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Jaguar Mk 2, 3.8 police cars in 1967 (GB) - the training cars may be 2.4s.
The white car was used for motorway work, a recent concept for GB in the 1960s
– all will be revealed shortly.

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1) Book review – “Risk in social justice” by Peter Taylor-Gooby and Jens Zinn

I introduced the name of Peter Taylor-Gooby of the University of Kent to the SIG in issue no 61, July 2010. This was in the context of the Lloyd’s Emerging Risk Report. He has written a number of books including this 2006 edition (ISBN 978-0-19-928596-9 paperback) with his colleague at the University of Kent, Jens Zinn, well to be honest it one of those books where the authors are described as “Editors” which I think is a little misleading as they write the first part of the book themselves!

Anyway, I felt this title was the title most in alignment with our own work. As I said, the first three chapters are by the authors to introduce the book with subsequent essays by various authorities to support individual specialist areas within the overall context – a not unusually format for this type of academic work.

The book:-

- 1) Introduces us to risk seeking for pleasure: eating (over), drug-taking, *Edgework*, from motorsport into new extreme sports such as base jumping – some crimes and sexual

adventure are included within the edgework definition. This is contrasted to the social psychological concept of dread, regardless of the objective extent of the threat involved and presents the overall “culture of fear” with risk reduction in every aspect of lifestyle.

2) Dealt with the loss of confidence in authority and growth of the peoples’ view dating back to Disasters of late 70s and 80s e.g. Bhopal and Chernobyl. How behaviour economists and cognitive psychologists at first tried to establish universal laws of human decision making - and assumed that risk perception was mainly determined by communication through the media and other routes. There then developed the *expert layman*. There was the usual references to known authorities such as; Slovic, Tversky & Kahneman; Fischhoff and GB’s Mary Douglas. Also, some names that were new to me: Latour, Beck and Giddens. However, much of the work overall was not new *per se*, but the alternative presentation and views were refreshing.

3) Later reference to social science and psychological and socio-logical perspectives re complexity of influencing factors of risk responses in different settings. Went on to advise the growing importance of *The Social* and the precautionary principle emerging as a general rule in decision making - and how this was enshrined within the EU Treaty of Nice” 2000.

Verdict Worthwhile book for my own research and the last season of the SIG’s basic programme. There may be further reference to it during the year within these **NEWSLETTERS**.

2) The French connection

In another context, your editor writes a monthly feature for a small regional motorsport magazine – a recent article was prompted by an earlier feature on current speed sprints in northern France, where the authorities allow the public roads to be closed for the event, something we in GB haven’t done on a regular basis since the early 1900s! Please note the following extract:-

“... regarding France. The point about the roads being superior and operating privately is, I am sure correct. There is however, another far more compelling advantage for France and that is the degree of congestion in the country. The population is not dissimilar to Britain’s, but there is roughly twice the area of land. The two fold advantage is still further extended by the favourable shape of France – for example if you want to travel up the south west region it’s more or less a straight road, but the same journey from Cornwall to South Wales is doubled up due to the Bristol Channel and Severn Estuary, in fact much of our island suffers from this problem of skirting round large estuaries”.

I put the argument that the effects of congestion and overcrowding on people are factors often completely overlooked by high management, in the ever going fights against rising costs – but at what cost! I have come across more than one case where organisational performance was impaired by cramming too many people into an office. Anyway, I was reminded of the French connection when I read the remark about *The Social* in the publication “Risk in Social Justice”, mentioned above.

In *NEWSLETTER No 42* of May last year, I quoted another 2006 book, “Deleuze and the Social” (ISBN-10 0 7486 2093 1 Paperback), which was an international collaboration of authors in a similar style of introducing chapters followed by specifics from the appropriate expert..

This collection was based on the work of Deleuze, the great French philosopher. The book is very technical and advanced, in fact much more so than we need for the purposes of integrating sound principles of philosophy into people risk management. In fact we need extracts from three modern divisions of philosophy:

Economic; Organisational and Management.

This book will help with the latter two of these – economic philosophy will come from another source soon.

As my earlier article didn't include a simplified resume of the essence of what Deleuze (and Deleuze and Guattari) were about, I will try to portray this as follows, but the task is not easy:-

“In the very simplest of terms, *The Social* has been described as the relationship between the human and its world. It has also been argued to be as a means to manage, replace and reconfigure the staple sociological and philosophical issue of the relationship between the human and its world.” Anyway, I hope that helps!

3) and now for something different – the case for case studies.

This term conjures up the format of an actual case by name whereby readers (often students) can compare the exact chain of events to potential situations. The danger is that two cases are seldom even broadly the same, so many will be struggling to adapt any one detailed model to future universal application.

When I read the Lloyd's Emerging Risk Report (Review in *NEWSLETTER No. 61*), I gave praise for the format used when the “case study” was actually a list of bullet points taken from more than one real case, which followed my own view that you recall the two or three main lessons learned from cases you come across for later general application.

Jaguar Cars 1967/68 – a heresay scenario

Back in 1968 (a year later than the above photo), I was engaged in a conversation with a group of motorsport people, one of whom was an employee of Jaguar Cars working in the special team that liaised with customers for supply of fleet cars to police forces. He told the small gathering an amusing story:

The Police (not sure if was the Home Office or an individual force) specified that patrol cars had to be fitted with matt black dashboards and door trims not the polished walnut luxury ones that are part of Jaguar standard specification. I asked if this was something technical to do with light reflecting or to match police uniforms, but was assured that it was solely one of cost. However, the story continued, It was found that it was not practical to interrupt the production run to make this modification, so standard trimmed body shells had to have their walnut dashboards sprayed over by an operative with a spray gun with matt black paint.

This was met with by some amusement by all at the table. However, the question of how the extra cost of the spraying was absorbed was not mentioned!

So, what can we learn?

- 1) The danger of employees discussing confidential matters outside of the working environment.
- 2) The risk of a supplier being caught out – if the trim was scratched during normal operations revealing the walnut underneath, then the cover would be blown!. No doubt

questions being asked on costing and perhaps a feeling that the official cost saving specification exercise had been treated with contempt!.

Suggested solutions:

1) Self efficacy. It can be argued that people who blab too much lack self confidence and lose self control and effectiveness. In the workplace scenario, this can be exaggerated in weaker staff when they are disillusioned or worse, the victim of bullying – the responsibility for the workplace environment lies clearly with the employer, as far as practical all should be encouraged to blossom..

2) Honest disclosure – to be honest with the police the way it had to be done and to offer to include walnut trim or to spray it over at no extra charge. **NB. To be honest, we have no way to knowing that the Jaguar senior negotiators didn't say this, but didn't tell my informant because he wasn't high enough up the chain to be on the "need to know basis" – another danger for discussion another time! Ed.**

In the meantime, please write in with any comments or advise anything that I might have missed or you might disagree with - feedback really is appreciated

Until the next issue, I will wish you, "au revoir".

Bruce Widdowson

Secretary and Newsletter Editor

e-mail bruce.widdowson@btinternet.com Telephone 0115 986 3254

General Information

This Special Interest Group of the Institute of Risk Management was formerly known as the *People, Communication and Behaviour* SIG and the current Chair is Pauline Bird MIRM. The SIG was founded at the end of 2005. The first *NEWSLETTER* was issued in December of that year and can be downloaded along with all subsequent issues from the **irm** Website, or on application to the Editor for specific topics. The inaugural meeting of the SIG was in January 2006, the founding officers being Michael Ocock FIRM, Chairman and Bruce Widdowson FIRM, Secretary. The address of the Institute of Risk Management is: 6, Lloyd's Avenue, London EC3N 3AX .- Telephone +44 (0) 20 7709 0716 - Web: www.theirm.org

End of Transmission