



HUMANE 20th Anniversary Conference
Collège de France, Paris
Friday 9th to Saturday 10th June 2017

Redefining university leadership in a volatile world

ABSTRACTS

Consistent with the global higher education challenges themes of recent annual conferences, the Paris Anniversary Conference will focus on the topical and important issue of the practice of leadership in an environment of ever-increasing volatility.

Our central premise is that environmental volatility is challenging the way we think about and practice leadership in our universities.

Universities' response to genuine crisis provides a fascinating way of analysing these challenges. Crises, as an extreme form of environmental volatility, shine an ultra-violet light on leadership culture and practice. We can learn a great deal from how leadership responds under these pressures. Most crises cannot be predicted; but the institutional response can be controlled. Well led responses to crises in universities can have a lasting and positive impact on institutional culture and reputation. A poor response can saddle an institution with problems for years to come.

We have assembled a diverse array of speakers from higher education, the public health sector, the world of insurance, intelligence and security, the media and politics to lead conference sessions over Friday afternoon and Saturday morning.

The conference will be hosted by Collège de France in collaboration with the recently established university and research community Paris Science et Lettres PSL.



**COLLÈGE
DE FRANCE**
—1530—



Prof. Thierry Coulhon

Advisor of Higher Education and Research to the President of the French Republic, (Former President of Paris Sciences et Lettres – Research University)(FR)

Leading universities in turbulent times

Thierry Coulhon has been President of the Paris Sciences et Lettres Research University since February 2015 after two years as Director of the Mathematical Sciences Institute at the Australian National University in Canberra. He started his teaching career at the University Pierre et Marie Curie in 1984 following his PhD, before taking up positions in the Ministry of Higher Education and Research. From 2010 to 2012 he became Director of the French 'Centres d'excellence'.

Prof. Coulhon has a PhD in Mathematics from the University Pierre et Marie Curie.



Prof. Pierre Rosanvallon

Professor at the Collège de France (FR)

Good government and good governance in the 21 century

Our regimes are said to be democratic because the ballot box gives them legitimacy. Yet we are not governed democratically unless the government obeys certain well-defined rules – such as listening to the citizens, acting with responsibility, and acting in transparency.

The issue is therefore no longer only « the crisis of representation ». It has become the issue of « misgovernment », widening the scope of the definition of a legitimate power. Until now, however, the theory of democracy has ignored the question of relations between rulers and ruled by limiting itself to two questions: representation and elections. In this perspective, the conference will define the qualities necessary for permanent democracy, where the questions of good government and good governance overlap.

Pierre Rosanvallon is a French intellectual and historian, a named professor at the Collège de France since 2001. He holds the chair in the modern history and contemporary politics. His works are dedicated to the history of democracy, French political history, the role of the state and the question of social justice in contemporary society. He is also director of studies at the École des Hautes Études en Sciences Sociales (EHESS) where he led the Raymond Aron Centre of Political Researches between 1992 and 2005. Rosanvallon was in the 1970s one of the primary theoreticians of workers' self-management in the French Democratic Confederation of Labour (CDFT) trade union.

He is a graduate of the Hautes Études Commerciales (HEC) management school with a PhD in humanities and social sciences.

Since 2002, he has chaired "The Republic of Ideas", an international intellectual workshop. He had previously led the Foundation Saint-Simon from 1982 to 1999, which he founded with François Furet.

Also a writer with many books published he is currently working on the transformations of democracy in the 21st century.



Baroness Alison Wolf

Professor of Public Sector Management, King's College London (UK)

Global higher education and bureaucratised universities: why does one produce the other?

In recent decades, higher education has become increasingly globalised, and universities, and university systems, are correspondingly engaged in competition for international students as well as research. This development offers funding which universities can use quite freely, increasing their autonomy. Moreover, it is generally argued, with good evidence, that competition tends to encourage efficiency. In higher education, however, there is a paradox. Universities seem to have become more bureaucratic, with a larger role for professional managers, and academics very often perceive central management teams as more remote, making increasing administrative demands on them, and more committed to their own particular interests, than in the past. Why might this be? and what can be done?

Alison Wolf is the Sir Roy Griffiths Professor of Public Sector Management at King's College London, and she sits as an independent member of the House of Lords. She specialises in the relationship between education and the labour market. She has a particular interest in training and skills policy, universities, and the medical workforce. The latter is particularly appropriate to the Chair she holds, established in memory of an influential government adviser on medical management. Alison's latest book is *The XX Factor: How Working Women Are Creating A New Society* (Profile Books 2013).

Professor Wolf is also highly involved in policy debate, both in the UK and more widely. She has been a specialist adviser to the House of Commons select committee on education and skills; writes widely for the national press and is a presenter for Analysis on BBC Radio 4; and in March 2011 completed the Wolf Review of Vocational Education for the Secretary of State for Education.

While most of her current work focuses on the interface between education institutions and labour markets, she also has long-standing interests in assessment, and in mathematics education. She has been an adviser to, among others, the OECD, the Royal College of Surgeons, the Ministries of Education of New Zealand, France and South Africa, the European Commission, the International Accounting Education Standards Board, and the Bar Council. She was educated at the universities of Oxford (MA, MPhil) and Neuchatel; spent her early career in the United States working as a policy analyst for the federal government, and spent many years at the Institute of Education, University of London, where she is a visiting professor. Professor Wolf was awarded the CBE for services to education in the Queen's 2012 birthday honours.



Prof. Patrick Lagadec

International consultant in the field of crisis intelligence and leadership (FR)

Crisis leadership in a chaotic world: navigating the unknown

As any other institution, Universities must be prepared to handle all kinds of emergencies, which call for specific organizations, procedures, and tools.

But, in a chaotic and volatile world, decision-makers have to deal with real *crises*: off-scale shocks, fast mutating realities, fragile or non-existent expertise, social media instantly snowballing, etc. The challenge is no longer to respond to a specific known emergency, but to navigate the unknown; no longer to have the best known answers to avoid being surprised, but to be *prepared to be surprised* (Todd LaPorte, U.C. Berkeley).

This represents a real cultural gap: switching from fixed answers to open questions. The challenge is to develop a new intelligence, and effective capacities, to shape a way when the map has been lost. Executives and their immediate aides must be prepared during specific seminars devoted to helping them to change visions, grammars, and reflexes. Based on case studies and testimonies, the presentation will introduce to this brave new world, and bring practical pathways (such as the method of "Rapid Reflection Force") to prepare minds and organisations to face such challenges.

Patrick Lagadec is an analyst and international consultant in the field of crisis intelligence and leadership in volatile contexts, systemic meltdown situations and unknown territories. After three decades as a senior scientist at the École polytechnique (France), researching and consulting on the most difficult dimensions of crisis management, he continues to help organizations confronted with unconventional crises, on all fronts - to prepare, to prevent, and to respond. He has led a large number of ad hoc seminars for executive board members and high potentials of some of the most prominent international corporations and public institutions.

The challenge is to switch from "apply and conform" to "invent and create". The capacities to develop are many: to anticipate outside the box, to detect not only "weak" but also rogue signals, to react creatively to the unknown without being tetanized by it, to shape and share possible futures, and to empower people, teams and networks when "Command and Control" can no longer be the sole benchmark. The goal is not to deliver ready-made answers and camera-ready shop talk to shelter leaders from surprise. It is to prepare leaders to be surprised, and to be able to write new scripts, in the most startling contexts/environments.

The most promising method so far developed by Patrick Lagadec to prepare people for the unexpected is the "Rapid Reflection Force", a highly operational approach to helping decision-makers in the most difficult contexts.

Patrick Lagadec is Officer of the National Order of Merit (France). He was awarded the Forum Engelberg prize in 1999.



Stuart Bell

Chief Executive of Oxford Health Foundation Trust (UK)

From crisis to crisis: leadership in the health service

Crises affecting institutions in healthcare have some common characteristics with those in academia. Two examples from the English National Health Service illustrate this. The first became a national cause celebre. It started with a failure of quality and safety at a small, unremarkable provincial hospital - Mid Staffordshire. Once they were eventually identified it became apparent that the warning signs of crisis had been missed or ignored on several occasions by regional and national regulators and higher tiers of governance. That, combined with extensive media coverage and a determined campaign group led by relatives resulted in a national enquiry and major changes to the operation of the NHS.

The second case - that of acute health services in south east London - was more localised, but a systemic problem in part of the suburbs of London which resulted from poorly coordinated strategic thinking led to a financial crisis in a couple of institutions. Poor diagnosis of that problem led to remedial action which only made the problem worse, and spread it more widely, leading to a crisis of contagion.

Stuart Bell joined Oxford Health NHS Foundation Trust as Chief Executive in October 2012 and had previously been the Chief Executive of South London and Maudsley NHS Foundation Trust since it was formed in 1999.

After reading Modern History at the University of Oxford, Stuart joined the NHS in 1982, and held senior planning and service management roles in acute teaching and general hospitals. He then worked for six years at a regional level where he had responsibility for organisational development and performance management. In 1996 he was seconded to the Department of Health as Head of NHS Performance.

He is an Honorary Fellow of King's College London and an Honorary Fellow of the Royal College of Psychiatrists. He has been a Trustee of the Picker Institute (Europe) for several years, and became Chairman in 2013. In 2008 he was awarded the CBE for services to healthcare.



Dr. Cécile Wendling

Head of Foresight, AXA and visiting researcher at Science Po (FR)

Megatrends and disruptions for institutional leaders: lessons from the insurance sector

This presentation by Cécile Wendling will give you a concrete example of how foresight can be organized in a corporate structure. It will be an opportunity to learn from the failures and successes of a mature foresight structure. The crucial nature of foresight in a volatile environment will be addressed, as well as the tools and methodologies needed to operationalize foresight, with trend analysis, innovation catalog or fiction design.

The participants will be welcome to share their institutions' experience in anticipating the future. The presentation will also highlight specific features of tomorrow that universities will have to face such as urban transformation with the development of smart cities or new educational methods like serious gaming or crowdfunding. As a conclusion, an open discussion will take place around the trends affecting universities and more broadly education and research

Cécile Wendling, PhD is Head of Foresight at AXA. She is working on major trends and disruptions that will impact the insurance sector tomorrow (smart cities, blockchain, AI, etc). She is a foresight expert and is part of the Scientific Board of Futuribles. She is helping organisations to anticipate risks and opportunities.

She has a PhD in Social and political sciences from the European University Institute in Florence. She is associate researcher at Centre de Sociologie des Organisations (CNRS-Sciences po Paris). She teaching sociology of risks, crisis management and foresight



Emily Hough,

Editor in Chief of the Crisis Response Journal (UK)

Reputations on the line: Leadership, empowerment and trust in crisis communications

Today's crises – whether smouldering or rapid onset in their nature – are prone to hyper-complexity, evolving and mutating rapidly in a way that can overwhelm any organisation's leadership, however well prepared it may consider itself to be. And the stakes are high – not only could the safety and security of human lives be under threat, but reputations of organisations and individuals are on the line.

The whole scenario is likely to be played out in the full glare of the world, with intense, unforgiving scrutiny and commentary from the media and public alike. The changing nature of audiences and communication channels are compounded by the sheer scale and speed that news, opinions – and even rumours, misconceptions and false information – can spread.

All of this conspires to create a landscape fraught with pitfalls. A crisis can break an organisation, but – if handled correctly – can also present opportunities

How can leaders navigate the complex topography of today's threats? How can they ensure that they and their teams are prepared to act with imagination and intuition? Are they ready to act decisively and, if they see they are going down the wrong path, can they be brave enough to admit this and change course?

Crisis management and communications lie at the core of good governance, and leadership is vital to achieving this. Effective, creative and responsive communication with stakeholders, personnel, those affected and the wider world is essential. However, in order to truly achieve such responsiveness and engagement, the hard work must be put in before a crisis strikes. Trust, empowerment, intuition and humility are paramount.

This presentation will examine the evolving nature of crises and the changes in leadership approach that this evolution requires. It will present practical advice for preparedness and planning, illustrated by case studies of effective communications in a crisis – along with some that did not work so well, and the sobering consequences that ensue.

Emily Hough is Editor in Chief of Crisis Response Journal, which she launched 13 years ago. She works both in print and online, specialising in international publishing, events and conferences, mainly in the fields of disaster and crisis management.

Emily has founded and organised high-level conferences and seminars in the resilience and response field, identifying global trends and anticipating future hazard scenarios.

She has chaired, spoken at, moderated, acted as rapporteur and helped to curate numerous international events, including: The 22nd OSCE Economic and Environmental Forum in Vienna, Austria, (2014); the United Nations Global Platform in Geneva, Switzerland (2013); UNISDR Heritage and Resilience event in Venice, Italy (2012); several European Commission Civil Protection Forums, Brussels, Belgium; several IDER conferences (Rome, Italy; Brussels, Belgium); Floodfighters; National Risk; Counter-Terror Expo; Milipol (Paris and Qatar) and events at the Royal United Services Institute and the UK Foreign and Commonwealth Office's Wilton Park

Emily has initiated and overseen the launches of specialist, academic and news-led print and online publications in English and other languages; was a founder member of City Security and Resilience Networks (CSARN), and has edited and published various books within the emergency response, management and analysis sectors.

Before launching CRJ, she worked in publishing and conferences within the Fire and Rescue sector, reporting on fire service and humanitarian activities from around the world, including military operations in Bosnia and Kosovo, work in the settlements and squatter camps in South Africa, firefighter training in Peru and Argentina, and numerous other countries.

Her focus remains on developing links with people around the globe, and reporting internationally to raise awareness of resilience and disaster prevention initiatives; she also strives to highlight forgotten disasters and to identify overlooked or new hazards, and ways of mitigating their effects.

Emily is a Director of Crisis Management Ltd, which owns the Crisis Response Journal.



Alviina Alametsä

Masters degree student at the University of Helsinki and film maker, specialising in conflict and peace-making (FI)

Leadership, community resilience and security: lessons learned from the 2007 Jokela school shooting.

In 2007, when I was 15 years old, a shooting took place in my school. I survived, but the event made me question my existence and social structures - eventually guiding me to the world of crisis management, psychology and peace. With you, I would like to discuss how communities can prevent crisis and, if needed, survive crisis with resilience. How can institutions take responsibility in building a more secure community, based on empathy and freedom to innovate, rather than using extensive security measures? How can we utilize non-violent communication and social resilience to prevent and cope with crisis situations? How can we create trust and security between all those involved in the organisation in different roles? And what peace negotiations and dialogue have to do with it?

Alviina Alametsä is a master's degree student in University of Helsinki and a Bachelor of Social Science. She is currently working for Member of Parliament, peacebuilder and President of European Institute of Peace, Mr. Pekka Haavisto. Alametsä has previously worked in several NGOs focused on dialogue processes, international cooperation and peacemaking.

At the age of 15, Alametsä survived a school shooting in her school in Jokela (2007). After this event, she has built a career in reducing violence and promoting peace. Alametsä also participated in the making of documentary "Inside the mind of a school shooter" (Submarine, 2015).



Dr. Ann Fust,

Executive Director, Swedish Research Council (SE)

Leaning into the wind: lessons learned from leading in an environment of turbulence and uncertainty.

The perspective I will take is to reflect on what happens when there is a crisis within the senior leadership of a public organisation. I will take a helicopter view of the events which unfolded, offering my analysis of a situation that attracted significant public attention.

In the current environment, senior leaders and managers do not have the luxury of being able to resolve crisis situations such as these behind closed doors. Instead, leaders are pursued by the media, both traditional and social, constantly, with the result that the media's version of events achieves a momentum all of its own.

There are many lessons to be learned about organisational leadership and management generally from experiencing such a crisis situation and I will share my perspective on these at the seminar.

Ann Fust, Executive Director and Deputy Director General at the Swedish Research Council since 2014. Before she was the University Director at Uppsala University for seven years. In that capacity she was a member of the management team of the University. Before that she also had experience from private industry. She took part in the board of the Swedish rector's conference and chaired the delegation at the Swedish Agency for Government Employers. Within the rector's conference she participated in the working group for quality development. She was also a member of Uppsala University holding.

Last year she presented an investigation to the government about the career for young researchers. Lately she was elected to the board of Stockholm University of the arts



Dr. Edward Deverell

Crismart at the Swedish Defence University (SE)

Lessons for everyday leadership from crisis research

We are living in volatile times with increasing expectations on leaders in public and private organizations to prepare for, mitigate the consequences of, act prudently and decisively during, and learn the right lessons after crises. According to many crisis management scholars, these expectations along with processes, such as globalization, mediatization, and technological change, mean that there are more crises to deal with today than before. University and higher education are no exception.

Examples include the Virginia Tech shootings of 2007, the Canterbury/Christchurch earthquakes in 2010-2011, and the recent Karolinska Institutet research fraud. Based on crisis management research conducted over the last couple of decades, this presentation offers a working definition of crisis, which underscores the differences between managing crises and managing everyday work. The presentation also draws on case study research of real crisis management events in various settings to distill lessons for organizational leaders. These lessons include common trade-offs in decision-making, crisis management best practices, and barriers to learning from crisis experiences.

Edward Deverell is Associate Professor at the Swedish National Defense College's Center for Crisis Management Research and Training (Crismart) in Stockholm. He holds a PhD from Utrecht University's School of Governance. Edward Deverell's research focuses on topics such as organizational learning from crises, institutional crisis management, decision making under stress, public management reform and public agency communication. Edward Deverell has published his research in journals such as *Public Management Review*, *Risk Management*, *Journal of Homeland Security and Emergency Management*, *Defence Studies*, and *Journal of Contingencies and Crisis Management*.