

The Insider

THE THREAT LAB NEWSLETTER



Volume 3

From the Editor

Hello and welcome to the 2021 annual edition of the Insider! 2021 was quite the year, and we wanted to reflect on its significant events. This publication takes a deep dive into domestic extremism, toxic leadership and organizational culture, and supply chains and critical infrastructure. We feature the work of 11 academic institutions and non-profit organizations that focus their research and outreach efforts in these areas. Please note, all information is open source and does not promote products or services.



We began the year with the January 6th riot at the US Capital, which put violent extremist ideologies at the forefront of concern. This issue looks at Federally Funded Research and Development Centers and academic institutions to learn more about their research portfolios on extremism.

As the year continued, we all hoped that the pandemic would come to an end, and things would return to some sense of normalcy. That didn't pan out and as a result, some organizations shifted to permanent remote work, some called their teams back into the office, and others adopted a hybrid approach. Whether working remotely or in the office, toxic behavior and toxic culture remain a present concern. Finally, 2021 tested our country's core supply chains and the security of our critical infrastructure. Whether it was cyber threats or lack of medical supplies, we experienced major issues that exposed the limitations of established processes and organizations.

I hope you find this edition valuable in your efforts to understand and respond emerging risks to your organization, and as always, feel free to reach out to me with comments, questions, and suggestions.

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SEASON 2
NOW AVAILABLE

VOICES FROM THE SBS SUMMIT

Voices from the SBS Summit is a monthly podcast brought to you by The Threat Lab, DoD's Counter-Insider Threat Program, and the National Insider Threat Task Force. This monthly series was first released in March of 2021 and features conversations with presenters from The Threat Lab's annual Counter-Insider Threat Social & Behavioral Science Summit. During each episode, Threat Lab team members ask guests for updates to their presentations, including what they did not have time to talk about, and what is new since last September's Summit. In May 2022, we released Season 2, Episode 4, where Dr. David Prina, Dr. Anne Speckhard, and Ms. Molly Ellenberg discuss violent extremist culture within the military and how this relates to security and workforce protection.

The podcast is available on all major podcast platforms, including Google, Spotify, and Apple. To find the podcast on these platforms, search for "Voices from the SBS Summit". Learn more at: <https://anchor.fm/threatlab>



DISCLAIMER: This content is for informational purposes only and should not be construed as constituting or implying endorsement by DoD, PERSEREC, or The Threat Lab of any entity, product, or organization mentioned, referenced, or linked.

The Handa Centre For the Study of Terrorism and Political Violence



The Handa Centre for the Study of Terrorism and Political Violence

Handa CSTPV is Europe's oldest research centre dedicated to the study of terrorism and political violence. Founded in 1994 by academics including Paul Wilkinson and Bruce Hoffman, CSTPV has been producing research in this field continually for over 25 years.

The Centre takes a broad look at terrorism, taking in global perspectives from Militant Buddhism in Asia, Piracy and Insurgency in Africa, and the Extreme-Right in Europe and North America. Our research also looks at historical perspectives and state terrorism as well. The Centre is also home to two journals, CVIR and Extremism, and the new CSTPV Blog.

OUR COURSES

Our MLitt in Terrorism and Political Violence is available as a full-time, residential or part-time, distance learning course.

The Certificate and Advanced Certificate in Terrorism Studies provides a bespoke course for professional development that students can tailor to their tastes with 15 modules to choose from.

The Centre also provides supervisors for PhD and DProf Programmes. These advanced courses are ideal for professionals and people interested in furthering careers in research and academia.

Contemporary Security Policy



In a series of nine rapid evidence reviews on contemporary security policy, a team led by Dr. Sarah Marsden set out the latest research on priority areas of counter-terrorism. The reports covered a wide range of areas, including the relationship between mental health problems and terrorism, what we know about right-wing terrorism, how to manage terrorism-related offenders in prison, extremist risk assessment, and economic influences on radicalisation. As well as reviewing the evidence base, the reports identified the strengths and weaknesses of the research, considered the implications for policy and practice, and identified future priorities for research. Organised around the four counter-terrorism 'Ps': Prevent, Pursue, Protect, and Prepare, the reports provide valuable insights into the evidence base and are designed for non-specialist audiences including security practitioners and policymakers.

Research funded by the Centre for Research and Evidence on Security Threats

<https://cstpv.wp.st-andrews.ac.uk/research/cstpvxcrest/>

CSTPV EVENTS

The Centre hosts events all year round on terrorism and political violence. We have upcoming events on Security in Post-Military Nigeria and The Transnational Extreme Right.

Visit <https://cstpv.wp.st-andrews.ac.uk/events/> for more information.

Book a Space:
tsadmin@st-andrews.ac.uk

FIND OUT MORE

All our research including recordings of our past events can be found on our website. This is also the home of our other research including the books published by our academics, the work with our partners at CREST, the Studies in Terrorism and Political Violence Monograph Series with Lynn Rienner, and media commentary.

<https://cstpv.wp.st-andrews.ac.uk/>

Contact Us: tsadmin@st-andrews.ac.uk

Center for Terrorism and Security Studies

At the University of Massachusetts Lowell



ABOUT CTSS

The Center for Terrorism and Security Studies (CTSS) was established at the University of Massachusetts Lowell to bring together faculty from several colleges throughout UMass Lowell (and from other institutions and organizations in the Commonwealth) to work on a variety of collaborative research projects addressing the evolution, convergence, and complexity of such domestic and foreign security challenges as terrorism, cyber-security, transnational crime, and weapons of mass destruction (among many other topics).

CTSS RESEARCH

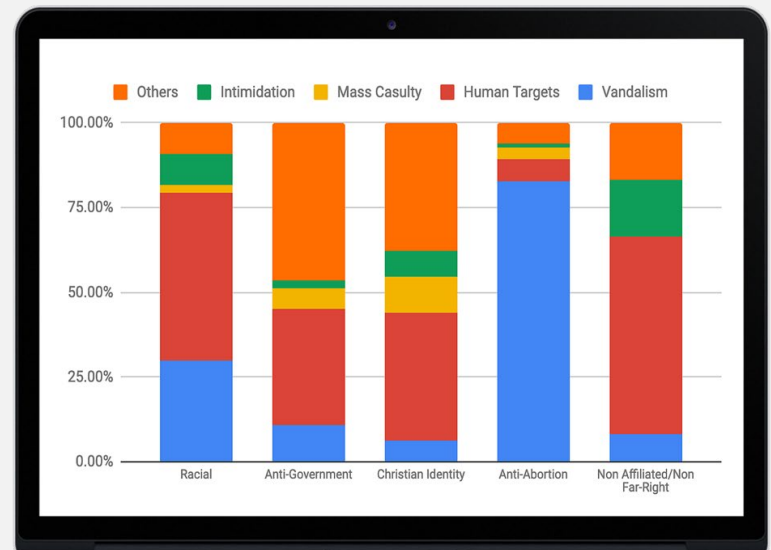
CTSS research has been supported by the United States Department of Homeland Security, National Institute of Justice, the United States Department of Justice, Office of Naval Research, the UK Ministry of Defense, and the United States Department of Defense through its Minerva Research Initiative. To date, CTSS has secured over \$7 million in external research funding to explore issues of far-right extremism, countering violent extremism (CVE), propaganda and influence, homeland security, soldier development and military ethics.

Featured Research

Far-right violence and hate activities have increased in most Western democracies over the last few years.

CTSS, with federal and university funding, has developed a dataset of far-right violence in the US (1990 – 2020) which includes more than 6500 incidents. It is the most comprehensive such dataset in existence. This work provide important insights on the –

1. Spontaneous nature of hate crimes in the US.
2. The correlation between demographic changes and increase in far-right violence.
3. The impact of political polarization on far-right violence.
4. The visual language of far-right violent militancy in the US.



OUR NEWEST RESEARCH

Learn more about some of our newest research projects:

Federal Grants Explore Right-Wing Terror, Ethics of AI in Military (<https://www.uml.edu/News/stories/2020/perliger-evans-shortland-grants.aspx>)

Criminology Professor Wins CAREER Grant to Study Emergency Decisions (<https://www.uml.edu/News/stories/2020/Shortland-CAREER-Grant.aspx>)

LEARN MORE ABOUT CTSS

Learn more about CTSS at:

<https://www.uml.edu/Research/CTSS/default.aspx>

Contact us at:

Neil Shortland, CTSS Director (Neil_shortland@uml.edu)

Prof. Arie Perliger (Arie_Perliger@uml.edu)

Prof. James Forest (James_Forest@uml.edu)

Triangle Center on Terrorism and Homeland Security (TCTHS)

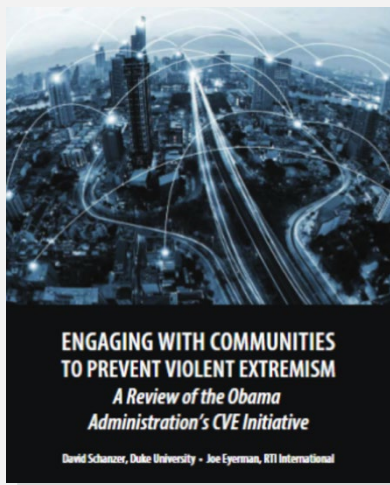
Duke SANFORD TRIANGLE CENTER on TERRORISM and HOMELAND SECURITY

Located at Duke University in the heart of North Carolina’s Research Triangle region, the mission of the Triangle Center on Terrorism and Homeland Security (TCTHS) is to enhance the understanding of terrorism and the means to combat it through education, research and the development of partnerships between universities, industry and government. Founded in 2005, the TCTHS faculty conduct research, comment on current events and policy debates, and run executive education programs. The center sponsors multiple events each year providing an opportunity for students to interact with leading practitioners and scholars. TCTHS is also home to our pathbreaking Counterterrorism and Public Policy Fellowship Program, in which mid-career counterterrorism

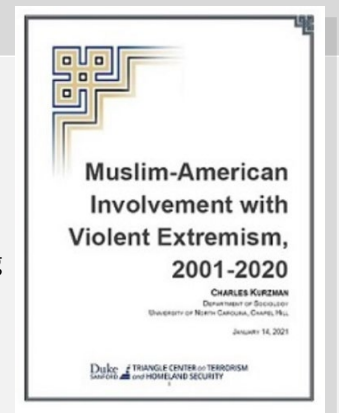
professionals spend an academic year at Duke taking courses, conducting research, mentoring students, and participating in campus life. The program has graduated over 40 professionals from five federal agencies.



Featured Research

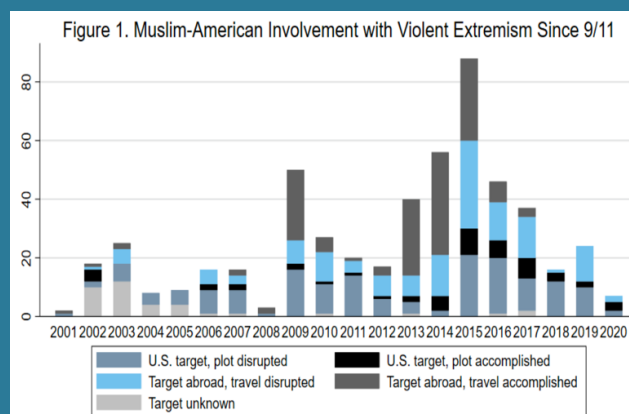


TCTHS’s core research focus for the past decade has been examining the origins and ways to prevent homegrown terrorism. TCHTS Director David Schanzer has led three research projects for the National Institute of Justice that have probed how Muslim communities, community policing program, and the federal “CVE Initiative” have contributed to preventing incidents of violent extremism in the United States inspired by al Qaeda, ISIS and likeminded groups. TCTHS has also been on the cutting-edge of documenting the low volume of violent extremism perpetrated by Muslim Americans inspired by these groups. In a series of twelve annual reports since 2010, Professor Charles Kurzman has reported and analyzed the number of homegrown violent extremist incidents, which, in 2020, reached its lowest level since 2008.



KEY FINDINGS

TCTHS has charted instances of homegrown Islamist extremism since 9/11 – with this chart showing the small number of successful attacks compared to those thwarted by law enforcement and steep decline in incidents since 2015.



CONTACT THE TRIANGLE CENTER

To subscribe to our list-serve:
<https://tcths.sanford.duke.edu/contact/>

For information about the Counterterrorism and Public Policy Fellowship:
https://sites.duke.edu/tcths_fellows/

Center on Terrorism, Extremism, and Counterterrorism



Middlebury Institute of
International Studies at Monterey
Center on Terrorism, Extremism, and Counterterrorism

The Center on Terrorism, Extremism, and Counterterrorism (CTEC) is a mixed-methods research center connected to the Middlebury Institute of International Studies in Monterey, CA. CTEC specializes in studying new and enhanced threats posed by emerging technologies in the realm of terrorism and extremism. CTEC's core research areas include online extremism, threat financing, asymmetric conflict, preventing violent extremism, and emerging technologies like AI.

CTEC has recently specialized in mapping the accelerationist milieu, which encompasses parts of the Boogaloo Movement, violent occultists, neo-Nazis, neofascists, Maoists, and anarcho-nihilists. We have engaged with cross-functional,

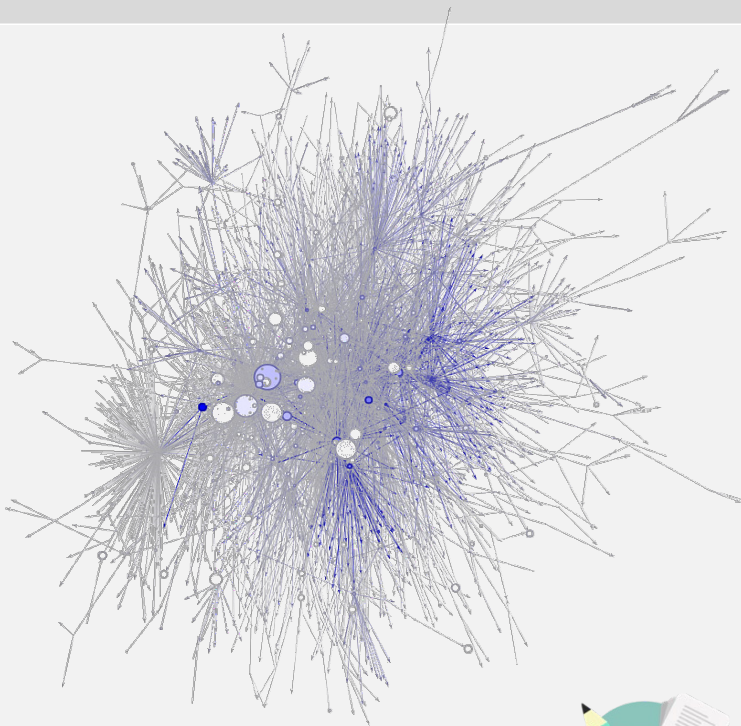
cross-industry, and transnational actors to push forward a framework for detection and mitigation of accelerationist threats.

CTEC also emphasizes providing practical, applied work experience for Middlebury undergraduate and graduate students. With an array of partnerships with public and private entities, we hire and mentor students for real-world tasks. These include writing intelligence reports, undertaking in-depth investigations of extremist communities, deploying data analytic techniques for the processing of large-scale data, and completing sophisticated research in many languages.

Featured Research

In 2020, CTEC experts and student researchers observed a trend of increasing unity among far-right movements and groups. In response, we investigated the rise of accelerationism—a doctrine that aims for mass societal collapse—as a factor in this unification. While we continue to work on developing a framework for attribution and detection of accelerationist influence, we have also investigated:

- The evolution of the Boogaloo Movement and its overlapping white supremacist and radical libertarian wings;
- Boogaloo Movement-led efforts to build coalitions with left-wing anti-government activists;
- The networked characteristics of neo-Nazi accelerationists and the risks of excessively focusing on distinct groups;
- The exploitation of alternative social media, including video game communities, for recruitment and organization.



GETTING IN TOUCH

CTEC maintains a presence on Facebook, LinkedIn, and Twitter @CTECMIIS. For interest in research collaborations or partnerships, email Deputy Director Alex Newhouse at anewhouse@middlebury.edu.

ADDITIONAL REPORTS

CTEC publishes the majority of our reports on our website, which can be found at <https://www.middlebury.edu/institute/academics/centers-initiatives/ctec/ctec-publications>.

We also frequently feature student voices in our monthly newsletter, which can be subscribed to on our website.



Parents For Peace (P4P)

Parents For Peace is a 501 (c) 3 comprised of relatives of extremists, former extremists, survivors, and public health experts on extremism. P4P provides programs for early intervention, prevention, and de-radicalization for any individual that shows signs of hate or extremism, through youth-resilience and rehabilitation programs, as well as a national helpline.

INITIATIVES

National Helpline: Relatives, mentors, or anyone concerned about a loved one potentially on an unhealthy path towards extremism can call P4P's helpline: 1-844-49-PEACE. The helpline has helped families of diverse backgrounds effectively intervene to both prevent violence and initiate the recovery process. Operators listen to families, analyze each individual case, and provide practical guidance – all in a confidential environment.

Featured Spotlight

With people staying at home during the COVID-19 pandemic, many were at a higher risk of exposure to extremist content. Families and community members came to us to seek support for their loved ones who presented symptoms of extremist recruitment. We provided successful interventions to over 30 families, both in the United States and Canada, during this difficult time.

During a feature on MSNBC (<https://www.msnbc.com/hallie-jackson/watch/-exiting-extremism-parents-for-peace-help-hate-group-members-turn-the-page-110310469576>), Executive Director Myrieme Churchill discussed how hate can act as a drug of choice and how P4P's team is guiding people out of extremism.

Inspired by their collaboration with Parents For Peace, the RAND organization released their report on domestic extremism in April 2021 – Violent Extremism in America – Interviews with Former Extremists and Their Families on Radicalization and Deradicalization (https://www.rand.org/pubs/research_reports/RRA1071-1.html). The report describes pathways in and out of radical organizations, including perspectives from friends and family members of former extremists.



GET INVOLVED TODAY!

We can all work together by providing prevention and early intervention to stop extremism in its tracks. Get involved by subscribing to our newsletter, hosting a speaker, and following us on social media.

Contact Us: info@parents4peace.org

Visit Us: <https://www.parents4peace.org/>

JOIN OUR WORK & HELP SAVE LIVES

P4P's helpline for families grappling with extremism is needed now more than ever. Since the onset of COVID, calls to our helpline have tripled.

Please join our work by clicking below so we can continue providing life-changing guidance and intervention.

Get Involved! <https://www.parents4peace.org/get-involved/>

Berkeley Culture Initiative

Haas School of Business, University of California, Berkeley

BerkeleyHaas

The Berkeley Culture Initiative serves as a hub for the next generation of culture research—one that draws on a wide range of data sources and computational methods to uncover different facets of culture within and across organizations and industries. Based at UC Berkeley’s Haas School of Business, the Initiative partners with organizations and academics from a wide range of disciplines and industries, with the goal of leveraging research insights to help organizations function more effectively and advance academic understanding. The Initiative’s founders, Professors Jennifer A. Chatman and Sameer Srivastava of Berkeley Haas, are widely cited leaders in the field.

The Initiative puts on events throughout the year to promote discussion and create a shared research agenda between academia and industry, culminating in the annual Berkeley Culture Conference each January. Through presentations, discussions, and activities led by researchers and industry leaders, the conference deepens our collective understanding about how to address culture-related challenges, such as fostering a culture of innovation and inclusion, introducing large-scale cultural change and tracking its progress, and understanding the impact of culture on firm and employee performance.

Featured Research

Mirror, mirror on the wall, who’s the fairest of them all?

The answer: not the organizations led by narcissists. Research by Berkeley Haas Prof. Jennifer Chatman and colleagues shows that narcissists can inflict profound and long-lasting damage. Like carriers of a virus, narcissistic leaders “infect” the very cultures of their organizations through the policies they influence or fail to put in place. The result is dramatically lower levels of collaboration and integrity at all levels—even after they’re gone.

In previous research on toxic leaders, Chatman and her colleagues found that narcissistic CEOs have a dark side that reveals itself slowly over time. Their exploitative, self-absorbed behavior sets them apart from the charismatic, “transformational” leaders they are often confused with. Chatman advises organizations put special measures in place to screen for these personality types in hiring; use measures such as 360-degree evaluations to identify them in the workplace; and tie leaders’ compensation to the performance of their teams.



DETAILS

“When ‘Me’ Trumps ‘We’: Narcissistic Leaders and the Cultures they Create”

The Academy of Management Discoveries. (Sept. 2021)

By Charles A. O’Reilly III, Jennifer A. Chatman, and Bernadette Doerr

Read more:

<https://newsroom.haas.berkeley.edu/research/how-narcissistic-leaders-infect-their-organizations-culture/>

COMING SOON

The 5th annual Berkeley Culture Conference will take place in January, 2023 on the campus of the Haas School of Business, UC Berkeley.

More information:

<https://haas.berkeley.edu/culture/>

Contact:

berkeleyculture@berkeley.edu

Right To Be (formerly Hollaback!)

ABOUT US

Our Mission

We believe a world that respects everyone's right to be isn't some far-off destination. It's something we're building everyday. We believe in turning the care we have for each other into simple, creative, and effective action.

Our Work

Right To Be is a people-powered movement working to build a world free of harassment and filled with humanity. We are a

team of educators, motivators, and facilitators who are listening, guiding, and cheering you on. Every day, we train hundreds of people to respond to, intervene in and heal from harassment.

We hold space for people experiencing harassment to share their stories for affirmation and support. And we prepare new leaders to create workplaces, schools and communities around the world that are filled with humanity.



Our Trainings

Right To Be (formerly Hollaback!) has developed a thorough curriculum for disrupting harassment and for building a culture where it is no longer seen as "just the price you have to pay" for being a woman, LGBTQ+, a person of color, or any other marginalized identity.

Our Workplace Trainings

We offer customized training experiences for workplaces, where we teach bystander intervention using our proven 5Ds methodology: Distract, Delegate, Document, Delay, and Direct.

Exit polls show that 99% of people we train leave confident they will intervene next time they witness disrespect or harassment.



CSTPV EVENTS

...AND BECOME A BETTER BYSTANDER

We are offering multiple virtual public trainings, and we invite you to get trained: <https://righttobe.org/our-training>

If you are interested in a customized training for your community or workplace, contact us at: partnerships@righttobe.org

FIND OUT MORE

We have created a list of resources for understanding and responding to the problem of harassment. Through the link below, you will find our guides on bystander intervention and how to respond to street harassment. You will also get information on workplace training laws and equity policies. Finally, our resources on online harassment include digital safety material and self-care guides.

<https://righttobe.org/resources/>

The West Point Leadership Center



MISSION

The West Point Leadership Center (WPLC) develops and inspires the world's preeminent leaders of character by providing transformational experiences, new knowledge, and reflecting-coaching-mentoring. The center develops and inspires preeminent leaders through three lines of effort: Character & Leadership; Diversity & Inclusion; Innovation & Entrepreneurship.

We do this through 9-programs with talents-based leadership because when talents and passions align, the positive impact on Cadets become exponential. Additionally, when leaders become overloaded with responsibilities, no matter how noble, the stress increases, effective productivity decreases, and the desired impact is not met for the leader nor the student.

Our Program Leaders are the most successful leaders with deep expertise and graduate education in leader development and the behavioral and organizational sciences. They are all volunteer leaders.

LEADER GROWTH MODEL

The WPLC stands firm on our mission based on the behavioral and cognitive results we see with our Cadets. The developmental process used is based on the Leader Growth Model (LGM) that is shown in the figure below and to the right. We challenge Cadets with varying experiences while supporting and assessing them on multiple fronts. We provide the structure and the encouragement to understand the benefits of reflection, mentorship, and coaching, while simultaneously having Cadets execute within these realms. The result of this harmonious integration is knowledge and capabilities development at an accelerated leader growth rate.

The West Point Diversity Forum is postured to provide cadets and junior leaders with opportunities of mentorship, volunteerism, and outreach. The strategic outcomes are exposure, education, and empowerment to be servant leaders and positively impact their communities both within the Army and outside of it. A wonderful event that highlights this conglomeration of outcomes is the Mentorship and Wellness Retreat, which allows an intentional pause in order to reflect on oneself concerning personal wellness, spiritual wellness, and how receiving and giving mentorship can help establish stability in both of the previously mentioned areas.

<https://www.westpoint.edu/news/west-point-news/bsl-cadets-travel-retreat-importance-mentorship>

Additionally, there has been great work in the Department of Behavioral Sciences & Leadership (BS&L) concerning the new Battalion Commander Assessment Program (BCAP). Our fearless leaders of BS&L and leaders within WPLC studied how Battalion Commanders, "the company's men and women," affect talent retention in the Army. Please click the link below for more information. "The Battalion Commander Effect" by Everett Spain, Gautam Mukunda et al.

<https://press.armywarcollege.edu/parameters/vol51/iss3/10/>

LINES OF EFFORT Character & Leadership Development



McDonald Conference for Leaders of Character

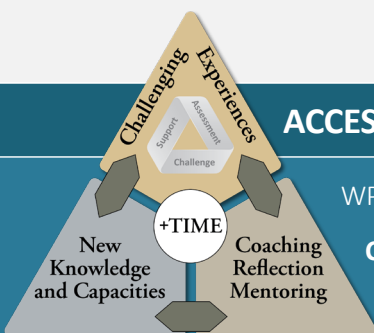
Diversity & Inclusive Leadership



Innovation & Entrepreneurship



Special Olympics New York



ACCESS WPLC and Follow Our Programs

WPLC operates online and is always available! If you have ideas or would like to collaborate, please reach out!

Contact Us: <https://www.westpoint.edu/leadership-center>

Facebook: <https://www.facebook.com/WestPointLeadershipCenter>

Instagram: https://www.instagram.com/usma_wplc/

Toxic Leadership

Manuela Priesemuth, PhD

**Associate Professor of Management & Operations
Villanova School of Business, Villanova University**

My research concerns Social Issues in Management, which encompasses topics such as workplace injustice, toxic work climates, abusive leadership, and unethical behavior. Specifically, I dissect the “dark side in organizations” to examine its full impact on today’s workplaces as well as potential solutions.

One finding that is quite prevalent is that supervisor abuse is not an isolated event, and that it easily spreads throughout the entire workplace. As employees (especially newcomers) look to leaders for appropriate workplace behavior, they increasingly feel that toxic behavior is accepted and even considered “normal.” In fact, employees start to believe that “this is just how things are done around here.” Toxic climates are detrimental. They damage the wellbeing and productivity of employees, the bonds between members, and the motivation and performance of entire teams.

My research also investigates how we can stop or mitigate these negative events, and/or how we can empower employees to take a stance against toxicity. Findings indicate that constant (and genuine) communication of fairness and ethics principles can raise people’s confidence to confront workplace injustices. Often times, companies advertise moral values and integrity on websites and in employee handbooks, yet they fall short in actually upholding and enforcing these same principles in every-day interactions. My work found that when employees feel the presence of these values throughout their daily work lives, they are much more likely to confront someone who acts in a destructive manner. More so, they feel emboldened to “stand up for what is right.”

Finally, my work provides insights about the consequences for those who commit toxic acts at work. Results show that abusive managers themselves experience negative outcomes. Indeed, abusers lose much of their social worth, meaning that they feel less valued and appreciated in the work setting. Feeling less worthy leads to an inability to perform and fulfill all work duties properly. However, the good news is that



VILLANOVA
UNIVERSITY

many managers in these situations then choose to correct their misconduct and refrain from abusive acts in the future.

Based on the scholarly findings, I recommend the following measures to combat toxicity organizations. Please note that these are not in any particular order.

1. Foster a work environment with clear and consistent organizational values.
2. Communicate these values constantly to employees, for example, in meetings, performance reviews, trainings, etc.
3. Train managers to act as role models for positive behavior. Behavior (good and bad) trickles down from top to bottom. Setting the standard for positive behavior in managerial ranks is key to creating a positive climate rather than a destructive one.
4. Raise awareness about the significant costs associated with toxic work behaviors for all parties involved. Almost everyone has negative reactions to this type of behavior.
5. Emphasize that “nothing good comes from toxic behaviors.” Some people believe that “tough love” and an adversarial tone can be an extra motivator for people. Research shows very little support for these claims. People generally respond better to fair and respectful treatment than to toxic and aggressive language.
6. Discipline employees who engage in toxic work behaviors, and reward those who uphold ethical conduct.
7. Provide adequate channels to report unethical conduct and make these channels known to all employees.
8. Destigmatize the reporting of unethical actions. Many employees are afraid to speak up due to a fear of stigmatization and retribution in the workplace.
9. If possible, employ ethics personnel to oversee the application of ethics standards in the workplace.

MIT Center for Transportation & Logistics



CREATING SUPPLY CHAIN INNOVATION & DRIVING IT INTO PRACTICE

The MIT Center for Transportation & Logistics (MIT CTL) has become a world leader in supply chain management research and education since its inception nearly 50 years ago. The Center has made significant contributions to the fields of supply chain and logistics management.

MIT CTL has helped numerous companies gain competitive advantage from its cutting-edge research. It has cooperated with governments and NGOs in critical systems analysis for

environmental and crisis responses. MIT CTL has grown a global network of supply chain and logistics professionals and practitioners through its vanguard of educational programs.

MIT CTL COMPUTATIONAL AND VISUAL EDUCATION (CAVE) LAB

Complex data can be difficult to visualize and analyze. The CAVE Lab uses interactive visualization to improve data visibility, data analysis, and decision making for supply chain and logistics challenges. Importantly, the Lab enables cross-functional teams to work on complex supply chain problems.

Featured Research

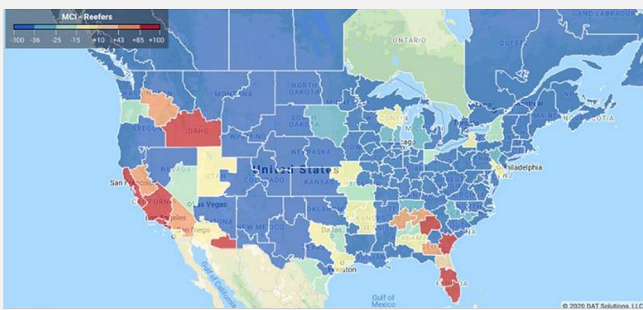


Figure 3: Reefer Market Condition Index, May 5, 2020

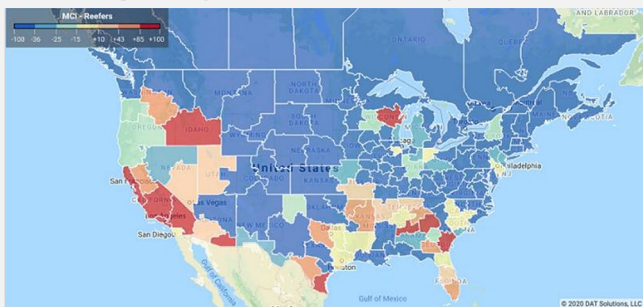


Figure 5: Reefer Market Condition Index, May 12, 2020

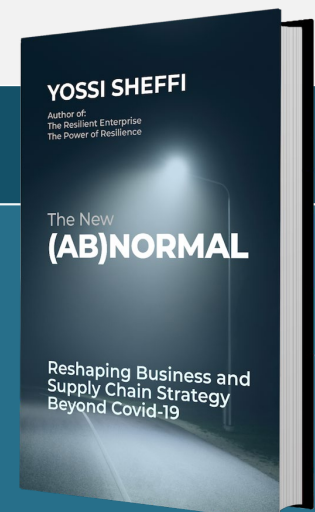
Every corner of the globe suffered from supply chain disruptions during the coronavirus pandemic. Beginning in January 2020, with a focus on China manufacturing, the MIT Humanitarian Supply Chain Lab (HSCL) at MIT CTL began providing evidence-based analysis to the U.S. Federal Emergency Management Agency (FEMA) to inform strategic planning around the supply chain risks. Later, the focus turned to domestic food supply chains and freight markets in the United States so that FEMA could anticipate potential response scenarios. Through this engagement, HSCL developed a rapid vetting and publishing approach that aligned with the pace and volatility of the situation.

Visit: <https://humanitarian.mit.edu/crisis-response-rapid-systems-assessments> for more information on rapid systems assessments.

THE NEW (AB)NORMAL – Reshaping Business and Supply Chain Strategy Beyond Covid-19

Much has been written about Covid-19 victims, how scientists raced to understand and treat the disease, and how governments did (or did not) protect their citizens. Less has been written about the pandemic's impact on the global economy and how companies coped as the competitive environment was upended.

In his book, *The New (Ab)Normal*, MIT Professor Yossi Sheffi studies how businesses grappled with the chaos of the pandemic. He also explores what enterprises are likely to do to survive and thrive after the pandemic subsides.



The Center for Supply Chain Research @ Lehigh



CENTER FOR SUPPLY CHAIN RESEARCH AT LEHIGH

BRIDGING THEORY AND PRACTICE TO PROMOTE A COLLABORATIVE EXCHANGE

Remember back in college when you could kick future business ideas around with your peers? Wouldn't it be nice if you could have that experience again? The CSCRL was founded to create a forum for professionals to share ideas and to improve their own operations. Want to learn about what's best in class? Our foundation in education allows us to bring practitioners together in a non-threatening environment along-side the next generation of supply chain professionals in order to provide actionable items you can implement. With industry events, student job fairs, and research projects, the CSCRL has something for everyone.

SUBSCRIBE TO OUR NEWSLETTER!

Every month, the center publishes the latest happenings in the advancement of supply chain education and some of the research that surrounds it. Find out about the latest topics we are working on and what's going on with some of our industry partners.

To join our mailing list, subscribe by emailing [Subscribe to incscr@lehigh.edu](mailto:incscr@lehigh.edu)

Join us in-person November 5th & 6th for our Annual Fall Forum!

For the latest program and to register, go to: <https://business.lehigh.edu/centers/center-for-supply-chain-research-at-lehigh> or Google "CSCRL Spring Symposium."

Risk Type	1st Quarter 2022	2nd Quarter 2022	Trend
	Risk Index	Risk Index	
Transportation Disruption Risk	85.47	89.50	↑
Economic Risk	88.36	87.00	↓
Cybersecurity and Data Risk	76.72	79.00	↑
Supplier Risk	85.34	78.50	↓
Government Intervention Risk	75.43	76.02	↑
Customer Risk	66.81	64.00	↓
Operational Risk	66.67	58.00	↓
Environmental Risk	60.34	56.50	↓
Quality Risk	63.68	56.00	↓
Technological or Competitive Risk	59.05	55.00	↓
Average Risk Index	72.79	69.95	↓

1st Quarter/2022 Lehigh Business Supply Chain Risk Management Index

Are you taking appropriate steps to mitigate supply chain risks going forward? A great deal has happened over the past 2 years and supply chains have become a paramount focus. We developed the LRMI to better understand the different kinds of supply chain risks businesses face. Supply chain professionals' rate the likelihood that the risk in the present quarter compared to the risk in the previous quarter will likely increase, remain the same or decrease for 10 different categories. We have seen concerns shift from Transportation Disruption and Supplier Risk to now a focus on Economic Risk. The LRMI Quarterly report analyses the greatest concerns throughout the industry and isolates what is top-of-mind for today's managers.

Let us guide you with our FREE Quarterly Report, email LRMI to incscr@lehigh.edu

For past reports, go to: <https://business.lehigh.edu/centers/center-for-supply-chain-research-at-lehigh/research/lehigh-business-supply-chain-risk-management-index> or Google "Lehigh LRMI."

CONCERNS FOR Q1 OF 2022

Associates of our center weighed in this month and the four biggest concerns at the moment revolve around risk pertaining to transportation disruption, economy, cybersecurity and data, and suppliers. Coming out of the pandemic, we see that there is a new focus emerging and we hope to be at the forefront of strategies to move forward. Check out more detail in the latest Lehigh LRMI report.

GET INVOLVED

In addition to our free newsletter, there are many ways you can get involved with the center. Our semi-annual conference is open to all supply chain practitioners and registration will open next month. Want a bigger role? Contact Dr. Zach Zacharia (zgz208@lehigh.edu) for information on membership to the center and to find out more about research possibilities.