

# DE-CONFLICTING RESPONSE COORDINATION

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## Why me?

- Worked in UK Government over many years
- Developed and ran big programme for the IMO looking at this question

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## Is there a conflict?

- Ministries – different priorities
- Communications
- Genuine mistakes
- People

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### Key Question

- Who do you work for?
  - Government
    - Civilian
    - Military
    - Police
    - Other authorities
  - Civilian Employer
  - Own Company

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### Key Question

- SO
  - Who DO you work for?
- NOT
  - Who are you paid by?

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### Who do you trust?

- Personally
  - Partially
  - Completely
- Professionally
  - Partially
  - Completely

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### Have you had any response exercises?

- Internally
- Externally
  - Who had input to the lessons learned?
  - Who did NOT have input?
    - WHY?
- What happened to the lessons learnt?

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### Some examples

- Knowledge of what other departments / companies know
- Allowing / welcoming questions from juniors
- Willingness to listen to criticism
- Government arrogance / ignorance
- Difficulties of handling intelligence
  - Needs subtle and intelligent and possibly courageous minds
  - Distribution problems

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### National Maritime Security Council

- Needs careful thought about:
  - Operational or advisory?
  - Attendance
  - Inputs / outputs
  - Right to make decisions
  - Delegation

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### Stories

- 9/11 preparations
- NMSC – question about what companies were being required to do
- Speaking truth to power – Bermuda
- It's only a game

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### Conclusions

- Leadership from the top
- Absolute clarity about the AIM
- Excellent people on the Committees – no egos
- Ability to take decisions
- Willingness to compromise
- Willingness to listen to all levels
- Willingness to take the flak

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