. He was appointed an expert by the EU's Economic and Social Committee, and he was member of the executive board in a German MDAX company. In the armed forces, he served as a staff officer in various command assignments. Nils holds a master's degree in Political Science, Psychology and Public Law from the University of Bonn.

► Panel 3



Johannes Melcher

is the leader for the team Emergency and Crisis Management at Höppner Management & Consultant GmbH. After his study in chemistry and his subsequent PhD in technical chemistry at the Leibniz Universität Hannover he worked as a chemical expert for fire consequence damage at the Chemisches Labor Dr. Wirts + Partner. There he was responsible for taking samples and writing expert opinions and recovery plans. Since 2020 he has worked at Höppner Management where he is responsible for the creation of safety and operating instructions, preparation of risk assessments, health and safety coordinations of construction sites, as well as pollutant clean-ups, safety and fire protection, inspection and assessment of construction sites and technical facilities, waste management incl. concepts and practical implementation in various companies. To prevent crisis he advises companies to build up emergency system for being prepared how to act in such situations.

► Panel 3 ► Panel 4



Renate E. Meyer

is Professor of Organisation Studies at WU Vienna. She is also Part Time Professor in Institutional Theory Copenhagen Business School, and Co-Director of the Research Institute for Urban Management & Governance at WU. She currently holds visiting positions at Oxford University, University of Alberta, and UNSW Sydney. Research interests include structural forms of institutional pluralism, institutional renewal, novel forms of organisation, collaborative governance, and collective action mostly in urban contexts.

For more information see:

www.wu.ac.at/en/orgstudies/staff-faculty/univ-prof-dr-renate-meyer

▶ Keynote 2 ▶ Panel 1



photo credit: Ellen Nieß

Brian Milstein

is a research associate and lecturer (wissenschaftlicher Mitarbeiter) in international political theory at the Goethe University Frankfurt's Research Centre "Normative Orders" and Department of Political Science. His research interests center on crisis theory, capitalism, deliberative democracy, critical social theory, and cosmopolitanism. He is the author of *Commercium: Critical Theory from a Cosmopolitan Point of View* (Rowman & Littlefield International, 2015), and his work has appeared in *Political Theory*, *European Journal of Political Theory*, *Philosophy and Social Criticism*, *Contemporary Political Theory*, and *European Journal of Philosophy*.

▶ Panel 1



Jale Tosun

is Professor of Political Science at Heidelberg University and a co-director of the Heidelberg Center for the Environment. She is a co-editor of the *Journal of Comparative Policy Analysis and Policy Sciences*. Her own research concentrates on issues related to environmental degradation, food and agriculture, climate change, energy governance, and sustainability more generally, which she examines through the analytical lens of comparative public policy, European integration theories, international political economy, and comparative public administration. In this context, she has recently become interested in and published on slow-onset events and the role state bureaucracy plays in managing these. In spring 2021, she started to carry out the research project DeepDCarb (The Democratic Challenge of Navigating Governance Traps) funded by the European Research Council.

▶ Panel 1



Shari R. Veil

is a Professor and Dean of the College of Journalism and Mass Communications at the University of Nebraska-Lincoln, USA. She oversees the strategic, programmatic, financial, fundraising, and management operations that support the mission of the college. Dr. Veil previously served as Associate Dean and Director of the Risk Sciences Division in the College of Communication and Information at the University of Kentucky and as Director of the Center for Risk and Crisis Management at the University of Oklahoma. Her research on organisational learning in high-risk environments, community preparedness, and communication strategies for crisis management has been funded by the National Science Foundation and the United States Department of Agriculture, Environmental Protection Agency, and Department of Homeland Security. She currently serves as research chair of the National Communication Association Public Relations Division and is a member of the Arthur W. Page Society.

► [Keynote 4](#) ► [Panel 3](#)



Bettina Zimmermann

is a crisis manager, CEO and co-owner of GU Sicherheit & Partner AG. She has been advising and supporting companies and organisations for over 12 years in the field of crisis management, internal and external crisis communication, threat management and comprehensive care. In the past years has supported various companies in crisis situations. In addition, she trains corporate crisismanagementteams and leadership support teams. Her know-how is completed by various training courses in threat management and psychological emergency aid, as well as her many years of political experience. She is a keynote speaker at business events and a lecturer at various educational institutions.

The expert is co-author of the standard work *Praxishandbuch Krisenmanagement* and author of *Weiblich und mit Biss – Erfolgsstrategien für Frauen* (both Midas Management) and *Emotions – the salt in the crisis | A guide for managers* (Stämpfli Verlag). She has also published numerous specialist articles.

► [Panel 3](#)

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