Multisektorale Kollaboration als Zukunftschance: Potentiale und Herausforderungen

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crisi: …(fem.) (pl. crisis) crisis crisi (Italian) Origin & history Latin crisis from Greek κρίνειν "to decide" Pronunciation crisi, /ˈkrizi/, /"krizi/ Noun crisi (fem.)…

Die Krise ist die Pathologie des Prozesses der Verzeitlichung der Geschichte: Sie besteht in einer Dysfunktion des normalerweise waltenden Zusammenhangs zwischen Erwartung und Erfahrung.

"Eine Situation als Krise wahrnehmen heißt, …, nicht mehr wissen, welches meine Stellung im Universum ist, nicht mehr wissen, welche stabile Wertehierarchie meine Präferenzen leiten sollen, nicht mehr klar zwischen meinen Feinden und meinen Freunden unterscheiden können."
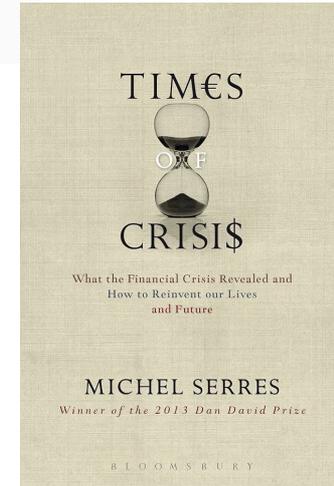
Ricoeur, P. (1988). La crise: Un phénomène spécifiquement moderne?

World Bank's Expanded Crisis Toolkit: Responding to Challenges in an Era of Crises | Expert Answers

Friedensforscher

Sipri: Welt steuert auf neues Krisen-Zeitalter zu

Das schwedische Forschungsinstitut Sipri hat einen Bericht über die künftige weltweite Sicherheitslage veröffentlicht. Die Forscher mahnen, Politik gegen die Umweltkrise zu machen.

23.05.2022 - 07:24 Uhr aktualisiert

TIM€S OF CRISI$

What the Financial Crisis Revealed and How to Reinvent our Lives and Future

MICHEL SERRES

Winner of the 2013 Dan David Prize

BLOOMSBURY

FRIEDRICH-EBERT-STIFTUNG
BÜRO DRESDEN
OBERGRABEN 17 A

1923|2023 –
GESELLSCHAFT
IM ZEITALTER
DER KRISEN

United Nations | Global Crisis Response Group

About | Briefs | Statements | Issues | Champions | News

Global Crisis Response Group on Food, Energy and Finance

The war in Ukraine has led to a cost-of-living crisis. An estimated 1.6 billion people are exposed to at least one dimension of the crisis. About 1.2 billion of them live in 'perfect-storm' countries severely vulnerable to all three dimensions – food, energy and finance.
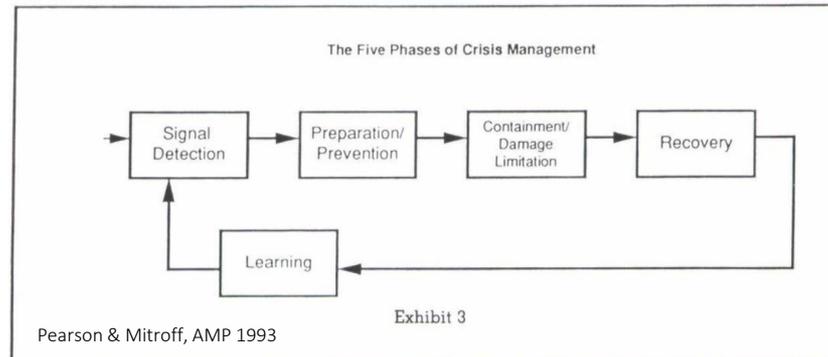
"Crises are characterized by low probablility/high consequence events that threaten the most fundamental goals of an organization. Because of their low probability, these events defy interpretations and impose severe demands on sensemaking".
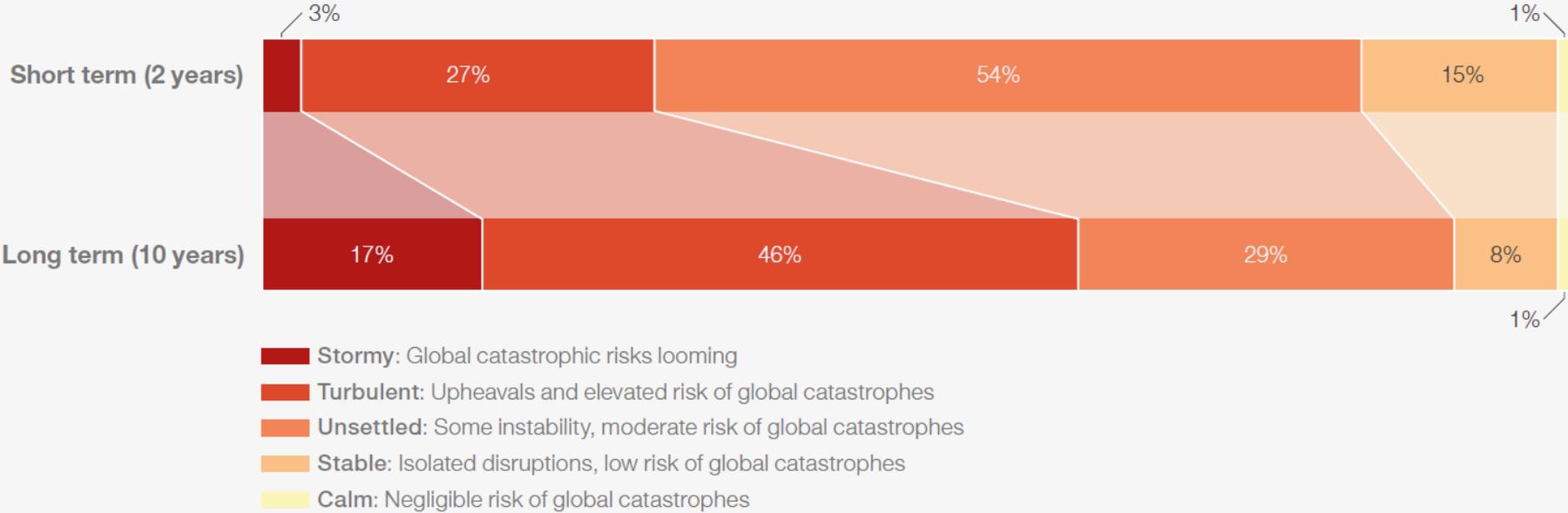(Weick, 1988 JMS)

"An organizational crisis is a low probability, high impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effects and means of resolution, as well as by a belief that decisions must be made swiftly."
(Pearson and Clair, 1998 AMR)

The Five Phases of Crisis Management

Signal Detection → Preparation/Prevention → Containment/Damage Limitation → Recovery

Learning

Exhibit 3

Pearson & Mitroff, AMP 1993

Short and long-term global outlook

"Which of the following best characterizes your outlook for the world over the following time periods?"

	Stormy	Turbulent	Unsettled	Stable	Calm
Short term (2 years)	3%	27%	54%	15%	1%
Long term (10 years)	17%	46%	29%	8%	1%

■ **Stormy**: Global catastrophic risks looming
■ **Turbulent**: Upheavals and elevated risk of global catastrophes
■ **Unsettled**: Some instability, moderate risk of global catastrophes
■ **Stable**: Isolated disruptions, low risk of global catastrophes
■ **Calm**: Negligible risk of global catastrophes

Source
World Economic Forum Global Risks
Perception Survey 2023-2024.

Global risks ranked by severity over the short and long term

"Please estimate the likely impact (severity) of the following risks over a 2-year and 10-year period."

2 years

Rank	Risk
1st	Misinformation and disinformation
2nd	Extreme weather events
3rd	Societal polarization
4th	Cyber insecurity
5th	Interstate armed conflict
6th	Lack of economic opportunity
7th	Inflation
8th	Involuntary migration
9th	Economic downturn
10th	Pollution

10 years

Rank	Risk
1st	Extreme weather events
2nd	Critical change to Earth systems
3rd	Biodiversity loss and ecosystem collapse
4th	Natural resource shortages
5th	Misinformation and disinformation
6th	Adverse outcomes of AI technologies
7th	Involuntary migration
8th	Cyber insecurity
9th	Societal polarization
10th	Pollution

Risk categories
- Economic
- Environmental
- Geopolitical
- Societal
- Technological

Wicked problems …

- sind hochkomplex
- sind mehrdeutig
- verändern sich ständig
- haben keine Lösungen
- Versuche, sie zu ‚zähmen' sind weder richtig noch falsch, sondern gut oder schlecht
- sind nicht nur selbst 'wicked', sondern 'wickedly interdependent'
- "tipping point"
- es gibt keine zentrale Autorität
- können von keinem einzelnen Akteur, keinem einzelnen Sektor alleine bewältigt werden
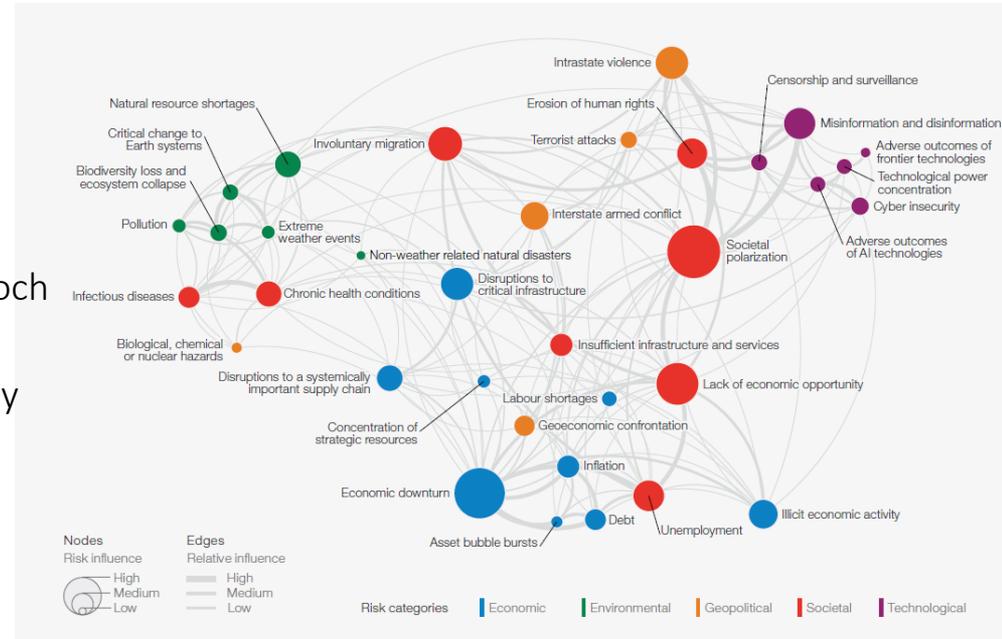
Source
World Economic Forum Global Risks Perception Survey 2023-2024.

ursprünglich von: Rittel & Webber, 1993

Kollaborative Handlungsfähigkeit als Herausforderung

- Organisationale Fragmentierung und Bruchstellen in Governance-Arrangements

- Polarisierung und Verlust einer gemeinsamen Lebenswelt

Kollaborative Handlungsfähigkeit als Herausforderung

- Organisationale Fragmentierung und Bruchstellen in Governance-Arrangements

  Governance als:

  - Interdependenzbewältigung zwischen Akteuren
  - Koordinationsmodi für kollektives Handeln, bei denen ein steuerndes Subjekt fehlt

    Binnen- / intrasektoral / intersektoral
    temporal / spatial
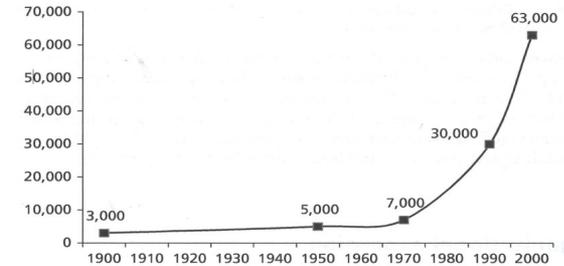
Figure 1.3. Number of Multinational Corporations, 1900–2000
Source: Adapted from Gabel & Bruner 2003: 3.
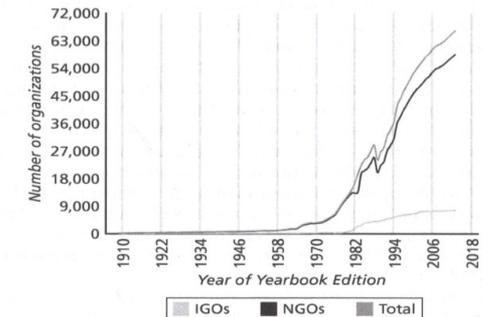
Figure 1.4. Number of Organizations in the Yearbook of International Organizations, by Year, 1909–2011
Source: Union of International Associations website 2013.

(Bromley & Meyer, 2015)

Kollaborative Handlungsfähigkeit als Herausforderung

- Organisationale Fragmentierung und Bruchstellen in Governance-Arrangements

  Binnen- / intrasektoral / intersektoral

  temporal / spatial

Article

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

⑩SAGE

Martin Kornberger
EM Lyon, France and University of Edinburgh Business School, UK

Stephan Leixnering
WU Vienna University of Economics and Business, Austria

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WU Vienna University of Economics and Business, Austria and Copenhagen Business School, Denmark
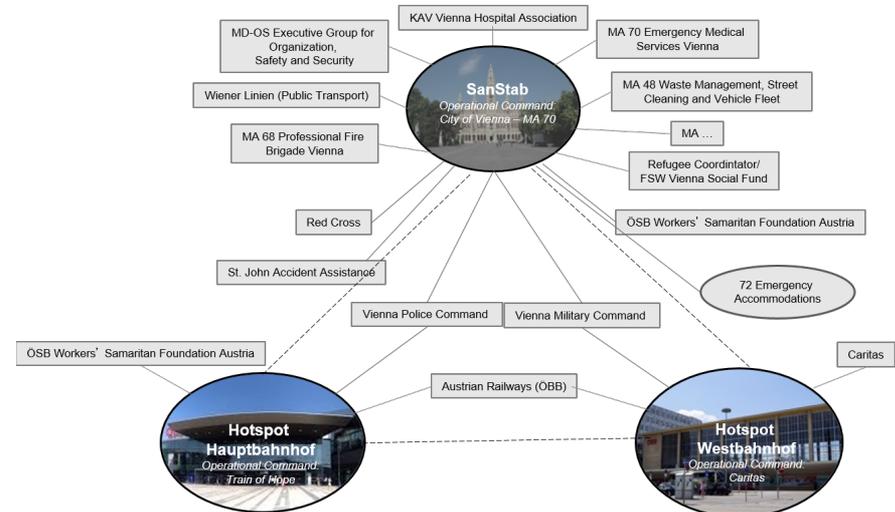
2015 „Flüchtlingskrise"

Kollaborative Handlungsfähigkeit als Herausforderung

- Organisationale Fragmentierung und Bruchstellen in Governance-Arrangements

  Binnen- / intrasektoral / intersektoral

  temporal / spatial

Australian bushfires: how the Morrison government failed to heed warnings of catastrophe

Documents released under freedom of information show that despite warnings of dire fire risks, federal follow-up was sluggish

TABLE 6: Pathways to governance gaps x CGA 'fault-lines'

| Pathway / Fault-line	ACTIVE				LATENT		
	Stretching	Collapsing	Ossifying	Improvising	Fracturing	Inattention & Myopia	'Generacizing'
Interorganizational Boundaries	'Stretching' compromising IMT cohesion across functions and agencies.		'Ossifying' agency fissures between agencies and within IMTs through centralization and siloing.	'Improvising' leading to implementation of competing and parallel governance structures.	'Fracturing' through exposing fragile collective sense making systems between actors.		
Temporal boundaries		'Collapsing' of delineations between crisis management phases.				'Inattention & myopia' compromising transitions between crisis phases.	
Inter-sectoral boundaries			'Ossifying' existing sectoral fissures through exposing clashing governance modalities.				'Generacizing' recovery support compromising relationships between emergency management and community sectors
Inter-jurisdictional boundaries	'Stretching' compromising resource sharing systems due to extreme volume.		'Ossifying' jurisdictional fissures through amplifying political contestation.	'Improvising' exposing vacuums of informal arrangements across borders.	'Fracturing' through exposing disconnected sense making systems between jurisdictions.		
Inter-incident boundaries	'Stretching' leading to informal escalation tactics and slowing collective decision making.	'Collapsing' of incident authority designations.					
Between Authority-community	'Stretching' compromising equitable community support.				'Fracturing' through exposing sense making systems across scales		'Generacizing' through exposing exposing uneven intermediation between strategic plans and local implementation
Between Levels of Authority		'Collapsing' facilitative connections between levels of authority.					

Fourie et al. 2023

Kollaborative Handlungsfähigkeit als Herausforderung

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Observations
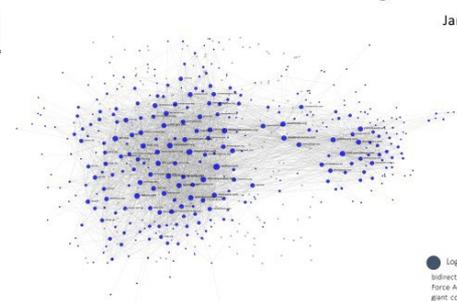Network of actors in climate change debates

Jan 2017
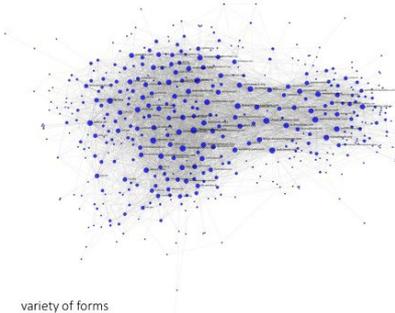
Observations
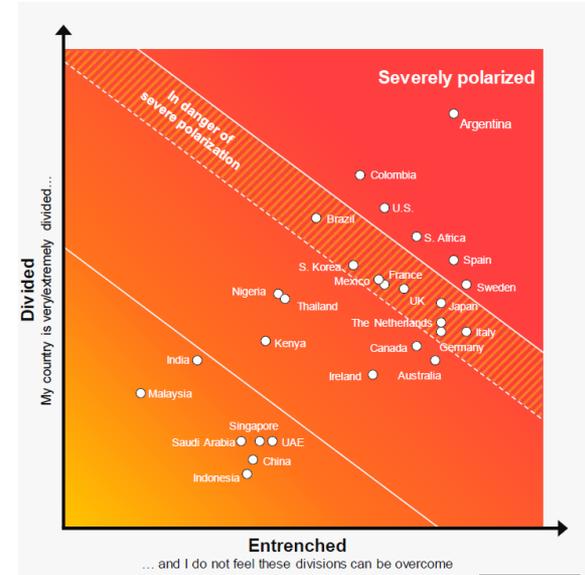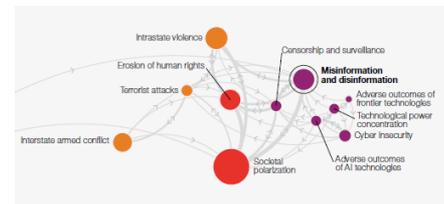Network of actors in climate change debates

January 2023

variety of forms

Lefsrud, Oberg & Meyer 2023

2024 General population

56	Global 28
79	China
76	India
74	UAE
73	Indonesia
72	Saudi Arabia
70	Thailand
68	Malaysia
67	Singapore
64	Kenya
61	Nigeria
59	Mexico
56	Netherlands
53	Brazil
53	Canada
52	Australia
50	Italy
49	S. Africa
49	Sweden
47	Colombia
47	France
47	Ireland
46	Spain
46	U.S.
45	Germany
43	S. Korea
39	Argentina
39	Japan
39	UK

Ethical

NGOs
(1, 20)

Business
(17, 17)

Less competent — **Competent**

Media
(-17, -4)

Government
(-35, -15)

Unethical

2024
Edelman
Trust
Barometer
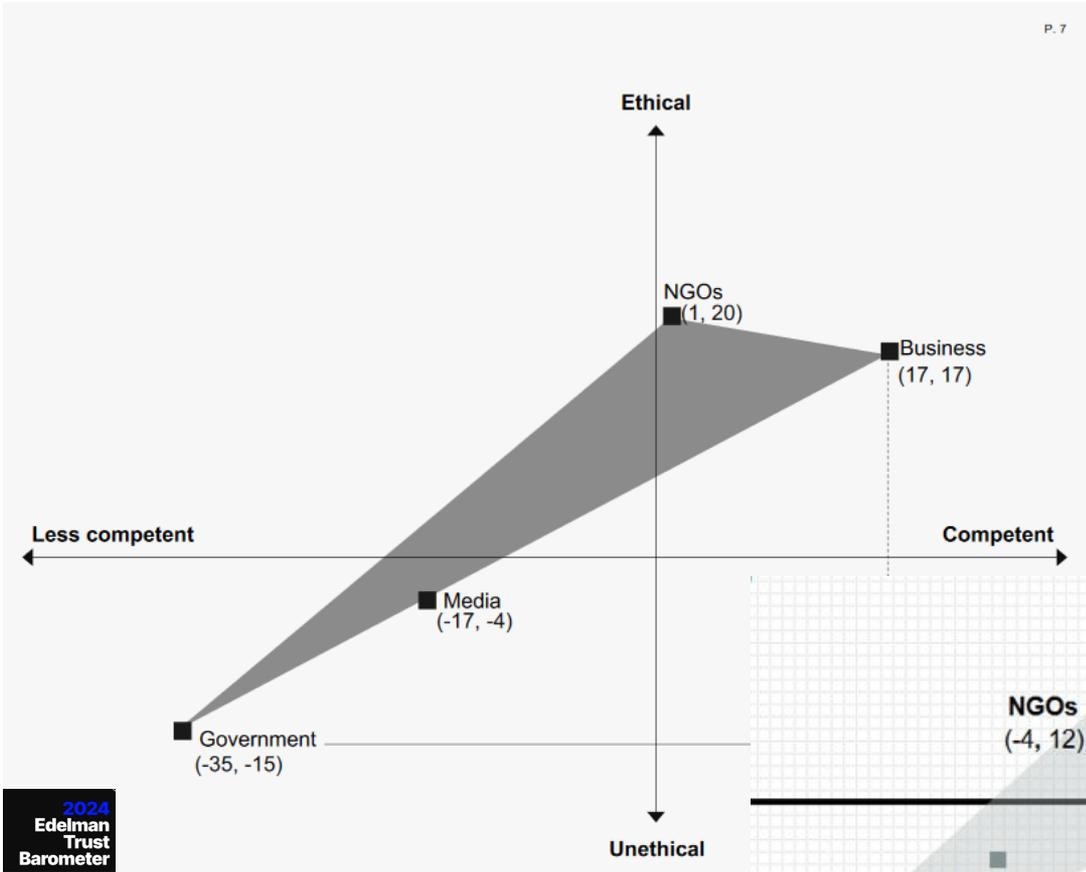
Institutional Imbalance

2

Business is now the sole institution seen as competent and ethical; government is viewed as unethical and incompetent. Business is under pressure to step into the void left by government.
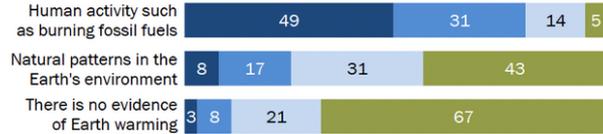
NGOs
(-4, 12)

Business
(14, -2)

Media
(-17, -7)

Government
(-40, -19)

2020 Edelman Trust Barometer.
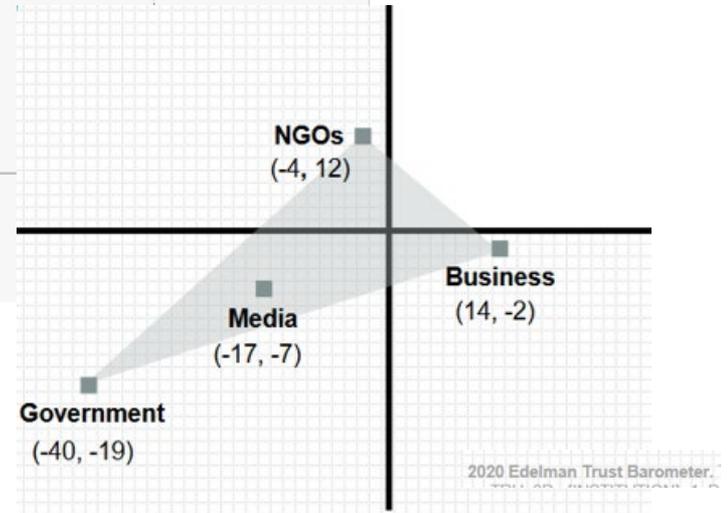
67% of Americans who see no evidence of climate change have little or no trust in climate scientists

% of U.S. adults who trust climate scientists ___ to give full and accurate information about global climate change

	A great deal	Quite a bit	Some	NET A little/None
U.S. adults	29	25	22	23

Among those who say the Earth is getting warmer mostly because of ...

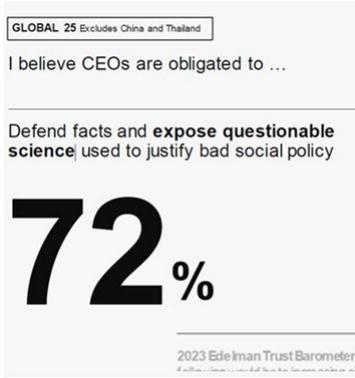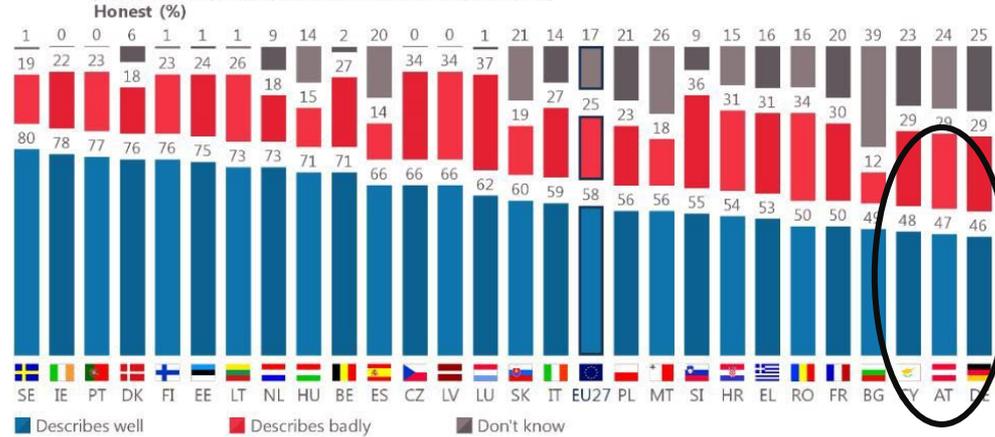|				
Human activity such as burning fossil fuels	49	31	14	5
Natural patterns in the Earth's environment	8	17	31	43
There is no evidence of Earth warming	3	8	21	67

Note: Respondents who did not give an answer are not shown.
Source: Survey of U.S. adults conducted April 11-17, 2022.
"Why Some Americans Do Not See Urgency on Climate Change"

PEW RESEARCH CENTER

GLOBAL 25 Excludes China and Thailand

I believe CEOs are obligated to …

Defend facts and **expose questionable science** used to justify bad social policy

72%

2023 Edelman Trust Barometer.

QA12a.5 The following is a list of characteristics that can be associated with scientists today. For each characteristic, indicate if you think it describes scientists well or describes them badly

Honest (%)

■ Describes well   ■ Describes badly   ■ Don't know

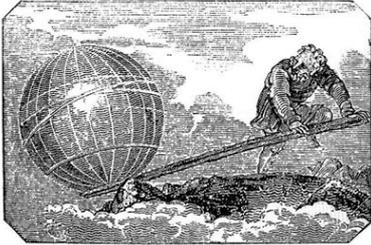European citizens' knowledge and attitudes towards science and technology

Kollaborative Handlungsfähigkeit als Herausforderung

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- Polarisierung und Verlust einer gemeinsamen Lebenswelt

Fazit

„Macht entspringt der menschlichen Fähigkeit, nicht nur zu handeln oder etwas zu tun, sondern sich mit anderen zusammenzuschließen und im Einvernehmen mit ihnen zu handeln."
(Arendt 1970, 45)

Humanity has the knowledge and skills to escape from the trouble in which we find ourselves. We can draw hope from the examples of collaborative actions being taken.

SIPRI 2022