

ASIA-PACIFIC CENTER FOR SECURITY STUDIES

COMPREHENSIVE CRISIS MANAGEMENT (CCM) COURSE

PURPOSE

This course brings together international Fellows from the Asia-Pacific region to build an intellectual foundation in crisis management, and to enhance professional networking for cooperation in crisis planning and response.

COURSE DESCRIPTION

This four week course, taught once each year, helps Fellows develop a comprehensive understanding of crises and crisis management, with a focus on the strategic impact of decisions and actions before, during and after crises. Reflecting their complexity and scale, crises require a response that is well coordinated and multi-sectoral in nature. Very often, the assistance of international actors may also be needed. Collaboration and critical thinking skills are emphasized, as Fellows participate in lectures and small group discussions with faculty subject matter experts, maximizing the benefits of small-group interaction and discussion. Through hands-on group exercises and an individual project Fellows develop key leader skills to help them confront complex crisis situations. Fellows also have the opportunity to further refine their skills in problem analysis, framing and strategy development. As international Fellows, they share their diverse expertise and experiences in a trusted environment, where case studies and best practices create a truly unique, participatory learning outcome.

The course is structured into three blocks: In Part 1, Framing the Problem and Strategy Development, the emphasis is on developing skills in forming a comprehensive understanding of crises as complex phenomena, and designing strategies for assessments and approaches to solutions appropriate to such situations. Part 2, Core Functions in a Whole-of-Society approach to CCM, builds on this foundation by introducing a framework to help guide thinking on the multidimensional nature of such solutions and consequently, the critical importance and challenges of coordination amongst government agencies and all of civil society. Part 3, Collaboration and Communication in Crisis Management, introduces an additional layer of complexity to such coordination by drawing attention to the broad range of actors, national and international, with whom practitioners are likely to find themselves working in their capacities as crisis managers: various agencies of the United Nations, regional and international organizations, the private sector and NGOs, to name a few. Skills in negotiations and influence communications will be emphasized, as well as the critical qualities of leadership in such settings.

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WHO WOULD BENEFIT BY ATTENDING THIS COURSE

The course is ideal for practitioners whose current or future responsibilities lie in the field of crisis management and recovery, to include mid-career to senior practitioners (0-4 to 0-7 military personnel and civilian equivalents) from diverse backgrounds such as the military, law enforcement, relevant ministries in crisis management and disaster management authorities, as well as NGOs, regional and international agencies and organizations.

Participants come from all over the Asia-Pacific region, and in any one course, may be drawn from as many as 45 nations.

EDUCATIONAL OBJECTIVES

Enhance knowledge and skills in leadership for crisis management, in five core areas:

- a. An ability to form a comprehensive understanding of the situation at the strategic level, reflecting all aspects of its complexity and risks
- b. An ability to devise accurate strategic assessments and solutions within this context of complexity
- c. An ability to cooperate and collaborate effectively with partners in a whole of society, multinational and cross-cultural setting
- d. An ability to influence the public and other interested stakeholders through effective communications.
- e. An ability to leverage appropriate technology to support all phases of crisis management

EDUCATIONAL APPROACH

Lectures are provided on topics relevant to crisis management by faculty and invited external subject matter experts. Lectures are followed by focused discussions of the lecture topics, maximizing the benefits of small-group interaction and discussion, where there is strong emphasis on hands-on activities and exercises.

Working in their seminar groups, attendees participate in a collaborative research project, the **Regional Strategy Project**, which offers an opportunity to apply the concepts, skills and knowledge gained during the course to recommend strategies to address a regional trend that poses a risk for crisis. Each participant also has an opportunity to pursue an individual dedicated **Fellows Project** focused on a specific crisis management challenge faced in their home agencies and nations. The **Fellows Project** allows participants to apply what they have learned during the course to devise a plan of action to address the identified challenge on their return to their home agencies and nations. The Fellows Project is structured so as to be nested under some form of National Strategic Guidance for their country.