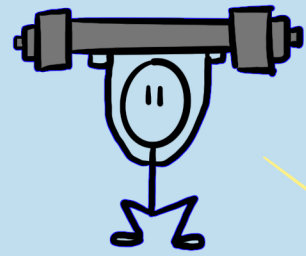
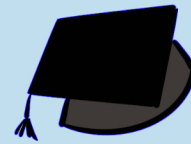


Lessons of a mega-disaster



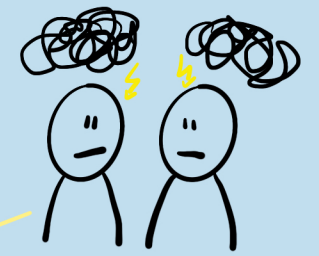
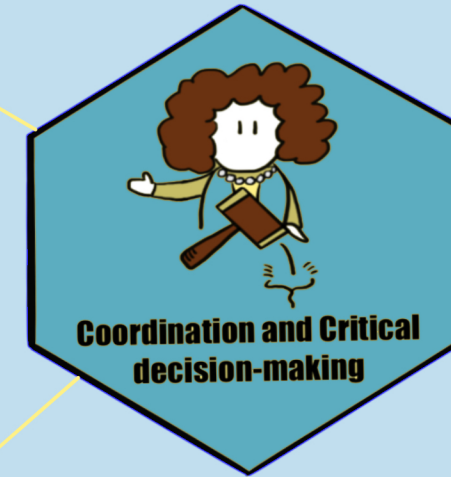
Preparatory exercises are very useful



Careful planning taking into account previous failures and successes makes a difference



A response network must be able to switch to "mega-disaster mode"



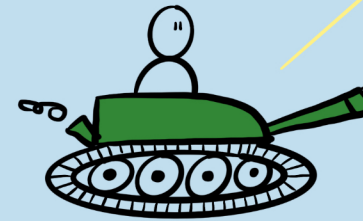
We cannot assume that bureaucratic tensions between bureaucratic leaders will be temporarily forgotten or ignored because everybody is facing the same disaster



Risk objects can and will surprise



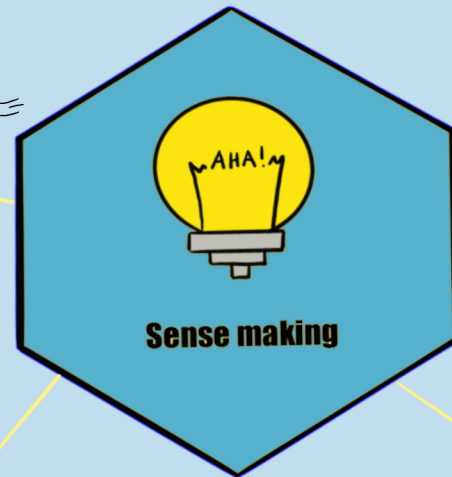
Leaders should initiate and engage in serious debate about the role of government and citizens in times of mega-disasters



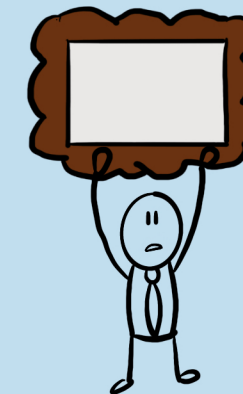
The assistance of armed forces can be necessary, but it is not easy to effectuate



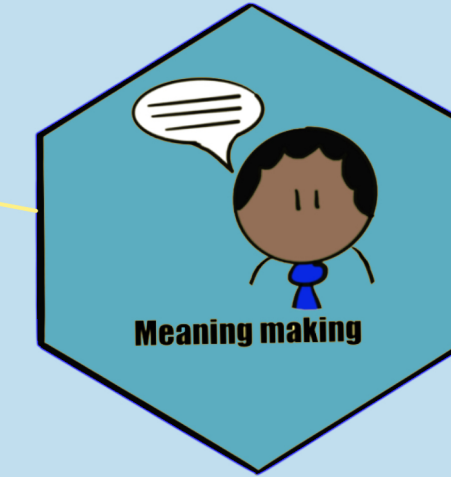
When local administrators are overwhelmed, state and federal organizations must possess the capacity to gather information on their own



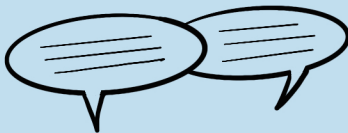
Crisis managers should embrace uncertainty, they should be on constant alert for signs that events are migrating from "zones of expected occurrences" to the domain of the unknown



Leaders must actively formulate a frame that explains the nature of the crisis and provides a fair estimate of what will happen in the near future



If leaders cannot impose an explanatory narrative, they will become the unwitting owners of emerging problems, real or imagined



Internal communication; those who are in a position to understand that "this is not a standard disaster" must learn to communicate that to people who are far removed from the scene and may have no idea how bad the situation is



Strategic decision-making units should not wait for urgent messages and complete situation reports to act