Disaster, Diversity and Emergency Preparation
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Motivation, the Review Process, Workshop Template, and the Topics Covered in the Proceedings from the NATO SPS-Workshop in Tønsberg 2018

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1. Introduction

This volume of proceedings is the result of a three-day Advanced Research Workshop on 'Leadership Development Programme on Gender and Diversity, Peace, Risk, Security and Emergency Preparedness and Collaboration', which is fully supported by the NATO Science for Peace and Security Programme. The workshop, held on 11–13 December 2018 in Tønsberg, Norway, highlighted important factors in promoting effective gender mainstreaming, diversity management, and risk/crisis management, as well as enhancing preparedness and resilience within military organisations, along with other related organisations.

The ambition of the successful above-mentioned NATO SPS Workshop in Tønsberg was to strengthen organisational leadership. One of NATO's objectives is related to human and social aspects of security-related issues. Spurred on from the inspiration created in 2014 in Brussels by Prime Minister Shinzo Abe and the initiative of Mari Skåre, former NATO Secretary General's Special Representative for Women, Peace and Security, in this workshop we firmly enhanced the collaboration between Japan and other NATO countries on the topics of 'Women, Peace and Security' (WPS).

One of NATO's and its partners' overarching aims is 'to yield a change in mind-sets and behaviours in their institutions and promote awareness and positive changes'. Personal attitudes as well as the competences of the individual leader on gender mainstreaming are determining factors for the institution's ability to deliver results. Continued progress and change in institutional behaviours require an approach focused on altering perspectives and enhancing skillsets of the leaders. The workshop allowed leaders and researchers to meet and discuss in confidentiality and to learn and build networks of leaders for change.

In recent years, NATO members and partner countries have actively pursued stronger collaboration on issues relating to WPS. Japan has, at the highest level, identified WPS as a key priority in its collaboration with NATO and since 2014 has provided a person (Voluntary National Contribution) to the Office of the Special Representative

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for Women, Peace and Security. Norway has a long-standing record in promoting gender equality and WPS priorities, but also a unique position of having collaboration within the legislation.

Hopefully, NATO, Norway, and Japan will continue to develop mutual grounds on gender, diversity, risk, peace and security, and emergency preparedness. We expect such collaboration should have a practical impact. The workshop was designed to have follow-up effects by providing a platform for leadership development and collaboration for civilian and military leaders within NATO and national defence and security-related structures, with a particular emphasis on gender equality, diversity, risk, peace, and security.

A vital point of the project will be the emphasis upon the collaboration and the further development of positive relational structures. This includes the understanding of reciprocity and involvement during both peace and risk, with a special focus upon security.

2. The Objectives of the SPS Workshop Project

a) To design a template for a Leadership Development Programme on gender, diversity, peace, risk, and security (PRS).
b) To build partnerships between key institutions within NATO and its partners with the view to promote gender, diversity, and PRS related to the Peace and Security Agenda.
c) To identify appropriate quantitative research projects on relevant topics that may be carried out after the project period.
d) To establish a foundation for further research in the future.
e) To identify quantitative research to be published in major academic journals.

It is our sound impression that the overall objectives of the workshop are all fulfilled. Both in the discussions at the workshop, but also by the work put in these proceedings. This work propagates how research benefits from the NATO SPS-program and spurs on to future collaboration projects among researchers from different countries.

3. The Process of Peer Review

Initially, after receiving the funding for the SPS Workshop in Tønsberg, different scholars sent their proposals to the programme director, Dr Leif Inge Magnussen; the programme board members, Professor Hitoshi Kawano and Professor Ole Boe; and the scientific leader, Professor Glenn Egil Torgersen. After initial screening, the conference programme was proposed. This was followed up by the print of 'The book of abstracts' [1] and presentations at the workshop. Time was set aside for questions and answers in the workshop and plenary discussions. After the conference, the participants were asked to send in their chapters to the SPS workshop proceedings. Following these calls, reviewers were selected carefully. This was done by keeping both personal 'distance' and knowledge of the topics presented in the workshop in mind when selecting reviewing scientists for the different chapters.

After selection, the reviewers were asked to make a peer review of their designated papers. They could either make comments directly in the attached Word file or in the attached scoresheet. The key points in the sheet and its instructions followed general journal guidelines [1].

> *"Below is an example of the types of questions you might find on your Reviewer Scorecard:*
>
> *Originality: Does the paper contain new and significant information adequate to justify publication?*
>
> *Relationship to literature: Does the paper demonstrate an adequate understanding of the relevant literature in the field and cite an appropriate range of literature sources? Is any significant work ignored?*
>
> *Methodology: Is the paper's argument built on an appropriate base of theory, concepts, or other ideas? Has the research or equivalent intellectual work on which the paper is based been well designed? Are the methods employed appropriate?*
>
> *Results: Are results presented clearly and analysed appropriately? Do the conclusions adequately tie together the other elements of the paper?*
>
> *Implications for research, practice, and/or society: Does the paper identify clearly any implications for research, practice, and/or society? Does the paper bridge the gap between theory and practice? How can the research be used in practice (economic and commercial impact), in teaching, to influence public policy, in research (contributing to the body of knowledge)? What is the impact upon society (influencing public attitudes, affecting quality of life)? Are these implications consistent with the findings and conclusions of the paper?*
>
> *Quality of communication: Does the paper clearly express its case, measured against the technical language of the field and the expected knowledge of the journal's readership? Has attention been paid to the clarity of expression and readability, such as sentence structure, jargon use, acronyms, etc. You also have the ability to attach files to your review. If you attach any files, please ensure that they are anonymous, maintaining the blind review process.*
>
> *Recommendations:*
>
> *Accept*
>
> *Minor revisions*
>
> *Major revisions*
>
> *Reject"*

Following the second submission, the editor oversaw the incoming manuscripts to ensure they all followed the advice from the referee process.

Regarding formatting of the papers, the contributors were asked to submit their chapters according to The *Chicago Manual of Style* by mid-January. By mid-February, the reviews were due. The final date for the submission of a revised paper by the contributors was 15 March. After this, the selected papers were sent to proofs and then corrected by the authors, before all were sent to our publisher, the IOS press, and *Human and societal dynamics, series E.*

4. A New Template on a Leadership Development Programme on Gender, Diversity, Peace, Risk, and Security?

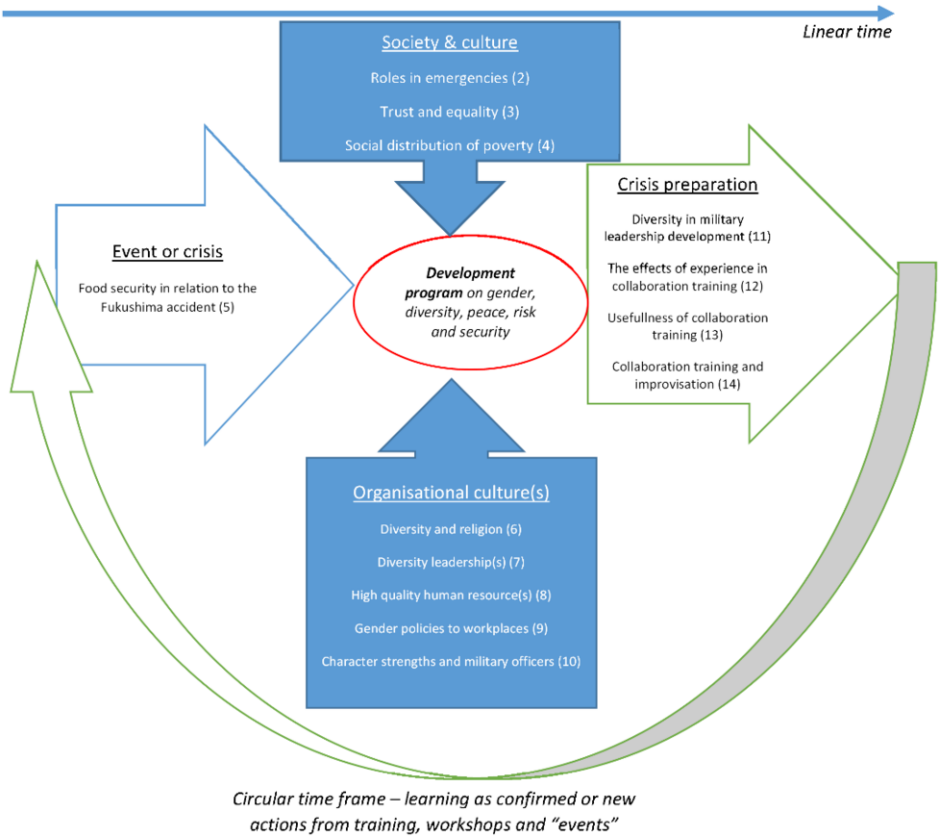
The SPS workshop contained intriguingly interesting lectures, all of which broadened our view on the possible perspectives on gender, diversity, peace, risk, and security. Using Hofstede et al. [2] as inspiration, who state that the interactivity between cultures and organisations is the software of the mind, we have sought to develop a model or a template that encompasses the various perspectives presented at the workshop, leaving the perspectives of linear time.

Linear notions of time are often related to the clock and calendar; Newtonian objective time derived from social constructs of periodical time [3]. The influence and need of simultaneity and coordination can make the society work like clockwork. Meaning in social interaction is marked by the dependence of historicity. Without a certain degree among actors of the past events, new actions can be perceived as meaningless and uncommunicable. Unless you agree upon the past, currents of social actions and transactions can harm future collaboration and effectiveness. Absurdness makes it difficult to maintain and develop social cohesion [4].

With this in mind, we have developed a model in which the historicity of the past, organisational and societal cultural diversity in practice and research, and emergency preparedness are integrated. This template approach runs in line with a view upon the new event, or crisis, on which it will be met with understanding and knowledge created in the 'past'. We do not know exactly what the new event contains. *The Unforeseen* [5] often resembles something from the past, but in a new combination or format. This is commensurate with Hernes [6], who utilises a process theory on organisation: *'During temporal presents, experience is in the making, but yet as indeterminate, because the relationship with other presents is assessed after closure at which time the present becomes an event to be related to other events. ... Events embody time in the way that they relate to one another. In this way events provide historicity to organisational life, as entities and their articulated relationships becomes associated with time and place. The agency conferred upon the event is temporal, in the sense that what takes place in the event gives meaning to past events while making future events possible.'*

Following the perspective that organisation is interlinked with process, we constructed a template or model based on the past experience of the workshop. This forms a possible common understanding of how the experience and research created at the workshop can influence future events, thinking, and organisational development.

The SPM or workshop template model highlights how a development programme on gender, diversity, peace, risk, and security can profit from four theoretical perspectives: learning from events and emergency preparations enlightened by societal and organisational research and understanding. The numbers (2–14) associated with each topic in the model contain references to the different chapters in the proceedings.



The *SPM on Gender and Diversity, Peace, Risk, Security and Emergency Preparedness, and Collaboration.*

Model 1. The Societal Programme Model (SPM) or workshop template.

5. Content Overview

To give the readers a broad overview of the SPS- proceedings, we have made small summaries of each chapters. This represents only Magnussen's and Kawano's interpretations of the chapters. The thirteen chapters are all highly interesting, and is recommended readings, and represents the basis for future research collaboration and project development.

Chapter 2 in these proceedings is written by Dr Amir Khorram-Manesh, who discusses how different roles may constitute themselves in emergency situations. The relationships between managers and the public are part of the same community and can be seen as intertwined. Such relationships, consisting of various groups and units with a broad diversity and different sizes ranging from a little family to large enterprises, are all affected irrespective of gender, background, or economic condition. A prerogative of emergencies is caused by pre-existing risks that affect all people. Khorram-Manesh argues that it is logical to believe that some of these values should be addressed early in life (e.g., respect for gender equality and social diversities), while others may be gained or enhanced through courses, exercises, programmes, etc. Empowering families, women,

and children, as the smallest unit in the society, is the most important instrument to guarantee a sound and steady increase of welfare and to provide opportunities for the young generation, irrespective of gender and diversities, to learn the needed and to enhance their hidden competencies.

In chapter 3, Dr Jon Reiersen discusses the possible relationships between inequality and trust. He takes a closer look at the interconnections between generalised trust and income inequality across countries. He argues that trust is both a consequence and a determinant of income equality. Small income differences create trust, and trust feeds back on small income differences through an expansion of the welfare state. Together, the two mechanisms, and the feedback process that they give rise to, explain how differences in history, institutions, or exogenous shocks propagate over the long run and give rise to a situation in which countries differ significantly with respect to trust and income inequality. This argument is relevant in order to develop understanding on how trust or the lack of thereof is of relevance to gender, leadership, and emergency collaboration, within and between all emergency associations and society.

In chapter 4, Prof Dr Sokol Axhemi provides a data analysis of the geographical distributions of poverty and the risk management related to social problems in Albania. Attention is also drawn to the identification of social planning and social policies intended to reduce or solve these social problems in Albania. The identified social problems are related to gender and diversity. The positive commitment of cooperation between local and central authorities is expressed through various programmes and activities in different administrative units in Albania. Axhemi underscores the necessities of inflating the state budget and various donations to reduce risk connected to social issues of gender and diversity in Albania.

In chapter 5, Prof Dr Hrabin Bachev discusses how food security was affected (or not) by the Fukushima nuclear accident. On 11 March 2011, the strongest earthquake ever recorded in Japan occurred, which triggered a powerful tsunami and caused a nuclear accident at the Fukushima nuclear plant. Bachev assesses preparedness for and agri-food impacts of the Fukushima nuclear disaster. He then identifies challenges in post-disaster recovery and lessons learned for improving disaster risk management. The triple disaster was a rare but high-impact event, and it highlights the need to 'prepare for the unexpected'. Such a risk assessment process needs to include diverse hazards and multiple effects of a likely (or unlikely) disaster. Different stakeholders need to train for all complex disasters, but also address modernisation of property rights, regulations, safety standards, and norms to improve capability and coordination of responsible public and private actors. Bachev proposes a strong 'regional' interdependency of agrarians. The Fukushima disaster responses demonstrate the important role of small-scale farms and food organisations; the high efficiency of private, market, and collective governance; and international cooperation. Before, during and after a disaster, all available information from all sources was to be immediately publicised in an understandable form through a variety of media. Bachev points also to the opportunity created by this disaster to spark discussions, but also for the introduction and implementation of fundamental changes in agricultural, economic, regional, energy, and disaster management policies.

In chapter 6, Lt Col Dr Samir Rawat, Ms Niharika Dogra, and Dr Dimpy Mahanta discuss how diversity in the forms of religion and castes can be perceived not only as a problem but also as a potential asset in the armed forces. They refer to research that suggests religiosity is one of the most powerful agents for sustaining troops' morale before, during, and after military operations in India. It is suggested that cross-cultural differences in organisational factors, leadership, teamwork, communication and disruptive

technology, and societal factors are of importance to military leaders in culturally diverse organisations. This can be achieved through cultural sensitivity and awareness training, including pre-deployment programmes and on-scene consultation and training of coalition personnel.

In chapter 7, Prof Dr Hitoshi Kawano explores the field of 'diversity leadership' development within the socio-cultural context of contemporary Japan, with a special focus on the Japan Self-Defence Forces (JSDF). To effectively develop 'diversity leaders', knowledge of the importance of promoting diversity and inclusion within organisations and the identification of key requirements are vital. Kawano discusses the problems related to the following questions: What cultural differences do we need to take into account? What sort of cultural awareness is required? What types of knowledge, skills, abilities, and other personal characteristics, attitudes, and mindsets are required and can be 'trained' or developed? The discussion takes a literature review, best practices, and the latest policy developments in other countries into account.

Compared to other advanced democratic countries, Japan can be interpreted as 'underdeveloped' in terms of gender mainstreaming and diversity management. One of the key requirements is that the JSDF diversity leaders need to be well aware of the historical and socio-cultural contexts in which the JSDF exist. Knowledge about the advancement of gender policies and related organisational initiatives promoted by the Government of Japan, the Ministry of Defence, and the JSDF is also necessary. Diversity leaders also need to know changing social values, family structure, labour markets, and cultural and gender norms. The JSDF can effectively adapt to the changing pace of the civilian social world by developing diversity leaders while upgrading their recognition of diversity management.

In chapter 8, Colonel Hisanori Fukada argues that the JSDF need to secure and nurture high-quality human resources in order to effectively accomplish various missions. Further recruitment of women and assigning more active roles to female personnel with motivation and abilities can be vital in achieving such a goal. In order to do so, it is important to effectively maintain the working environment in which female personnel can fully work, even in challenging circumstances, and demonstrate their abilities. Fukada examines what kind of leadership is necessary in order to lead female personnel in a positive way. The issue of work/family conflict in the JSDF needs to be resolved in order to promote their success. Leaders need to ask and answer questions — e.g., What kind of work/family conflict do female personnel have? How should leaders respond to work/family conflict for female personnel?; What is characteristic Japanese leadership for work/family facilitation?

In chapter 9, Colonel Misa Nakagawa follows up on the Equal Employment Opportunity Law for Men and Women and Other Policies, which aimed to bring gender equality to workplaces where women had been working with fewer promotions, less status, and lower wages in comparison with men. This law had (positive) practical effects by banning companies from using 'men-only ads' and opening pathways for managerial positions for women. Unfortunately, this has not been sufficient, because a somewhat workaholic culture prevalent in Japan at that time was too tough for women who wanted to balance work and their own life. Encouraging women to join the workforce to utilise their power to the greatest potential is an important strategy advocated by the Japanese administrations to maintain and improve the national security power of Japan, which was in the midst of declining birth rates and an ageing population. Another problem was the ratio of female JGSDF personnel who resigned because of marriage or some family reasons, which was about 40% of all cases. Nakagawa sees this as a large proportion of the

reasons why the Japanese military must enhance the work/life balance. If the JGSDF does not address the current issues, it will cause a setback to the organisation's efforts to improve its power into the future. Nakagawa proposes that in order to break down such barriers, it is vital to have close career management for every female member, together with a managerial top-down strategy, accompanied by women's self-motivated advancement.

In chapter 10, Prof Dr Ole Boe discusses how character strengths have been a relevant tool for leadership education and selection of military officers. Emphasising character strengths, which is seen as important for Norwegian officers, can be seen as valid to predict performance among Norwegian army officer cadets. However, differences are found between 'old' special forces officers and staff college students and the younger officer cadets, in which the young ones are seen as braver and, at the same time, less competent or experienced. Boe explains that some characteristics can be learned and some must be developed during childhood. The causality between which strengths are due to nature versus nurture remains a blurred field.

In chapter 11, Prof Dr Glenn Egil Torgersen and Researcher Tone Cecilie Carlsten discuss the concept of diversity and what importance the nature of diversity can have in preparing military leaders. According to the authors, a key point is to perceive diversity as a phenomenon consisting of many underlying and interdependent variables, which together constitute different degrees of diversity. Aligning this analysis with practical work, they underline the importance of identifying the organisation's current plans for preparedness and its future need for diversity. This includes obstacles to the development and implementation of diversity policy in an organisation. Torgersen and Carlsten identify both potential and hindrances found in the Norwegian Armed Forces as an example. Torgersen and Carlsten present a new strategic model that may support leaders, both within and across organisations and in their work on diversity development. Diversity in organisations is not easy to achieve, but still necessary to increase competence and efficiency, not least in military organisations preparing for unforeseen situations.

In chapter 12, Prof Dr Carlstrøm, Prof Dr Johan Berlin, Dr Jarle Løwe Sørensen, and Dr Leif Inge Magnussen debate the following question: Do collaboration exercises contribute to learning that is useful in actual emergency work? The point of departure is the perception that exercises are about improved handling logic and action, which increase security and safety in the community. The dilemma, however, is that the organisations involved in emergencies can be regarded as inflexible, conservative, and non-collaborative. Data have been collected in steps. In the first step, articles studying collaboration exercises in a crisis context were selected. In the second step, articles focused on the outcome of collaboration exercises in terms of learning and usefulness were identified. The results from the studied material by Carlstrøm et al. showed that a developed type of exercise that included room for seminars resulted in a higher degree of learning and usefulness than the rest of the exercises studied.

In chapter 13, Dr Jarle Løwe Sørensen, Prof Dr Carlstrøm, and Dr Leif Inge Magnussen test the hypothesis regarding whether there is a relationship between a participant`s past exercise and professional experiences and his/her perceived levels of collaboration, learning, and utility (CLU). This study reports on data collected from emergency personnel of a Norwegian maritime agency responsible for maritime safety services. The findings indicate that collaboration exercises have an effect, as the participants experienced moderate levels of CLU during the exercise. However, past exercise and professional experience constituted jointly little of the variance in learning. The results indicated a possible decoupling between exercise behaviour and behaviours in real crisis

work, showing a possible dominance of single-loop learning, and a missing constructive alignment between planned learning activities and outcomes. To enhance perceived levels of learning and usefulness, the researchers recommend a stronger focus on initial simplicity, variation, constructive alignment, and the inclusion of collaboration elements in the design phases of exercises.

In chapter 14, Dr Leif Inge Magnussen, Prof Dr Carlstrøm, and Dr Jarle Løwe Sørensen focus on the relationships between exercise scripts and the need to improvise in emergency preparedness exercises. Two relatively large emergency preparedness collaboration exercises are examined. The primary observation from these two exercises is that the common trait in these two events is that the participants and collaboration partners are governed more by strict manuscripts, where little or nothing is unforeseen. Hence, these events are not training innovative practices or improvisation. Path dependency in emergency collaboration exercise can, as shown in the cases, provide both clarity and understanding of the tasks at hand. On the other hand, script dependency in exercises creates an artificial atmosphere where the dynamics of 'real-time chaos and urgency' are left out of the training.

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