

SECURITY AND CRISIS MANAGEMENT INTERNATIONAL CONFERENCE
ATHENA 18'

Turning risk into opportunity: An efficient crisis management.

13th NOVEMBER 2018

08:00-09:30 Registration

10:00-10:40 Welcome and Opening Remarks

10:40-11:25 Inaugural Speeches

Lieutenant General Esa Pulkkinen, Director General of the EU Military Staff
“European Union Military Capabilities - Putting EU Global Strategy into Action and Providing Preventive Security for European Interests and Values”

Professor Jonathan Wilkenfeld, Research Professor, National Consortium for the Study of Terrorism and Responses to Terrorism (START), University of Maryland
“Challenges to Crisis Management in the Current International System”

11:25- 11:40 Coffee Break

11:40 - 13:30 Session 1: “Challenges arising from migration-terrorism-hybrid threats: The role of Greece”.

Moderator: *Nikolaos Charalampopoulos*, Political Scientist, Researcher on issues of Political Violence and Extremism

11:40-12:00 *Professor Ioannis (John) M. Nomikos*

Director of Research Institute for European and American Studies (RIEAS)

“Counter-terrorism Challenges in Greece: Threats from Human Trafficking, Migration and Radicalization”.

12:00-12:20 *Professor Harry Papasotiriou*

Professor of International Relations at Panteion University and Director of the Institute of International Relations.

“From al Qaeda to ISIS”.

12:20-12:40 *Professor Kostas Ifantis*

Professor of International Relations with Emphasis on Security Studies, Panteion University

“Countering Hybrid Threats: What Kind of Deterrence”

12:40-13:00 *Dr Maria Alvanou*

Criminologist, Terrorism Specialist, member of the research team ITSTIME

“Stereotypes and Misconceptions: Terrorism as a Threat in a World of Migration”

13:00-13:30 Q&A

13:30 -14:30 Lunch Break

14:30 - 16:30 Session 2: “Mediterranean maritime and energy security: Why they are important for Europe?”

- Moderator: *Professor Nikolaos Lampas*, Adjunct Lecturer of the Department of Politics and International Relations, University of Piraeus
- 14:30-14:50 *Vice Admiral (Ret.) Vasileios Marzoukos HN*
Honorary Commander of the Hellenic Naval Academy, President of the Hellenic Institute for Strategic Studies (HEL.I.S.S.)
“The Critical Challenge of Eastern Mediterranean Security and Europe's Future”
- 14:50-15:10 *Professor Emmanuel Karagiannis*
Associate Professor, Department of Defence Studies, King's College, London
“Greece as an Energy Security Provider in the Eastern Mediterranean”
- 15:10-15:30 *Mr. Costis Stambolis*
Vice President and Executive Director of Institute of Energy for South - East Europe
“The Role of Greece in Enhancing European Energy Security”
- 15:30-15:50 *Professor Aristotelis Tziampiris*
Professor of International Relations, Department of International and European Studies, University of Piraeus
“The New Eastern Mediterranean in Transition: Strategic Challenges and Opportunities”
- 15:50-16:30 Q&A
- 16:30- 16:45 Wrap-up of the 1st day topics**

14th NOVEMBER 2018

09:00 - 11:00 Session 3: “By failing to prepare you are preparing to fail: The role of preparedness in crisis management.”

- Moderator: *General (Ret.) Konstantinos Ginis*, Honorary Chief of the Hellenic Army General Staff
- 09:00-09:20 *Dr. Sweijls Tim*
Director of Research at the Hague Centre for Strategic Studies.
“Crisis Management: From Anticipation to Preparation”
- 09:20-09:40 *Professor Gerassimos Karabelias*
Professor, Department of Sociology, Panteion University
“Looking at the Past to Move Forward: Lessons-learned in Leadership Preparedness from Xenophon and Machiavelli”
- 09:40-10:00 *Professor Konstantina Botsiou*
Associate Professor, Department of Political Science and International Relations, University of Peloponnese
“The Use of Modern History in Crisis Management Preparation”

10:00-10:20 *Professor Athanasios Platias*

Professor, Department of International and European Studies, University of Piraeus
“The Problem of Inadvertent Escalation: Strategies for Crisis Management”

10:20- 11:00 Q&A

11:00- 11:15 Coffee Break

11:15- 13:15 Session 4: “Leadership, crisis informatics and media strategy as critical enablers for effective crisis response.”

Moderator: *Lieutenant General (Ret.) Stavros Koutris*, Honorary Commander of the 98th HNGBC

11:15-11:45 *Professor Ioannis A. Ragies*

Associate Professor, Hellenic Military Academy
“Charismatic and Heroic Leadership in Times of Crises”

11:45-12:15 *Professor Andreas Liaropoulos*

Assistant Professor, Department of International and European Studies, University of Piraeus.
“Intelligence, Crisis Management and Decision Making”

12:15-12:45 *Dr Konstantinos P. Balomenos*

Political and International Relations Scientist.
“What is the Right Medium for Transmitting Specific Messages to your Target Audiences during a Crisis Situation?”

12:45-13:15 Q&A

13:15- 14:15 Lunch Break

14:15- 16:15 Session 5: “The need for closer cooperation amongst international organizations: An essential prerequisite for effective crisis management.”

Moderator: *Major General (Ret.) Ippokratis Daskalakis*, Research Director of the Hellenic Institute for Strategic Studies (HEL.I.S.S.)

14:15-14:35 *Matteo Gomirato*, Policy Officer for UN Matters at European External Action Service

“EU - UN Partnership : a Positive Force for Change”

14:35-14:55 *Dr Alexandra Novosseloff*,

Non Resident Senior Fellow, Brian Urquhart Center for Peace Operations, International Peace Institute (IPI)

“The Need for Closer Cooperation Amongst International Organizations in Crisis Management: Past and Future Challenges”

14:55-15:15 *Professor Dimitris Bourantonis*

Professor, Department of International & European Economic Studies, Athens University of Economics and Business

“The Role of Chair in International Organizations”

15:15-15:35 *Professor Spyros Blavoukos*

Professor, Department of International & European Economic Studies, Athens University of Economics and Business.

“Inter-organizational Relations and Effective Crisis Management”

15:35-16:15 Q&A

16:15- 16:30 Coffee Break

16:30- 17:30 Conclusions of the Conference.

Inaugural Speakers

Lieutenant General Esa Pulkkinen

"European Union Military Capabilities – Putting EU Global Strategy into Action and Providing Preventive Security for European Interests and Values "

The European Union security environment today requires that we have readily available and credible capabilities to guarantee the security of our European values, interests and citizens. Since the implementation of EU Global Strategy in 2016 we have a strategic responsibility for protecting Europe. Internal and external security is ever more intertwined and our security at home depends on stability beyond our borders. Among many threats, large-scale migration is something that we already have experience of and it is something that we must be prepared to face again. Best way is to provide safe and secure environment at the sources of migration by tackling the root causes. We have positive results from the EU military operations and missions outside our borders to build military security structures in Sub-Saharan countries. To do this effectively we need a working comprehensive approach that combines both civilian and military sides of the security.

Professor Jonathan Wilkenfeld

"Challenges to Crisis Management in the Current International System"

The management of international crises has evolved over the years as the nature of the international system has changed. The current system is characterized by a proliferation of non-state actors, spillover from internal to international conflict, conflict recurrence, and a number of global challenges and crises that require action on a global collective scale. These latter are often characterized as transnational threats to human security. This talk will focus on how these challenges impact one particular type of crisis management mechanism: mediation. After reviewing how mediation has been applied in the past in dealing with international crises, some recommendations will be proposed for how mediation practices might be adapted to perform better in the current international environment.

Session 1: Challenges arising from migration - terrorism - hybrid threats: The role of Greece.

Professor Ioannis (John) Nomikos

"Counter-terrorism Challenges in Greece:
Threats from Human Trafficking, Migration and Radicalization"

The article attempts to analyze on the measures the Greek Security and Intelligence community needs to adopt in order to prevent violent acts in Greece. The article also stresses on the tortuous history of the Balkans as a hotbed of hybrid threats.

Professor Harry Papasotiriou

"From al Qaeda to ISIS"

The purpose of the talk is to examine the evolution of international jihadist terrorism from its al Qaeda roots to the very different ISIS organization. It will also examine the consequences of the fall of ISIS as a territorial entity in Syria and Iraq.

Professor Kostas Ifantis

"Countering Hybrid Threats: What kind of Deterrence"

Hybrid Warfare is being used by various actors who do not believe in a rules based world order to achieve strategic symmetry with western states. They believe that they have both the opportunity and an imperative to do so. Hybrid Warfare capabilities include: the movement of conventional forces; nuclear force intimidation, economic and energy pressure; propaganda and disinformation, and cyber

disruption and destabilisation. These capabilities have been used as shaping instruments to create the conditions for conventional military intervention. Rather than searching for consensus in defining and describing Hybrid Warfare, it is more fruitful to instead consider how Hybrid Warfare targets state vulnerabilities and how states should best organise themselves to meet the threat. Specifically: States should conduct continual self-assessments to understand their current vulnerabilities. States should enhance current threat assessments to understand how Hybrid Warfare capabilities are targeting those vulnerabilities (or not).

Dr Maria Alvanou

“Stereotypes and Misconceptions: Terrorism as a Threat in a World of Migration”

The issue of a possible connection between migration and the threat of terrorism (mostly related to the phenomenon of jihadist groups/cells and their operatives) has been high in the agenda of discussion regarding security among political parties, mass media and the general public in several countries. There are evident cases with prejudice and fear dominating the scene in ways that feed radicalization to violence and undermine solidarity, making societies more vulnerable to the effects of terrorism. The presentation will highlight- through the operational reality of actual terrorist attacks, as well as contemporary research that is ongoing - relevant misconceptions and stereotypes that make counterterrorism efforts difficult inside the above mentioned context. Additionally, it will deal with how current terrorism trends seem to develop, in order for authorities to be prepared for better security.

Session 2: Mediterranean maritime and energy security: Why they are important for Europe?

Vice Admiral (Ret.) Vasileios Martzoukos HN

“The Critical Challenge of Eastern Mediterranean Security and Europe’s Future”

Mediterranean Sea constitutes an important sea way for international trade and energy transportation. As for Europe, Mediterranean Sea is valuable for its safety, stability and prosperity. This lecture examines recent maritime security threats and challenges in Eastern Mediterranean in conjunction to major geopolitical and energy developments in the broader area. These security threats and challenges possibly set the conditions for a future crisis, bluntly affecting Europe. After an epigrammatic evaluation of European maritime security strategy, the lecture places relative conclusions and recommendations.

Professor Karagiannis Emmanouel

“Greece as an Energy Security Provider in the Eastern Mediterranean”

The Eastern Mediterranean region is changing fast. With new gas discoveries in the last few years containing estimated reserves of 25 tcf (trillion cubic feet), the Eastern Mediterranean will soon become the new gas frontier. The discovery of the East Med gas resources comes at a time when world demand for energy is growing rapidly, many are questioning the reliability of supplies from Russia, and Western governments are encouraging the diversification of supply to ensure energy security. Now that the geopolitical map of the region is being redrawn, there is an urgent need to understand the new regional realities and emerging issues. The presentation will mainly focus on the role of Greece as a security provider in the region.

Mr Costis Stabolis

“The Role of Greece in Enhancing European Energy Security”

Greece, because of its geographical position and its existing and planned energy infrastructure, can play an important role in improving European energy security. At present and in the medium term, say by 2022/2023, as a result of a cluster of major infrastructure projects in gas and electricity, currently under development, Greece could help achieve energy route diversification and market integration. These are two basic parameters in advancing energy security in the region. On a longer-term basis, say by 2030, Greece could provide EU with sizeable indigenous oil and gas resources, which could augment the continent’s limited production base, and thus help reduce European energy dependence. However, Greece needs to carry out a lot more exploration work inland and offshore in its EEZ, in order

to discover and verify commercially exploitable hydrocarbon resources. Overall, Greece's contribution in enhancing European Energy Security, could become increasingly important in view of continuing regional instability.

Professor Aristotelis Tziampiris

"The New Eastern Mediterranean in Transition: Strategic Challenges and Opportunities"

The Eastern Mediterranean is experiencing some of the most intriguing, worrisome and dangerous events in contemporary international politics. They include the deadly civil war still raging in Syria; the operation of ISIS; the gradual unraveling of Libya; the uncertainty about Egypt's future (and that of the Arab Spring more generally), the persistent regional ambitions (and rising authoritarianism) of Turkey; and, more recently, a refugee crisis involving millions. In addition, the Eastern Mediterranean is becoming a big "laboratory" where balance of power policies among Great Powers and regional states are being tested. On the other hand, substantial energy findings and significant cooperative initiatives are also being evinced, holding out the possibility for stability. This presentation will assess the forces simultaneously bringing apart and together the Eastern Mediterranean and conclude with specific policy suggestions with an emphasis on the role played by Greece.

Session 3: By failing to prepare you are preparing to fail: The role of preparedness in crisis management.

Professor Sweijls Tim

"Crisis Management: From Anticipation to Preparation"

Strategic anticipation has gone mainstream in recent years. Governments around Europe regularly conduct analyses of security trends and risks to enhance situational awareness and situational understanding (SASU) of their operating environment. A persistent problem has been the timely translation of enhanced strategic SASU into effective preparation in terms of strategies, capabilities, and concepts. Addressing that problem is of paramount importance, especially in the context of the deteriorating international security context of the past decade, which has seen a surge in crises. Bridging the gap between anticipation and preparation will help our armed forces to address the challenges associated with crisis management in the security environment of today... and tomorrow. In his contribution, Dr Sweijls surveys the current situation, identifies the key challenges, and proposes a set of guiding principles to bridge this gap.

Professor Gerassimos Karabelias

"Looking at the Past to Move Forward:

Lessons-learned in Leadership Preparedness from Xenophon and Machiavelli"

The preparation of a leader for the political-military duties/responsibilities that come with his position has been a subject of beloved discussion in both social science and military literature. Xenophon and Machiavelli, two of the greatest thinkers of the western civilization, offer valuable lessons on leadership preparation for facing effectively political-military enemies and threats while at the same time protecting/empowering the well-being of their followers.

Professor Konstantina E. Botsiou

"The Use of Modern History in Crisis Management Preparation"

A well-educated understanding of history is widely held as a prerequisite for the strategic planning of crisis management, as history illustrates the geopolitical and ideological depth of any given crisis. The same holds true not only for strategic planners but also for the actual managers of a crisis who are supposed to fully comprehend and calculate actions and reactions of the opposite sides. Historical knowledge does not offer ready-to-use recipes for crisis management, as history does not repeat itself. What it does offer, though, is the long-term overview of specific dimensions of a crisis that may repeat themselves or resemble the past and must be translated mutatis mutandis into the complex present environment. This knowledge helps avoid the repetition of human mistakes as well as estimate more accurately the practical impact of history on factors like geopolitical realities, technological change, social mentalities, and individual behaviors. Crises reveal more than ever that national interests,

strategic narratives, containment credibility and strategic assumptions of each actor unfold in real-time, but are historically defined.

The aim of this presentation is to discuss the productive interaction of modern history with crisis management and crisis management preparation, as well as to show potential gaps and traps in theory and specific cases.

Professor Athanasios Platias

"The problem of Inadvertent escalation: strategies for crisis management"

Crisis can be a turning point in international conflict. The first part of this presentation will try to explore the extent to which crisis can inadvertently escalate into war as well as the manner in which this occurs. Why some crisis are resolved by diplomacy why others escalate into war? To what extent are they a function of decisions made during the crisis itself?

The second part of the presentation will propose ways to improve crisis performance. The main argument here is that successful crisis management is a function of organizational, institutional, strategic and cultural behavioral patterns established long before the onset of any crisis.

Session 4: Leadership, crisis informatics and media strategy as critical enablers for effective crisis response.

Professor Ioannis A. Ragies
“Charismatic and Heroic Leadership in Times of Crises”

Although crisis is "neither a necessary nor a sufficient cause" of charismatic leadership, we can acknowledge that crisis conditions may be conducive to the emergence of the charismatic political leader. Theory does not discount the role of crisis, but instead suggests that charismatic effects are more likely to occur in times of crisis. Analysts imply that leaders might create stress in order to be perceived as charismatic, believing that "crisis offers a leader the opportunity to be charismatic". The presence of a crisis and a radical solution to it could be outlined as conditions necessary for charismatic leadership: charisma fades once a crisis has passed. Crises foster the emergence of charismatic leaders who are then perceived to be more effective than leaders who emerge in non-crisis situations.

Heroic leaders do not enjoy taking high risk merely for excitement, attract attention, or out of curiosity, but, only when necessary or when important principles for the survival of their Organization are at stake. Common thread for risks assumed, whether low, moderate, or high is their relevance to heroic leaders' strongly-held beliefs: those who engage exclusively in low risk tasks or actions, are not likely to be viewed by others as being very heroic, since heroic leaders as seen, at least occasionally, engaging in actions entailing moderate or high risk. However, one's capacity to function as an effective leader is less likely if they function exclusively at a high-risk level: this high-wire act is too difficult and exhausting for anyone to maintain over an extended period of time. They may function like most other people a good deal of the time, and engage in low to moderate risk tasks with the demonstrated capacity to assume high risk for others when necessary.

Professor Andreas Liaropoulos
“Intelligence, Crisis Management and Decision Making”

The purpose of the presentation is to demonstrate the challenges that decision makers face in times of crisis in relation to how they understand and use the intelligence product. The emphasis will be on the concept of pathologies (analytical, organizational and political). Therefore the presentation will highlight among other things, the role of cognitive and conceptual biases, the importance of bureaucratic rivalries and the centralization of information, as well as the politicization of the intelligence product. All the above will be analyzed in relation to international crisis like the Cuban missile crisis, the Iraq 2003 war and others.

Dr Konstantinos Mpalomenos
“What is the Right Medium for Transmitting Specific Messages
to your Target Audiences During a Crisis Situation?”

During a crisis situation, a crisis management team is necessary to respond quickly, accurately and consistently with the key stakeholders, media and the public providing them with specific information about the state of the situation. Media strategy as part of a communication strategy plays a key role for the supporting of crisis managers team's initiatives concerning the control and confrontation of a crisis as well as to fulfil the needs of crisis communication. Specifically, media strategy is an important strategic tool because it supports managers of a crisis to communicate effectively with their publics and send their messages to the right audience, at the right time and at the right place. The main purpose of this presentation is firstly, to examine the procedure which will be followed by the crisis managers for the choice of the right media channel during a crisis and secondly, to explain the factors that affect the media channel selection. Finally, for the better understanding of this procedure it will be used as a paradigm the case of ISIS media strategy.

Session 5: The need for closer cooperation amongst international organizations: An essential prerequisite for effective crisis management.

Matteo Gomirato

"The EU-UN partnership: a positive force for change"

We live in an interconnected, troubled and rapidly changing world. We need commonly agreed rules and effective global institutions to ensure stability, security, prosperity and development for everybody. In times of global uncertainty, multilateralism is more important than ever and the 2016 EU Global Strategy on Foreign and Security Policy reflects this paradigm with global governance as a key priority in the second year of implementation.

One of the EU's main aims is therefore to ensure that effective multilateralism with a strong and reformed United Nations (UN) at its core remains the foundation of the international system. In our turbulent times, the EU-UN partnership is stronger, more articulated and more important than ever. In the coming years the EU and the UN will stand together to promote a rules-based global order grounded in international law, shared responsibility, and win-win cooperative solutions. Together, the EU and the UN will continue to engage as a positive force for change.

Dr Alexandra Novosseloff

"The Need for Closer Cooperation amongst International Organizations in Crisis Management: Past and Future Challenges"

Partnerships between the United Nations (UN) and other international and regional organizations in the field of peacekeeping and crisis management have become a central feature of contemporary global security governance. Yet, even though both organizations pursue similar objectives and seem –on first sight- like natural partners, a wide range of challenges and limitations are hampering their effective cooperation. It is worth looking at the major elements of these partnerships as well as of the successes and tensions that have arisen from joint operations in the field.

Professor Dimitris Bourantonis

"The Role of the Chair in International Organisations"

In this presentation an attempt is made to examine the role of the Chair in multilateral fora and especially in international organisations (IOs). In this context, the role and performance of the Chair and more specifically, his/her capacity to act in issues such as agenda setting, brokerage in the negotiations conducted in the organs of IOs, and external representation is scrutinized. Furthermore the parameters of the effectiveness/ineffectiveness of his/her performance carrying out the above mentioned tasks are analysed.

Professor Spyros Blavoukos

"Inter-organizational Relations and Effective Crisis Management"

The paper examines the effect of inter-organizational relations in the area of crisis management. Drawing on the broader literature of inter-organizationalism, it analyzes the main drivers of inter-organizational cooperation, namely resource scarcity, performance distress, ideological and normative attraction of cooperation, and the enforcement or inducement of cooperation by an extra-organizational force. The insights of this broader literature are then used to analyze how inter-organizational relations cast their impact on crisis management and the inherent constraints that delimit the scope and extent of such cooperation.