Engaging with academia in a chaotic world

Bert Brugghemans
Antwerp Fire Service
A quick view on Antwerp Fire Service
Crisis is our normal
Cynefin framework
Tekening: Wendy Kiel
+300 staff
6 “core” organizations
+10 “other” organizations
Effect on our Organization

Differentiation

Integration

Complexity

Chaos

Bart Cambré, Antwerp Management School
Effect on our Staff

Top 10 skills

<table>
<thead>
<tr>
<th>in 2020</th>
<th>in 2015</th>
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<tbody>
<tr>
<td>1. Complex Problem Solving</td>
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<tr>
<td>2. Critical Thinking</td>
<td>2. Coordinating with Others</td>
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<tr>
<td>3. Creativity</td>
<td>3. People Management</td>
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<td>4. People Management</td>
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<td>5. Coordinating with Others</td>
<td>5. Negotiation</td>
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<td>6. Emotional Intelligence</td>
<td>6. Quality Control</td>
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<td>7. Judgment and Decision Making</td>
<td>7. Service Orientation</td>
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How do we manage complexity in practice?
1. Keep your cars shiny all the time
2. Power to the frontline
Specific Considerations | General Orientation | Impact on Processes | Ultimate Outcome
--- | --- | --- | ---
Sensitivity to Operations |  |  |  
Preoccupation with Failure |  |  |  
Deference to Expertise |  |  |  
Resilience |  |  |  
Reluctance to Simplify |  |  |  

State of Mindfulness - High Reliability - Exceptionally Safe, Consistently High Quality Care

MANAGING THE UNEXPECTED
Resilient Performance in an Age of Uncertainty
KARL E. WEICK AND KATHLEEN M. SUTCLIFFE
SECOND EDITION
MVP
Mission
Values
Pride

• OVERINVEST IN INCULCATING CORE VALUES
• PREPARE EVERY PERSON TO LEAD
• ATTEND TO THE BOTTOM HALF
• USE DISCIPLINE TO BUILD PRIDE
3. Continuous improvement
It is not the strongest of the species that survive nor the most intelligent but the one most responsive to change.

Charles Darwin (1809 – 1882)
The Flat Earth Society has members all around the globe.

Physics-Astronomy.com: Say that again, but slowly.
But also a lot we don’t know!
How to be a high performance fire service, now and in the future?
What is Operational Excellence?
How to deal with new and emerging technology
How to organize for complexity in our context?
How to lead in complex, chaotic world?
• WP0. Organizational Excellence
• WP1. Network governance of public safety networks
• WP2. Crisis leadership and management
• WP3. Data-driven High Performing Organizations
Approach

LEAD PARTNERS
Antwerp Fire Service
- Project Sponsor (First initiative, first risk, first budget (to katalyse research))
- Practitioners lead

Antwerp Management School
- Project lead
- Academic lead
- Research

Other partners:
- Police and Port of Antwerp became partners after being informed about research plan
- Other partners are being involved
Results year 1?

**Two conference papers** (Wp1 en Wp3)

**Preliminary research note**: structured observation of what officers in a fire service do? (Wp0)

**23+ talks**, (international) meetings, keynotes/presentations, and other gatherings

Special mention of **MPM MSc theses** of fire service colleagues that will be bundled in a special issue.

Frank, Jeroen, Jan, Thierry (2018-2019)
Year 2?

- WP1. Network governance of public safety networks: an international comparison
- WP2. Crisis leadership and management: normal chaos framework
- WP3. Data-driven High Performing Organizations: NeuroScience Chair

- **Expected output:** two conference papers, two papers in publication process, three MPM Theses
EN L'AN 2000