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The Routledge Companion to Risk, Crisis and Emergency Management

Edited by Robert P. Gephart, Jr., C. Chet Miller,
and Karin Svedberg Helgesson

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Robert P. Gephart, Jr. is Professor at the University of Alberta, School of Business. He has served as Associate Editor for *Organizational Research Methods*, and in 2015, received the Sage Career Achievement Award from the Research Methods Division of the Academy of Management.

C. Chet Miller is C.T. Bauer Professor of Organizational Studies at the University of Houston. His research focuses on the functioning and effects of executive teams, the design of strategic decision processes within firms, and the use of seemingly impossible organizational goals. His work has appeared in outlets such as *Harvard Business Review* and *Academy of Management Journal*.

Karin Svedberg Helgesson is Associate Professor in the Department of Management and Organization at the Stockholm School of Economics, Sweden. She has published several books, and her work has appeared in journals such as *Organization Studies* and the *Journal of Common Market Studies*.

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Karin Svedberg Helgesson*

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*To people who have experienced harm from organizational risks and crises
and to first responders who have given their lives in the process.*

And as always, to Bev, Keith, and Laura with love.

—Robert P. Gephart, Jr.

*To Laura, Martini, and Olive: The adventure would not be
the same without you.*

—C. Chet Miller

To Maj and Jerry who paved the way.

—Karin Svedberg Helgesson



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PREFACE

The idea for this book emerged from an invitation from Sytze Kingma to help Arjen Boin and himself organize a sub-theme on risk and crisis management for the 2008 annual meeting of the European Group for Organization Studies (EGOS) in Amsterdam. The success of the session led to subsequent risk-related sub-themes at EGOS in Gothenburg, Sweden, and in 2011, and in Montreal, Canada, in 2013 with Sytze Kingma and Chet Miller as co-organizers. I was also pleased to help co-organize an EGOS risk session with Michael Power and Steve Maguire in Athens in 2015. Sharon Golan, then an editor at Taylor and Francis Publishers, supported the project from the outset and encouraged Chet and I to move forward with a third co-editor. Fortunately, Karin Svedberg Helgesson agreed to join in as co-editor.

Risks, crises, and emergencies are outcomes of the activities of enterprises and organizations that can and do produce both benefits and harms. A strong argument that risks have become ever more important in contemporary society is provided by Ulrich Beck in *Risk Society*. Beck explores the thesis that prior capitalist economies and societies were organized around a principle of wealth production. This created prosperity but also significant risks and harms as side effects of wealth production (e.g., ecological damage). As a result, economies and societies in the contemporary world became organized around a risk management principle that addresses the need to overcome the damages, harms, and hidden costs of unbridled wealth production.

The seemingly inexhaustible supply of risks, crises, emergencies, and disasters provided in society suggests we often know much less about preventing or managing risks, crises, and disasters than we might wish to know. And, even when there is actionable knowledge to prevent or manage technical aspects of crises, there is often a lack of political will to do so. Hence, there is great need to better understand the human, social, and organizational issues involved in detecting, managing, and remediating risks, crises, and emergency events.

This volume addresses this need for innovative theories, methods, and practices in the field. The volume reviews key issues, concepts, theories, and methods in the area of risk, crisis, and emergency management; offers numerous case examples of risk and crises; and explores organization change and development strategies to prevent, manage, and mitigate risks and crises. This volume results from, and seeks to share, many of the ideas and insights provided by our colleagues who participated in the EGOS risk sessions as well as other colleagues with whom we have shared rich conversations and interesting research on risks and

Preface

crises. We hope that readers will find the chapters to be stimulating and meaningful sources of insight into the complex aspects of organizationally based risks, dangers, and harms. In any event, here at last, is the final product!

–Robert P. Gephart, Jr.
Edmonton, Alberta, Canada
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AUTHORS

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CONTRIBUTORS

Mário Aquino Alves is an associate professor of Public Administration and Government at Fundação Getúlio Vargas, Escola de Administração de Empresas de São Paulo (FGV/EAESP), Brazil. His research interests include corporate political activity, civil society organizations, and political participation.

Mike Annett is an assistant professor of human resource management at MacEwan University's School of Business and an active human resource professional. His scholarship centers on workplace inclusion to better understand and resolve management and system difficulties in producing diverse and inclusive workforces. His industry experience includes roles directly addressing and minimizing human resource risks in government departments. Dr. Annett earned his PhD in Human Resource Management and Industrial Relations at the University of Alberta, and is designated as a chartered professional in Human Resources.

Thomas D. Beamish is professor of sociology at the University of California, Davis. His research interests and expertise includes a focus on Risks, Hazards, and Environment; Community Politics and Social Movements; Institutions, Organizations, and Economy; and Science, Technology, and Innovation Studies. As an environmental and organizational sociologist, and as a sociologist of risk, Professor Beamish's research has generated two books and many papers published in leading journals.

Fatma Umut Beşpınar is associate professor of sociology, Middle East Technical University in Ankara. She has an MS degree in sociology from METU and a PhD degree in Sociology, University of Texas at Austin, USA, 2007. Her areas of interest are work, family, and gender and women studies. She has published chapters in edited volumes such as *Women in the Middle East and North Africa: Agents of Change*, *The Routledge Handbook of Modern Turkey* and *Turkey and the Politics of National Identity: Social, Economic and Cultural Transformation*, and she has published articles in such journals as *New Technology*, *Work and Employment*, and *Work and Family*.

Kees (F.K.) Boersma is associate professor in the Department of Organization Sciences of the VU University Amsterdam. He completed his (awarded) PhD thesis at the Eindhoven

University of Technology. His current research is about organization networks and strategies in the context of safety, crisis management, and security. He is the group leader of AREA: Amsterdam Research on Emergency Administration, senior member of the Netherlands Institute of Governance (NIG), and senior editor of the *Journal of Contingencies and Crisis Management* (guest editor), *Organization Management Journal*, and the *International Journal of Emergency Services*.

David M. Boje is an international scholar with over 22 books and 140 journal articles, doing keynotes, visiting scholar lectures, and seminars in organizational storytelling, research methods to faculty and doctoral students around the world. His contribution to organization research methods has applications to strategy-as-process, ensemble leadership, socio-economic interventions, and organizational systems disciplines. He is a Regents Professor of New Mexico State University, and Distinguished Achievement Professor, holds an honorary doctorate from Aalborg University, and is considered godfather of their Material Storytelling Lab.

Marc Bonnet is professor and executive dean at the Institut d'Administration des Entreprises, University Jean Moulin Lyon 3 in France, and Directeur adjoint de l'ISEOR. Groupe Management Socio-Economique (Centre iaelyon Magellan, Université Jean Moulin). He has undertaken extensive intervention research using the SEAM approach and published numerous scholarly articles on the results of this research.

Laura B. Cardinal is the SmartState Endowed Chair and Director for the Center for Innovation and Commercialization at the Darla Moore School of Business at the University of South Carolina. She earned her PhD from the University of Texas at Austin. Professor Cardinal sits on the Board of Governors of the Academy of Management. She has served on editorial boards of top journals in management, acted as an associate editor of the *Academy of Management Annals*, and sat on the Board of Directors of the Strategic Management Society. Her book, *Organizational Control* (with Sitkin and Bijlsma-Frankema), was published by Cambridge University Press.

Konstantinos Chalkias is a research fellow at Cass Business School, City University of London. His research interest resolves around the practices and strategic dynamics of organizations and markets. Drawing from social-practice theory, he studies how strategy is done inside organizations and how financial markets are constructed. He is also interested in theories of risk and risk management, with a recent focus on investigating the market mechanisms that transfer uninsurable risk into global financial markets to bridge the global insurance gap.

Tom Christensen is Professor in Public Administration and Policy at Department of Political Science, University of Oslo. He is also adjunct research professor at Uni Research Rokkan Centre, University of Bergen, and visiting professor at School of Public Administration and Policy, Renmin University. He has published extensively on institutional change and comparative public sector reforms, based on organization theory.

W. Timothy Coombs (PhD Purdue University) is a full professor in the Department of Communication at Texas A&M University. He is also an honorary professor in the Department of Business Communication at Aarhus University. He received the 2002 Jackson,

Jackson & Wagner Behavioral Science Prize from the Public Relations Society of America, and the 2013 Pathfinder Award from the Institute of Public Relations in recognition of his research contributions to the field and to practice. Dr. Coombs has worked with governments, corporations, and consulting firms in the USA, Asia, and Europe on ways to improve crisis communication efforts. He currently edits *Corporation Communication: An International Journal*.

Barbara Czarniawska is senior professor of Management Studies at Gothenburg Research Institute, University of Gothenburg, Sweden. She takes a feminist and processual perspective on organizing, recently exploring connections between popular culture and practice of management, and the organization of the news production. She is interested in techniques of fieldwork and in the application of narratology to organization studies. Recent books in English: *A Theory of Organizing* (second edition, 2014), *Social Science Research from Field to Desk* (2014), and *A Research Agenda for Management and Organization Studies* (edited, 2016).

Henrik Dossdall is a post-doctoral researcher at Bielefeld University who takes a profound interest in the dynamics of the financial crisis of 2007. He publishes on this topic from a perspective informed by the sociology of risk and sociology of organizations. Further interests include economic sociology as well as financial markets in general.

Max Ganzin is an assistant professor at the University of Windsor, Canada. His research interests include entrepreneurship, in particular, the ways entrepreneurs cope with risk and uncertainty, and the ways they project positive future, as well as the question of whether entrepreneurial opportunities are discovered or created. Other interests include sensemaking, institutional work, institutional myths, and rhetorical history.

Robert P. Gephart, Jr. is full professor at the University of Alberta, School of Business and Chercheur associé, ISEOR, Magellan, IAE Lyon, Université Jean Moulin. His research has appeared in the *Administrative Science Quarterly*, the *Academy of Management Journal*, the *Journal of Management*, *Organization Studies*, *Organizational Research Methods*, *Qualitative Sociology*, and other journals. Dr. Gephart served as associate editor of the journal *Organizational Research Methods* for over ten years, and in 2015, received the Sage Career Achievement Award from the Research Method Division of the Academy of Management.

Paulo Cesar Vaz Guimarães is a Senior Officer of Public Policy and Governmental Management in the Ministry of Planning, Development, and Management, Brazil. His experience centers on administration, with an emphasis on public organizations, working mainly in organizational planning and management, environmental management, risk management, and social policies.

Markus Hällgren (markus.hallgren@umu.se) is a professor of management and organization at Umeå School of Business and Economics, Umeå University. His research interests involve everyday practice in extreme contexts. His work has been published in the *Academy of Management Annals*, *European Management Journal*, *Scandinavian Journal of Management*, and *International Journal of Project Management*.

Cynthia Hardy is a laureate professor in the Department of Management & Marketing at the University of Melbourne and Professor at Cardiff Business School. She received her PhD from the University of Warwick, UK. Her research interests revolve around

discourse, power, and risk. She has published over 60 refereed journal articles and 10 books, including the *Handbook of Organization Studies*, which won the George R. Terry Book Award, and the *Handbook of Organizational Discourse*, which won the Outstanding Book at the Organizational Communication Division of the National Communication Association. She is co-founder of the International Centre for Research in Organizational Discourse, Strategy, and Change.

Debbie Harrison is a professor of Strategy at BI Norwegian Business School, Oslo, Norway. Her research interests are in the area of inter-organizational relationships and networks, and constructivist market studies. She is currently involved in projects about sustainability practices in networks, the micro-foundations of market regulation, networked innovation in project settings, and the roles of users in markets. She has co-published several books and articles regarding markets, networks, and relationships, with the articles appearing in journals such as *Research Policy*, *Journal of Management Studies*, and *Marketing Theory*. Harrison also teaches several courses focused on business networks and strategy.

Claes-Fredrik Helgesson is professor in Technology and Social Change at Linköping University, Sweden. He works in the fields of economic sociology and science and technology studies (STS), currently emphasizing the emerging field of valuation studies which is focused on valuation as a social practice. Helgesson is co-founder and co-editor-in-chief of *Valuation Studies*, an open access journal, which published its first issue in spring 2013. He is co-editor with Isabelle Dussauge and Francis Lee of “Value Practices in the Life Sciences and Medicine” (Oxford University Press, 2015).

Jan Hayes has over 30 years’ experience in safety and risk management. Her current activities cover academia, consulting, and regulation. She holds an associate professor appointment at RMIT University where she is program leader for the social science research activities of the Energy Pipelines Co-operative Research Centre. Dr. Hayes has just completed seven years as a member of the Advisory Board of the National Offshore Petroleum Safety and Environmental Management Authority.

Karin Svedberg Helgesson is associate professor in the Department of Management and Organization at the Stockholm School of Economics, Sweden. Her research focuses on the interplay and changing boundaries between business and society, including questions of accountability, legitimacy, and risk management. She is currently working on a project analyzing the role of for-profit professionals in securitization. Another research interest is gender in organizations, with a view to the reproduction of (in)equality in elite organizations. Helgesson has published several books, and her work has appeared in journals such as *Organization Studies* and the *Journal of Common Market Studies*.

Christian Huber, a lecturer at the Helmut Schmidt University – University of the Federal Armed Forces in Hamburg, Germany – received his PhD from Innsbruck University in organization studies, management and economics. His research has been published in *Human Relations*, *Management Accounting Research*, *Critical Perspectives on Accounting*, *Journal of Management Inquiry*, and the *Journal of Business Ethics*.

Paula Jarzabkowski is a professor of strategic management at Cass Business School, City University of London. Her research focuses on strategy-as-practice in complex and pluralistic

contexts such as regulated infrastructure firms, third-sector organizations and financial services, particularly insurance and reinsurance. She has conducted extensive, internationally comparative audio and video ethnographic studies in a range of business contexts. Her work has appeared in leading journals including *Academy of Management Journal*, *Journal of Management Studies*, *Organization Science*, *Organization Studies*, and *Strategic Management Journal*. Her most recent co-authored book, *Making a Market for Acts of God*, was published by OUP in 2015.

Sytze F. Kingma is senior lecturer in the sociology of organizations at the Department of Organization Sciences, VU University Amsterdam, the Netherlands. His research interests involve the confrontation between the material and virtual dimensions of organizational networks, and the way risk is implicated in organizational contexts. He has published extensively in the field of gambling and is the editor of *Global Gambling: Cultural Perspectives on Organized Gambling* (Routledge, 2010). Recently, he edited (together with Karen Dale and Varda Wasserman) “Organizational Space and Beyond. The Significance of Henri Lefebvre for Organization Studies” (Routledge, 2018). Overall, his publications deal with risk, responsibility, organizational space, and technology; most recent articles are about “third workspaces” and “new ways of working.”

Per Læg Reid is professor at the Department of Administration and Organization Theory, University of Bergen, and adjunct research professor at Uni Research Rokkan Centre. He has published extensively on institutional change and public sector reforms from a comparative perspective. He is currently leading an international comparative research project on Organizing for Societal Security and Crisis Management: Building Governance Capacity and Legitimacy.

Carole Lalonde is a full professor and director of the PhD and Master Research Program at the Faculty of Administrative Sciences, Laval University, Canada. She teaches change and crisis management, qualitative research and consulting practices at the graduate level. She obtained her PhD in 2003 from HEC-Montreal. Prof. Lalonde is the author of peer-reviewed articles on crisis management, consulting, and change management.

Agnieszka Latuszynska is a PhD student at Warwick Business School, University of Warwick. After obtaining an MSc degree in public health from the Medical University of Warsaw (Poland), she spent several years working at the Division of Contract Supervision and Audit of National Health Fund in Warsaw, Poland, being responsible for supervision of contracts with health care providers. Her dissertation work investigates the role of risk in different health care settings.

Loïc Le Dé is lecturer and program leader of Emergency and Disaster Management from the Faculty of Health and Environmental Sciences at Auckland University of Technology, New Zealand. His research focuses on disaster risk reduction, disaster management, migration and remittances, sustainable livelihoods, and participatory approaches and tools for disaster risk reduction.

Connor Lubojacky is a doctoral student in the Management Department at the University of Houston. He earned his MSc in Finance at the University of Edinburgh and his Bachelor's degree at the University of Texas at Dallas. His research interests include opportunity recognition, decision-making, and entrepreneurial orientation.

Steve Maguire (steve.maguire@mcgill.ca) is professor of strategy and organization at the Desautels Faculty of Management at McGill University. He received his PhD from HEC-Montréal. His research focuses on technological and institutional change driven by the emergence of new risks to human health and the environment, theorizing the role of non-market actors in shaping the adoption or abandonment of particular technologies. He has particular expertise on the organizing of risk and the management of chemical risks, serving in an advisory role to the government of Canada during 2007–2011, and working currently on research projects with scientists from Health Canada and Environment Canada.

Sarah Maslen is assistant professor of sociology at University of Canberra. Her research has focused on engineering decision-making and expertise practices, and the impact of incentive arrangements on major accident risk management. She is co-author of book *Risky Rewards* with Prof. Andrew Hopkins.

Rob Austin McKee is an assistant professor of leadership and entrepreneurship at the University of Houston–Downtown. He earned his PhD and MBA from the University of Houston. His research interests include decision-making, leadership, personality, and visceral states. His work has appeared in *Journal of Management*, *The Leadership Quarterly*, and *Business Horizons*. Rob is vice president for Business Development at Flexios, a medical device startup, working in the area of hand tendon repair. He is a former nuclear reactor operator for the United States Navy and an avid rock climber.

C. Chet Miller is the C.T. Bauer Professor of Organizational Studies at the University of Houston. He has worked with a number of organizations to improve their positioning and impact. In addition, he is an award-winning teacher and researcher. His published research focuses on the functioning and effects of executive teams, the design of strategic decision processes within firms, and the use of seemingly impossible organizational goals. His work has appeared in outlets such as *Harvard Business Review*, *Academy of Management Journal*, *Academy of Management Review*, *Strategic Management Journal*, and *Advances in Strategic Management*.

Rolf Nichelmann is an independent postdoctoral researcher at the Institute of Sociology at Dresden University of Technology. Previously, he worked as a senior lecturer at the Faculty of Sociology at Bielefeld University. His teaching and research interests include (1) issues at the intersection of legal dogmatics and legal sociology, (2) political sociology from a systems theoretical perspective with a current focus on public opinion and the politics-media interface, and (3) organizational theory.

Eivor Oborn is professor of healthcare management within the Entrepreneurship and Innovation Group and the Organizing Health Research Network at Warwick Business School. She is also a research fellow at Judge Business School, Cambridge University. Eivor is an honorary research associate in the Department of Bio-Surgery and Surgical Technology at Imperial College London, working in association with Lord Darzi. Her research interests include knowledge translation, multidisciplinary collaboration, organization theory and change, health service innovation, technology use, and health policy reform.

Maria Paola Ometto is a PhD candidate in Strategic Management and Organization at the University of Alberta. She holds a PhD in Public Administration and Government from Fundação Getúlio Vargas, Escola de Administração de Empresas de São Paulo (FGV/EAESP),

Brazil. Her research interests include institutional theory, social movements, communities, corporate political activity, and entrepreneurship.

Cyrus B. Parks is a doctoral student in strategic management at the C.T. Bauer College of Business at the University of Houston. He earned BS and MS degrees in environmental health engineering and worked in the chemical industry for two decades in roles ranging from environmental expert to production manager to Lean Six Sigma Master Black Belt. He is author of several environmental risk assessments and manufacturing site strategies, and he has led over 20 root cause investigations. His research lies at the intersection of ethical behavior and determinants of firm performance.

David Passenier obtained his master's in social research at the Vrije Universiteit Amsterdam, specializing in organization sciences. For his PhD, he studied risk and safety management in commercial aviation, focusing on pilots' improvisational work processes and deviant practices.

Christine M. Pearson is professor of global leadership, Thunderbird School of Global Management, Arizona State University. She is an expert on curtailing and containing dysfunctional behavior at work, from the dramatic sweep of organizational crises to the corrosive impact of low-intensity workplace incivility. Her research has appeared in outlets such as *Harvard Business Review*, *Sloan Management Review*, and *Academy of Management Review*, and has been reported by more than 600 newspapers and magazines, and international radio and television stations. She has more than two decades experience researching, consulting, and teaching globally, with students in 180 countries. Pearson is currently completing her seventh book, a contemporary view of global crisis leadership.

Charles Perrow is Emeritus Professor of Sociology at Yale University. The author of several books and many articles on organizations (e.g. *Complex Organizations, a Critical Essay*, 3rd ed., 1984), he is primarily concerned with the impact of large organizations on society (*Organizing America: Wealth, Power, and the Origins of Corporate Capitalism*, 2002), and their catastrophic potentials (*Normal Accidents: Living with High-Risk Technologies* 1984, rev. ed. 1999, and *The Next Catastrophe: Reducing Our Vulnerabilities to Natural, Industrial, and Terrorist Disasters*, 2007). The 2011 edition covers the economic meltdown, the Gulf oil spill, and global warming. He also has published on the Fukushima disaster and its radiological consequences.

Trish Reay is a professor in strategic management and organization, School of Business, University of Alberta. She also holds a partial appointment in Entrepreneurship and Innovation at Warwick Business School. Her research interests include institutional and organizational change, professions and professionals, and organizational learning in the contexts of healthcare and family business. She is academic director for the Centre for Effective Business Management of Addiction Treatment at the University of Alberta, and currently serves as editor-in-chief of *Organization Studies*.

Henry Rothstein is a reader in risk and regulation, King's College London. His main research interests concern the institutional factors shaping risk governance regimes across policy domains and countries. His publications include *The Government of Risk* (with Christopher Hood and Robert Baldwin. OUP: 2001) and numerous articles in a wide range of academic

journals, including *Economy and Society*, *Public Administration*, *Regulation and Governance* and *Socio-Economic Review*. Most recently he has led a three-year international comparative research project on the relationship between risk and regulation in the UK, France, Germany, and the Netherlands.

Linda Rouleau is professor of organization theory at the management department of HEC Montreal. Her research on identity, sensemaking, middle managers, and strategic change has been published in peer-reviewed journals such as *Academy of Management Review*, *Organization Science*, *Accounting*, *Organization and Society*, *Journal of Management Studies*, and *Human Relations*.

Lise H. Rykkja is associate professor at the Department of Administration and Organization Theory at the University of Bergen and adjunct research professor at the Uni Research Rokkan Centre, Norway. Her research concentrates on public administration and public policies based in a broad institutional and comparative perspective, focusing on organizing and coordinating for crisis management. Rykkja currently leads the Horizon 2020 TROP-ICO project: Transforming into Open, Innovative and Collaborative Governments.

Amandine Savall is an assistant professor at Université Jean Moulin Lyon 3 and researcher at ISEOR, Lyon, France. She examines management of international practices in family-owned businesses.

Henri Savall is Emeritus Professor at the University Jean Moulin Lyon 3 and the founder and president of the ISEOR Research Center in France. He holds two doctoral degrees in economic sciences and in management science and has authored and co-authored 53 books, 98 articles, and 300 conference papers. In 2017, Dr. Savall was appointed Chevalier of the Legion of Honor in France.

Kelly E. See is an Associate Professor of Management at the Business School of the University of Colorado Denver. She received her PhD from Duke University. Her current research falls into two main streams: how contextual factors affect the flow of input or advice through the organizational hierarchy, and the use of extreme goals in organizations. Her published work appears in leading management and disciplinary journals, including the *Academy of Management Review*, *Organization Science*, *Harvard Business Review*, *Organizational Behavior and Human Decision Processes*, *Journal of Personality and Social Psychology*, *Journal of Experimental Psychology*, *Personnel Psychology*, and *Operations Research*. Her research has won several awards and has been covered in a variety of media outlets, such as *Forbes*, *The Wall Street Journal*, *ABC News*, *FOX news*, and *INC*.

April D. Schantz is an assistant professor with the Usha Kundu, MD College of Health at University of West Florida, Pensacola, FL, USA. She completed her PhD in Industrial-Organizational Psychology with a Minor in Quantitative Methods at Florida International University. Her research focuses on attributes and processes of action- or performance-based teams and health and well-being outcomes for those employed in high stress industries. Her work has been published in the *Journal of Workplace Behavioral Health*, *Work & Stress*, and *The Industrial-Organizational Psychologist*. She is an active member of Academy of Management (Research Methods Division) and a campus representative for Consortium for the Advancement of Research Methods and Analysis (CARMA).

Tobias Scheytt is Professor of Management Accounting and Control at Helmut-Schmidt-University Hamburg, Germany. He studied business economics at Witten/Herdecke University, where he earned his PhD degree and his habilitation degree at Innsbruck University. His research that focuses on strategic control, quality, and risk management has been published in *Organization Studies*, *Journal of Management Studies*, *Management Accounting Research* and *Organizational Research Methods*.

Yossi Sheffi is the Elisha Gray II Professor of Engineering Systems and Director of the MIT Center for Transportation and Logistics (CTL). He is an expert in supply chain management and is the author of five books. Under his leadership, the CTL has launched many educational, research, and industry/ government outreach programs, including the MIT SCALE network, and the online Micromaster's program. Outside the institute, Dr. Sheffi has consulted with numerous organizations. He has also founded or co-founded five successful companies, all acquired by large enterprises. Dr. Sheffi has been recognized in numerous ways in academic and industry forums.

Sushma Shrestha is Shelter and Reconstruction Specialist in Plan International Nepal where she provides backstopping support and technical advice in formulating, planning, and implementing disaster recovery, reconstruction, and disaster risk reduction programs. She holds a PhD in environment science from the University of Auckland (New Zealand).

Sim B. Sitkin is the Michael W. Krzyzewski University Professor, Professor of Management and Public Policy, Faculty Director – Fuqua/Coach K Center on Leadership and Ethics, and Director – Behavioral Science and Policy Center at Duke University. He is a Fellow of the Academy of Management and the Society for Organizational Behavior. He is co-founder and co-president of the Behavioral Science and Policy Association. His research focuses on the effects of leadership and organizational control on trust, risk-taking, experimentation, learning, and innovation. His most recent books are *Organizational Control*, *The Six Domains of Leadership*, and *The Routledge Companion to Trust*.

Kathleen M. Sutcliffe is a Bloomberg Distinguished Professor at Johns Hopkins University with appointments in the Carey Business School, the School of Medicine, the School of Nursing, and the Armstrong Institute for Patient Safety. Professor Sutcliffe focuses her research on understanding how organizations and their members cope with uncertainty and unexpected surprises, and how organizations can be designed to be more reliable and resilient. She has published widely in management and organization theory and healthcare. In 2015, she received a distinguished scholar award from the MOC division of the Academy of Management.

Cagatay Topal teaches in the Department of Sociology at Middle East Technical University in Ankara. He has an MS degree in sociology from METU and a PhD degree in sociology from Queen's University at Kingston in Canada. Among his research interests are surveillance, sociological theory, and science and technology. He has published in several established journals, including *Social Text*, *European Societies*, and *International Sociology*.

Cagri Topal is a researcher/instructor in the Department of Business Administration at Middle East Technical University in Ankara. He has an MS degree in sociology from METU and a PhD degree in organizational analysis from the University of Alberta in Canada. Among his research interests are risk construction processes and micro processes of

institutionalization. He has published in several organization-focused journals, including *Tamara: Journal of Critical Postmodern Organization Science*, *Organization Studies*, and *Journal of Management and Organization*.

Gail Whiteman is professor-in-residence at the World Business Council for Sustainable Development and the Rubin Chair and Director of the Pentland Centre for Sustainability in Business at Lancaster University, UK. Her research analyzes how actors make sense of complex problems and build resilience across scales given environmental pressures and social inequities. In collaboration with British Antarctic Survey, she is also the creator of the Arctic Basecamp at Davos, an innovative science communication and outreach event that calls for action from global leaders to address global risks from Arctic change.

Amanda Williams is a PhD candidate at Rotterdam School of Management, Erasmus University. Her research lies at the intersection of corporate sustainability and social-ecological resilience. The objective of her research is to understand how organizations impact the environment and how the environment in turn impacts organizations through feedback loops over time and space. Recently, she conducted research about corporate engagement with the UN Sustainable Development Goals.

Jeroen Wolbers Assistant Professor of Crisis Governance at the Crisis Research Center, Institute for Security & Global Affairs, Leiden University. His expertise lies in fast-response organizing on the topics of coordination, sensemaking, and decision-making, with a special focus on crisis management. His work is published in leading organization and crisis management journals. In his PhD thesis Jeroen studied coordination processes between emergency services on disaster sites. His thesis was selected for the top 3 dissertations worldwide in management science with the Grigor McClelland Award 2017, and he was awarded with the VU Faculty of Social Science Dissertation Award. Previously Jeroen was a postdoctoral researcher in the NWO project on Smart Disaster Governance at the VU University, where he performed fieldwork during the response to the Nepal Earthquakes in 2015, the refugee crisis in Europe, and multiple disaster exercises throughout the Netherlands. In 2018, Jeroen received a prestigious Veni grant from the Netherlands Organisation for Scientific Research (NWO) to study how frontline commanders can mitigate fragmentation in crisis response operations.

Juanita M. Woods, PMP, PgMP, PhD is an assistant professor of project management at the Mike Cottrell College of Business at the University of North Georgia in Gainesville, GA, USA. She focuses her research on bridging the disciplines of leadership, people development, and work teams after a successful career managing people, teams, and projects in the private sector. Dr. Woods is currently focused on building leadership capacity in the next generation of workplace leaders by engaging with management students and professionals in the private and public sector.

Véronique Zardet is a professor at the Institut d'Administration des Entreprises, University Jean Moulin Lyon 3, co-director of the Socio-Economic Management Masters program, and Director of the ISEOR Research Center. She holds two doctoral degrees in management sciences and was awarded (with Henri Savall) the Rossi Award from the Academy of Moral and Political Sciences.

Contributors

George A. Zsidisin, PhD (Arizona State University), CPSM, CPM, is a professor of supply chain management at Virginia Commonwealth University. Professor Zsidisin has conducted extensive research in the field of purchasing and supply management, with a focus on how firms assess and manage supply disruptions and commodity price volatility in their supply chains. He has published over 70 research and practitioner articles and three books that have been extensively cited. He is one of the initial founding members of the *International Supply Chain Risk Management* (ISCRiM) network, Co-Editor Emeritus of the *Journal of Purchasing & Supply Management*, and Director of the Master of Supply Chain Management program at Virginia Commonwealth University.



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PART I

An Introduction to Risk, Crisis and Emergency Management



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1

INTRODUCTION TO RISK, CRISIS AND EMERGENCY MANAGEMENT IN ENTERPRISES AND ORGANIZATIONS¹

Robert P. Gephart, Jr., Karin Svedberg Helgesson, and Max Ganzin

June 30, 2013, was another hot day in a demanding fire season in Arizona for the Granite Mountain (GM) Hotshot crew. The crew members were experienced but tired when they arrived at the Yarnell Fire Station early in the morning to assist with a nearby fire and had worked 28 out of 30 days fighting wildfires. After consulting with local officials, the crew had a look at the fire. The front of the fire was 1.5 miles long, but 45 minutes later, the fire had grown to 1,500 acres and was spreading rapidly. Additional air support was requested for the fire control operation, but a shortage of aircraft meant only two of four aircraft requested arrived by noon to coordinate the operation and drop fire retardant.

Brendan McDonough, a GM hotshot, was assigned to monitor the fire and warn the crew of danger. The other 18 crew members and their leader Eric set off to the anchor of the fire (McDonough, 2016, pp. 187–188). By 1.04 p.m., the fire was defeating all attempts at control. Soon thereafter, the fire status was increased to Type 1 TMT – the highest designation for fire, making the Yarnell fire the largest fire burning in Arizona.

When a thunderstorm rolled in, the wind reversed direction and the wind speed increased to 45–50 miles per hour due to the outflow winds, a situation that occurred in a previous fire that killed 14 firefighters. The Type 1 TMT fire designation was approved at 2.13, but the fire continued to be unstoppable, and the fire front grew to 3 miles in size. Then, the fire shifted suddenly and headed for the town of Yarnell.

At this time, the GM crew were positioned in a safe area near the fire (without the lookout McDonough), and they declined to redeploy to Yarnell. Then at 3.50 p.m., the GM crew learned the fire had turned toward Yarnell and would soon reach the GM vehicles. Eric, the GM crew leader, worked on an escape plan while he received a weather update. The fire line became increasingly unstable with tongues of flame heading in multiple directions as winds rose to 40–50 miles per hour.

McDonough abandoned his lookout position at 3.52 p.m. when the fire, “moving faster than anyone could remember” (p. 199), came within 300 yards of his position. McDonough thought the other crew members were safe. But by 3.54 p.m., the fire was beyond control and closing in on the GM crew. At 4.04 p.m., Eric radioed that the crew were using the escape route. The fire was 0% contained, and the town of Yarnell was engulfed in flames.

The GM crew reached a saddle on a ridge enroute to the safe area at 4.20 p.m. and then moved down into a box canyon near the safe area for reasons that are unclear. Suddenly the

wind speed increased to 50 mph, the fire changed direction, and a 100-foot high wall of flame that the crew could not see ran up the canyon toward the crew.

By 4.39 p.m., the GM crew were the only crew left in the area. Eric called an air tanker requesting a fire-retardant drop. He confirmed the crew were now cut off from their escape route and was preparing to deploy their fire shelters. The fire, now over 70-foot high and over 3,000 degrees F in temperature, passed over the crew who no longer responded to radio calls.

When the medical response team's flight medic finally reached the deployment area by foot, he found the 19 bodies of the GM crew laid out on the ground in a horseshoe shape. The safe area they sought was only 600 yards away. Their radios were still working, but they were unable to survive a fire hot enough to melt uranium.

Introduction

This volume provides a comprehensive, broadly based and contemporary discussion of management and organizational research addressing risk, crisis and emergency management. Risk, in quantitative terms, is the probability of an event occurring multiplied by the magnitude of losses or gains involved in the event (Lupton, 1999). Historically, risk was essential to accessing opportunities and included both positive and negative outcomes. The meaning of risk has changed in late modernity, and it now refers to threats, hazards and dangers that are unquantifiable uncertainties with unknown probabilities of occurrence. And risks may require expertise for detection and/or mitigation.

Consider the GM example above. Wildfire management requires skilled workers trained in the technical challenges involved in controlling wildfires that by nature are unpredictable in their behavior. Firefighters at Yarnell faced numerous risks including the threat of incineration by the wildfire. The GM crew were early responders to a risky event that quickly escalated into a crisis. Organizational crises can thus be conceived as realized risks that involve major, unpredictable events that have the potential to produce extensive harms and where the aftermath of the events may "damage an organization and its employees, products, services, financial condition and reputation" (Barton, 1993, p. 2). The GM case shows the company's firefighters experienced a crisis because the risks they anticipated evolved into a crisis when the crew were unable to properly locate and monitor the boundaries of the fire. They then became trapped by the fire and lost their lives. The fire was part of a larger, preexisting crisis – the wildfire threatening the town of Yarnell. In addition, the management of emergencies by definition requires urgent efforts by individuals and organizations to address and remediate the immediate and local impacts of an emerging danger. In this case, local officials attempted to contact the GM crew and sent emergency workers to rescue the trapped workers. They were unsuccessful because the 19 workers had lost their lives due to the unanticipated intensity of the fire when they sought to protect themselves.

This example also shows how risk, crisis and emergency management can occur in close temporal and physical proximity as part of the triad of risk, crisis and emergency management processes explored in this volume. The current volume extends the conceptual boundaries of the risk, crisis and emergency management domain addressed in previous research. It encourages and assists readers to envision a broader perspective on risk that addresses risks and crises in emergency contexts, thus emphasizing the interactions between these three aspects and the need to examine and understand risk and crisis events in their naturally occurring contexts. To do so, the volume includes theoretical and conceptual reviews, original empirical research including case studies that illustrate the issues involved, as well as essays and opinion pieces that extend and inform management practice. Overall, the volume

provides an important, stand-alone introduction to the field and an important and detailed resource for use in teaching, designing research and informing practice.

Following from this, the general purpose of the book is to offer an up-to-date and state-of-the-art understanding of risk, crisis and emergency management issues based on social science theories, concepts, methods and empirical findings. Practitioner insights are presented in actionable frameworks, practical essays, case descriptions and data from interviews included in the chapters. The book also contributes to the advancement of the field of risk and crisis management by integrating three interrelated streams or areas of scholarship and practice that often overlap but are seldom considered in the same volume: the areas of risk and risk management, industrial crisis management, and emergency and safety management. The book is therefore distinct because it seeks to be highly integrative across previously isolated areas. Further, it takes a strong social and organizational science view rather than emphasizing engineering practice or financial economics and incorporates advances from cultural studies of risk. Because many, if not most, of the existing general texts on risk, crisis or emergency management are becoming dated and do little to address all three of the interrelated features the current book will address, the book offers a uniquely up-to-date and integrated perspective on the field of risk and crisis studies.

The volume builds on the needs of the field initially outlined in part by Pearson, Roux-Dufort and Clair (2007). It strengthens the intellectual foundations of risk, crisis and emergency management, foundations that are not yet fully developed. It captures grounded perspectives based on evidence, research and practice rather than on speculation or armchair theorizing. It brings the contributions of organizational science and cultural studies of risk more fully into the field of crisis management and related areas. And it provides insights to help create more integrated, effective and practical approaches to anticipating, preventing, managing and recovering from crisis. To ensure the quality and timeliness of these contributions, the contributing authors are actively involved in the field of risk, crisis and emergency management. Many of the authors have undertaken extensive and recent research in the field, thus ensuring the scholarly quality and rigor of the book. Also, a number of authors have experience as risk, crisis and management consultants and practitioners. Finally, the specific issues addressed in the book were identified through an extensive review of recent and foundational scholarly research in the field of risk and crisis management. The parts of the volume are presented in terms of the general themes we found in the scholarly literature as well as the important features or components of scholarly research.

The Current Volume

Part I: Introduction

The first part of the volume provides an overview of the background, objectives, contents and contributions of the present volume.

Part II: Foundational Processes

The second part addresses common processes and essential aspects of risks and crises. It provides readers with information on the context of crisis management and research and addresses basic challenges in crisis management including recovery from disaster, communication and emergency response teams foundational to risk, crisis and emergency management scholarship.

Chapter 2, “Key Challenges in Crisis Management” by Wolbers and Boersma, addresses the role of the four c’s of crisis management – cognition, communication, coordination and control. The focus is on the needs of first responders and the organizational challenges they face as they attempt to address the situation. The issues are illustrated with a description of the initial response to the February 2009 Turkish Airlines crash at Schiphol Airport that killed nine persons and wounded 86 others, and the authors discuss how these processes are essential but often problematic during the initial response operations. Based on the dilemmas observed, the authors suggest three themes for future research related to the four c’s: the use of ad hoc teams in emergency management, the need to monitor and implement command tactics to ensure co-ordination, and developing and using a flexible information management process.

Chapter 3, “Post-disaster Recovery: Pathways for Fostering Disaster Risk Reduction” by Le Dé and Shrestha, examines the process of disaster recovery from a geographer’s perspective. The authors emphasize the importance of recovery that reduces the risk of future disasters. Challenges to disaster risk reduction in the recovery process are noted, extensive examples of disaster recovery issues in developing and developed countries are provided, and the chapter discusses how to overcome the challenges of recovery to build back better.

Chapter 4, “Crisis Communication: The Best Evidence from Research” by Timothy Coombs, provides an overview of evidence-based knowledge generated through experimental research and content analysis in crisis communication. Coombs covers topics that are important to crisis managers: effectiveness of various crisis response strategies, timing of crisis communication, the use of news stories and social media, and the qualities that enhance the effectiveness of spokespersons. Coombs emphasizes the critical role crisis communication plays in crisis management and provides insights into effective ways to engage in crisis communication.

Chapter 5, “Collective Fit for Emergency Response Teams” by Schantz and Woods, develops a multilevel model of team-level fit in emergency response teams. The authors extend the individually focused concept of person-environment fit by developing the concept of collective fit as a meso-level property and explore how individual, environmental and contextual factors influence collective fit in emergency response teams. Because the work of emergency response teams saves lives, it is very important to understand the conditions of collective fit that leads to optimal functioning. The model can be used by emergency management leaders to strengthen the development of collective fit in emergency response teams.

Part III: Theoretical Viewpoints and Methods

The third part describes theoretical perspectives and methodological orientations that are commonly used in the field of crisis management research including newer and emerging approaches.

Chapter 6, “Risk, Crisis and Organizational Failure: Toward a Post-rationalist Theory” by Thomas Beamish, reviews the strengths and limits of prevailing rational sociological theories of risk and organizational failure to explore how normative processes that lie outside of rational actions lead to failure as theorized by institutional theorists. The chapter reviews sociological theories of organizational risk including normal accident theory and high reliability theory, noting strengths and limits of these theories. Beamish then offers a post-rational theory of risk and organizations that extends the institutional perspective on risks, crises and organizational failures in rationally planned to organizations to situations where nonrational factors including “normal” technological failures, informal normative processes and informal structures play a central role.

Chapter 7, “Risk Sensemaking” by Gephart and Ganzin, explores risk sensemaking as the primary agentive process in crisis and emergency management that involves noticing, interpreting, understanding and reacting to risks and crises. Sensemaking is foundational to understanding risks and crises because it addresses the active and agentive aspect of human conduct – noticing, interpreting and acting in the social world. The chapter describes and compares two important approaches to sensemaking about risk: (1) the sociological approach of ethnomethodology (Garfinkel, 1967) and (2) the cognitive approach of Karl Weick (1995, 2001). Examples of research using each approach are described, and guidance is provided for future research using the perspectives.

Chapter 8, “Qualitative and Quantitative Methods” by McKee, Lubojacky and Miller, explores questions of rigor and balance in the methods used in the field of crises, risks and emergency management through analyses of 139 unique and recent empirical studies. The authors primarily analyze five issues: the relative use of quantitative vs. qualitative approaches, preferences for theory-driven or phenomenon-driven underpinnings, the assortment of archival and more proximate data sources, emphases on real-time vs. retrospective vs. prospective data, and how the surfacing of victims’ voices rather than only those of elites are handled. The chapter also probes the possible presence of publication bias and limited triangulation in the empirical studies analyzed. The authors conclude that, overall, the field is reasonably well balanced and rigorous. Still, they raise concerns relating to the underutilization of quantitative studies, an overabundance of theory-driven foundations, probable publication bias and limited triangulation.

Chapter 9, “Researching Extreme Contexts: Taking Stock of Research Methods on Extreme Contexts and Moving Forward” by Hällgren and Rouleau, explores research on extreme contexts where risks, crises and emergencies can occur. The researchers identified three time periods of extreme context research that they label emergence, expansion and consolidation. They then assess the methods sections from 120 papers published in top-tier journals in each period between 1980 and 2015 to uncover trends in methods and suggest opportunities for future research.

Chapter 10, “Local Translations of Operational Risk” by Barbara Czarniawska, extends the theoretical viewpoints in the volume by offering a translation perspective on risk management and highlighting its merits relative to a diffusion perspective. The chapter then provides a comparative analysis of the translation of a European financial regulation in two local national contexts, Sweden and Poland, and discusses how local translations are influenced by both present and past circumstances and how they differ from one another. The chapter finds that a widely shared belief in the value of quantifying risks is the main suggested remedy and preferred way to manage risk across the two contexts. This illustrates how vague formulations of risk, combined with sophisticated calculation techniques, take precedence over the complexity of actual practices.

Part IV: Types of Crises

The fourth part, Types of Crises, addresses a range of well-known and important forms of crises recently studied and that are highly salient today.

This discussion starts with Chapter 11, “The Co-evolution of Reputation Management, Governance Capacity, Legitimacy and Accountability in Crisis Management” by Christensen, Læg Reid and Rykkja. The authors argue that principal-agency-centered models do not suffice as a basis for how to handle the complexities of crisis management that face extant governance systems. They call for a crisis management that is responsible, decisive

and better able to act for the public good. They also present a road map for how to proceed. The authors argue that what needs to be better understood are the often ambiguous and hybrid interrelationships between governance capacity, accountability, governance, legitimacy and reputation management in crisis management. The authors then apply institutional and instrumental approaches to promote a more in-depth understanding of these relationships in crisis management.

Chapter 12, “Relative Risk Construction through Risk Boundaries and Rituals” by Topal, Topal and Bospinar, analyzes a mining disaster in the Turkish town of Soma from the employment context perspective. They argue that risk cannot be properly analyzed without consideration of the social-economic context of the organizations and employees. They identify three ritualistic contextual mechanisms that function as a boundary: (1) relative risk rationality embedded within unemployment intensity and lack of employment alternatives; (2) control over individual agency due to lack of effective labor unions, safety and job training; and (3) relational networks shaped by family needs and production pressures. Though their analysis, they found that the risk in the mine was constructed by the workers as relatively acceptable because of the alternative risk of unemployment.

Chapter 13, “Systemic Ecosystem Risks: Implications for Organization Studies” by Whiteman and Williams, addresses organizationally based planetary risks that pose a threat to our species. The role of organizations in producing ecosystem risks requires further exploration. The chapter thus poses a three-phase framework to help managers and sustainability personnel better identify and understand these planetary risks and the groupings of actors that produce these risks. The phases are building a planetary view of organization risk at several levels of scale, making sense of these risks, and building organizational and adaptive capacity to manage these risks.

Chapter 14, “Event Risks and Crises: Barriers to Learning” by Huber and Scheytt, explores risks and crises in public events and mass gatherings. They use the HOT framework developed by Shrivastava (1987) to systematically interpret the human, organizational and technical factors that influence the sources and scope of risk involved in public events. They address the potential to learn from these events as well as the barriers to learning that are due to event specificities. They illustrate their ideas by contrasting two public sports events: the successful 2012 Olympic Games in London and the 1996 Hillsborough soccer game where overcrowding led to a stampede of spectators with multiple deaths. The authors discuss how better integration of practitioner, regulatory and theoretical frameworks and ideas could help to better understand event risks and crises.

Chapter 15, “Bernácer’s Topical Theory of Crisis and Unemployment” by Savall and Zardet, addresses contemporary and well-known neoliberal theories of economic crisis. The chapter then provides an introduction to the innovative macroeconomic theory of German Bernácer, a Spanish economist, and outlines Bernácer’s basic theory of economic crises that arise due to the existence of speculative markets for goods that provide income without work, that is, unearned income. Unearned income does not require entrepreneurial risk, the creation of real value added, or sharing revenue from market speculation between economic and social stakeholders. Bernácer argued that the elimination of speculative markets would significantly contribute to the economic and social development necessary to overcome unemployment and help eliminate speculation, thereby preventing the recurring financial “bubbles” that frequently accompany global business cycles. The theory is applied to the territorial and state levels of governments. Recent experiments with economic ideas (e.g. that assume economies can still function at near-zero interest rates) are discussed.

Chapter 16, “Risk and Human Resource Management” by Mike Annett, examines risks related to the employment of people. Annett makes a systematic presentation of labor risk categories through real-life examples of organizational crises and illustrates how the concepts of risk and crisis apply to human resource management. He then theorizes organization change as both a risk-mitigating and risk-inciting activity and presents the concerns-based adoption model to help resolve labor’s reluctance to change.

Part V: International Case Studies

The fifth part (International Case Studies) contributes crucial insights into risk, crisis and emergency management during events in specific industry domains in a wide range of national and cultural settings where crises have recently occurred. Each of the chapters includes a case study of risk and crisis management in a specific industry or profession – international sea freight, airlines, financial services, oil and gas, dairy and higher education – to illustrate the rich and detailed aspects of specific crises, highlight industry-specific concerns and practices and extend empirical knowledge of crises.

Chapter 17, “Invasive Species, Risk Management, and the Compliance Industry” by Harrison, Helgesson and Helgesson, outlines and illustrates the challenges arising from the common need to balance compliance risk and focal risk. The authors argue these types of risks are interrelated but do not necessarily fit well together, and this makes attempts at mitigation complex. The chapter further draws attention to the role of the supply side of risk management, and to what can be denoted as the compliance industry. Specifically, it discusses Daro Marine’s (a pseudonym) attempt to develop a risk management solution for the risk of invasive species in international sea freight. The authors analyze how the balance shifted between mitigating focal risk and compliance risk during the product development process, and in different parts of the organization.

Chapter 18, “Tension in the Air: Behind the Scenes of Aviation Risk Management” by David Passenier, engages with the debate on whether irregularities are to be considered accidents waiting to happen, as implied by a Normal Accidents perspective, or be treated as part of normal risk management, as follows from ideas on High Reliability Organizations. Drawing on a set of vignettes from diverse qualitative field studies in commercial aviation, the author showcases how contrasting risk perceptions of safety-critical processes emerge among actors in airline companies. He further discusses how this promotes the emergence of a negotiated order that seeks to satisfy the contrasting risk perceptions. In conclusion, Passenier argues that by studying social tensions emerging in regular work settings, it is possible to get at a range of more nuanced risk management interpretations of irregularities.

Chapter 19, “The Risks of Financial Risk Management: The Case of Lehmann Brothers” by Dossall and Nichelmann, demonstrates that risk management presents itself as an inescapably risky operation, and that risk reduction and risk escalation often go hand in hand. The authors analyze the regulatory interventions during the subprime crisis that created new risks for the regulators. They note that interventions that favor too-big-to-fail banks are prone to political risks and force a choice between economically opportune but politically detrimental decisions and politically opportune but economically detrimental decisions.

Chapter 20, “Blame and Litigation as Corporate Strategies towards Environmental Disaster: Shell in Brazil” by Alves, Ometto and Guimarães, describes two sites of environmental disasters in Brazil and presents a critical analysis of how they were handled by the multinational corporation implicated. The authors outline and analyze how this corporation did not walk the talk of its own policies on corporate, social and environmental

responsibilities, but rather chose to focus on litigation and blame-shifting in order to minimize liability and reputational risk. They further show how these strategies exacerbated the incidents and turned critical events into disaster, resulting in catastrophic effects on individuals, communities and the environment.

Chapter 21, “Family Firms and Stakeholder Management: Crisis at Blue Bell Ice Cream” by Parks and Cardinal, examines the 2015 product contamination crisis at Blue Bell Creameries. The case study is based on the analysis of decades of archival data that revealed how owner-managers frame their decisions according to their view of power and control. Under increasing pressure caused in part by growing complexity, managers take decisive action to preserve tightly coupled relationships (with customers) while hoping to not overly damage loosely coupled ones (with employees).

Chapter 22, “Risky Double Spiral Sensemaking of Academic Capitalism” by David Boje, outlines a Deleuzian-Double-Spiral-Antenarrative theoretical framework for understanding the public research university, where double spiraling is related to a theory of storytelling. Through an auto-ethnographic approach, Boje explains how risky double spirals play out at a focal US public research university and also discusses the broader implications of this theoretical and methodological approach for conceptualizing the risks and crises facing other universities around the world.

Chapter 23, “Managing Risk in Healthcare Settings” by Latuszynska, Oborn and Reay, presents a framework to explain how different actors identify and manage risk in healthcare, and why they do so in different ways. The framework is based on a stakeholder approach and concepts that describe different perceptions of risk. The authors see provision of healthcare services as a large-scale multilayered risk management process and notice that stakeholders, including government, healthcare managers, physicians and patients, differ in their risk perceptions. They argue that the different risk regimes affect stakeholder views on value creation, which affect their risk perception.

Chapter 24 “Buncefield Stories: Organizational Learning and Remembering for Crisis Prevention” by Hayes and Maslen, follows accounts of the Buncefield fuel terminal explosion. Specifically, the authors examine the link between incident investigations and the production of stories in the Buncefield case. Stories tend to be overlooked in incident investigations, but deserve more attention, the authors argue. Notably, they show how shared stories of critical incidents and disasters forge vital links between the everyday and the disastrous and provide opportunities for learning how to improve safety in ways that go beyond imagined changes in technical standards.

Part V: Current and Emerging Issues in Risk and Crisis Management

This part features chapters that explore emerging concerns and trends in risk and crisis management research and practice including the role of space and time in crises, how to change organizations and improve their ability to effectively prevent or manage crises, the need for crisis management to go global and the effectiveness of risk and crisis management. These chapters also discuss how practitioners can better address the management of risks and crises.

The part begins with Chapter 25, “Spatial and Temporal Patterns in Global Enterprise Risk” by Yossi Sheffi. Sheffi provides a hands-on account of how risks associated with geographically dispersed supply chains arise and are managed. Drawing on multiple examples from businesses around the world, he analyzes the geographic risk footprint of a company, including deep-tier suppliers, customers, logistics networks and key natural resources. Sheffi further elaborates the three points in time that are particularly salient for the management of

supply chain disruption (detection time, time to impact and time to recovery), and discusses how new technological advances can help improve monitoring.

Chapter 26, “The Development of Actionable Knowledge in Crisis Management” by Carole Lalonde, addresses how to create actionable knowledge that can change organizations and mitigate crises. Lalonde provides an overview of key organization development (OD) practices and then lays out principles for OD intervention research to help management practitioners adapt their organization to crisis contingencies. Lalonde previews literature on OD, early disaster management research in sociology and Danny Millers’ organizational configuration framework as foundations for new principles of crisis management. The second part of the chapter provides a case study of a crisis in a long-term care facility that shows how researcher-practitioner collaboration in action research can use the new principles to create practices to empower crisis managers and enhance their effectiveness.

Chapter 27, “The Socio-Economic Approach to Management of Risks and Crises” by Bonnet, Savall, Savall and Zardet, addresses how the socio-economic approach (SEAM), an intervention research technique that uncovers hidden costs not on the balance sheet and converts these into value-added performance, can be used to prevent and reduce micro- and macro-financial crises. The approach is promising as a micro-level tool given that it has been successfully implemented in over 2,000 organizations. The chapter also applies SEAM to the macro-economic level to show how crises macro can be prevented and mitigated in innovative ways that harness hidden costs and provide prosperity to societies.

Chapter 28, “Why Crisis Management Must Go Global, and How to Begin” by Christine Pearson, provides practical suggestions on what to do to globalize crisis management. Pearson offers an overview of cross-cultural issues for crisis managers of global organizations. She gives very practical steps that can be taken to improve global crisis management programs including strengthening senior executive endorsement of cross-cultural crisis management, conducting a preliminary analysis of key stakeholders at locations across the organization and creating a global crisis management team. By raising the issue of importance of accounting for international contexts, Pearson differentiates global crisis management from more narrowly cast crisis management.

Part VII: Dialogue and Commentary on the Future of Risk, Crisis and Emergency Management

In this concluding part of the volume, we feature commentary by renowned risk scholars we invited to share their insights and views on the future of risk, crisis and emergency management. These chapters complement the other scholarly contributions in the volume by providing more additional dialogue and commentary on a range of new, emerging and important concerns.

In Chapter 29, “Making Markets for Uninsured Risk: Protection Gap Entities (PGEs) as Risk-Processing Organizations in Society,” Jarzabkowski and Chalkias spotlight the widening gap between ensured and actual losses when crisis strikes, and the economic and social problems that occur as a result. They then discuss and problematize how society has aimed to deal with this protection gap through new forms of risk-processing organizations.

Chapter 30, “Risks of Addressing vs. Ignoring Our Biggest Societal Problems: When and How Moon Shots Make Sense” by Sitkin, Miller and See, calls attention to the grand problems our society is facing, including global poverty and safety, access to education, food, water and energy, climate sustainability and equality across people and countries. The authors suggest that contemporary organizational leaders have to complete the seemingly impossible

tasks and help us cope with complexity and rapid change, rebuild trust in our societal institutions and help us learn how to collectively tackle today's challenges.

Chapter 31, "Managing for the Future: A Commentary on Crisis Management Research" by Kathleen Sutcliffe, brings attention to the process-centered perspective to studying organizational crisis management. Sutcliffe seeks to understand processes and dynamics relating to the sensing of risks and uncertainty and the foundations of organizational reliability and resilience. To emphasize the importance of these topics, she goes over some of the findings in the areas of organizational reliability, healthcare safety, and organizational adaptability and resilience.

Chapter 32, "From Risk Management to (Corporate) Social Responsibility" by Sytze Kingma, makes a conceptual connection between risk management research and corporate social responsibility research. Kingma argues that the concept of corporate social responsibility (CSR) that refers to the self-regulatory processes through which corporations meet their ethical obligations, is well suited for addressing the productive role of risk. CSR ideas help us with the anticipation, mitigation and prevention of negative externalities or consequences of organizational functioning. Kingma addresses three topics in connection with organizational risk-research on (corporate) responsibility: responsibility starts with an awareness and recognition of risks, the connection between risk and responsibility is best addressed with a process view of risk, and the connections between risk management and corporate responsibility involve the creation of new distinctions and interactions between managers and clients and other stakeholders.

Chapter 33, "Why We Need to Think More about National Political Philosophies of Risk Management" by Henry Rothstein, brings our attention to the importance of understanding different political philosophies about how the state manages risks. By bringing the examples of risk-based approaches to flood management in different countries such as the UK, France and Germany, Rothstein suggests that the differences in risk management are shaped by national ideas of how the state should act.

Chapter 34, "Supply Chain Risk: Transcending Research beyond Disruptions" by George A. Zsidisin, argues for a holistic perspective of supply chain risk. Zsidisin outlines the development of supply chain research which departs from a unilateral understanding of risk and concentration on threat of disruption to incorporation of cross-functional perspectives from Marketing, Management, Legal, Accounting, Finance and Information Systems. He brings examples of such research, which incorporates a greater focus on financial flows, including the topics of commodity price volatility and foreign exchange risk. A holistic perspective of supply chain risk can help businesses reduce supply chain risk exposure and improve business performance.

Chapter 35, "The Janus Faces of Risk" by Hardy and Maguire, draws upon the image of Janus, the Roman god of transitions, time and duality, to argue that risk is Janus-faced and even has multiple Janus faces. As part of the description of the risk faces, the authors argue that risk looks both to the past and to the future, is both real and objective, but also constructed and subjective, and poses a problem of whether risk is to be avoided or embraced. They conclude that risk is itself risky and suggest that researchers need to foreground the link between risk and power, and find ways to help organizations to manage a range of novel and systemic risks.

Finally, Chapter 36, "Effectiveness of Regulatory Agencies" by Charles Perrow, examines the questions of safety regulations by the government. Perrow looks into the work of regulatory agencies and raises concerns with their role in preventing serious accidents. He poses a question of whether the current efforts of Trump administration to reduce regulations in many areas of activity will lead to increase or decrease in the number of accidents in the future.

Note

- 1 Our colleague, Chet Miller, was a full partner in creating and editing this book. He, however, asked to be omitted from writing the opening chapter as he was facing excessive time demands in other professional areas.

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Local Translations of Operational Risk

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