



ADHOCISM IN CRISIS RESPONSE ARCHITECTURE: CASE STUDIES AND LESSONS LEARNED

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Abstract

This review critically examines the concept of adhocism in crisis response architecture, focusing on its role in addressing complex and evolving emergencies. By revisiting historical precedents and analyzing key case studies, including Hurricane Katrina, the Nepal Earthquake, and the COVID-19 pandemic, the review evaluates the effectiveness and limitations of adhoc strategies. These case studies highlight critical factors such as sustainability, long-term planning, communication, resourcefulness, and adaptability in crisis management. The research emphasizes the need to integrate adhocism into established crisis response frameworks to enhance resilience and adaptability for future crises. The article explores how adhocism functions within crisis response systems, particularly in contrast to the rigid structures of conventional approaches. While traditional models are effective in routine emergencies, they often fail to adapt to the complexity and uncertainty of larger-scale crises. Adhocism, with its flexible and innovative approach, offers a promising alternative to these conventional systems. The review suggests that embracing a more collaborative, adaptable strategy, grounded in adhocism, can improve the resilience and effectiveness of crisis management. In conclusion, the research underscores the limitations of traditional models and advocates



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for the incorporation of adhocism into standard crisis response procedures for more robust and adaptive future solutions.

Keywords: Adhocism, crisis response architecture, case studies

KRİZ YANIT MİMARİSİNDE ADHOSİZM: VAKA ÇALIŞMALARI VE ALINAN DERSLER

Öz

Bu makale, kriz müdahale mimarisinde adhocism kavramını eleştirel bir şekilde değerlendirmekte ve bu yaklaşımın karmaşık ve gelişen acil durumları ele alma konusundaki rolüne odaklanmaktadır. Tarihi öncülleri gözden geçirerek ve Katrina Kasırgası, Nepal Depremi ve COVID-19 pandemisi gibi önemli vaka incelemelerini analiz ederek, adhoc stratejilerin etkinliği ve sınırlamaları değerlendirilmektedir. Bu vaka çalışmaları, kriz yönetiminde sürdürülebilirlik, uzun vadeli planlama, iletişim, kaynak yaratıcılığı ve uyum sağlama gibi kritik faktörleri öne çıkarmaktadır. Araştırma, gelecekteki krizlere karşı dayanıklılığı ve uyum yeteneğini artırmak amacıyla adhocism'in mevcut kriz müdahale çerçevelerine entegre edilmesi gerektiğini vurgulamaktadır. Makale, adhocrasinin kriz müdahale sistemleri içinde nasıl işlediğini, özellikle geleneksel yaklaşımların katı yapılarıyla karşılaştırarak incelemektedir. Geleneksel modeller rutin acil durumlarda etkili olsa da, genellikle daha büyük çaplı krizlerin karmaşıklığına ve belirsizliğine uyum sağlayamazlar. Adhocism, esnek ve yenilikçi yaklaşımıyla bu geleneksel sistemlere umut verici bir alternatif sunmaktadır. Makale, adhocism'e dayalı daha işbirlikçi ve uyarlanabilir bir stratejinin benimsenmesinin kriz yönetiminde dayanıklılığı ve etkinliği artırabileceğini öne sürmektedir. Sonuç olarak, araştırma geleneksel modellerin sınırlamalarını vurgulamakta ve daha güçlü ve uyarlanabilir gelecek çözümleri için adhocism'in standart kriz müdahale prosedürlerine dahil edilmesini savunmaktadır.

Anahtar Kelimeler: Adhosizm, kriz yanıt mimarisi, vaka çalışmaları

1. INTRODUCTION

The quality of the response architecture in the face of crises, whether it is a pandemic or natural disaster, is of great importance (Ganesh et al., 2021). Traditional crisis response architecture based on pre-prepared protocols and hierarchical structure has been normally designed to control the scenarios that

have been previously taken. Nevertheless, in the age of emergencies that are developing all the time, tight organisational structures are not always enough (Khan et al., 2021). Adhocracy is an adaptive strategy, offering a method that can easily be adjusted to the situation of crisis (Ganesh et al., 2021).

Crisis Response Architecture (CRA) is the system that comprises the structures, policies, and strategies put in place to minimize the severity of a crisis (Sood and Rawat, 2021). The architecture has traditionally included two main features. It is a centralised governance structure with conventional protocols and already defined roles. While it was appropriate in some situations, such as routine emergencies, it did not work perfectly in complex and unpredictable crises (Xu, 2020). Below is the figure of CRA:

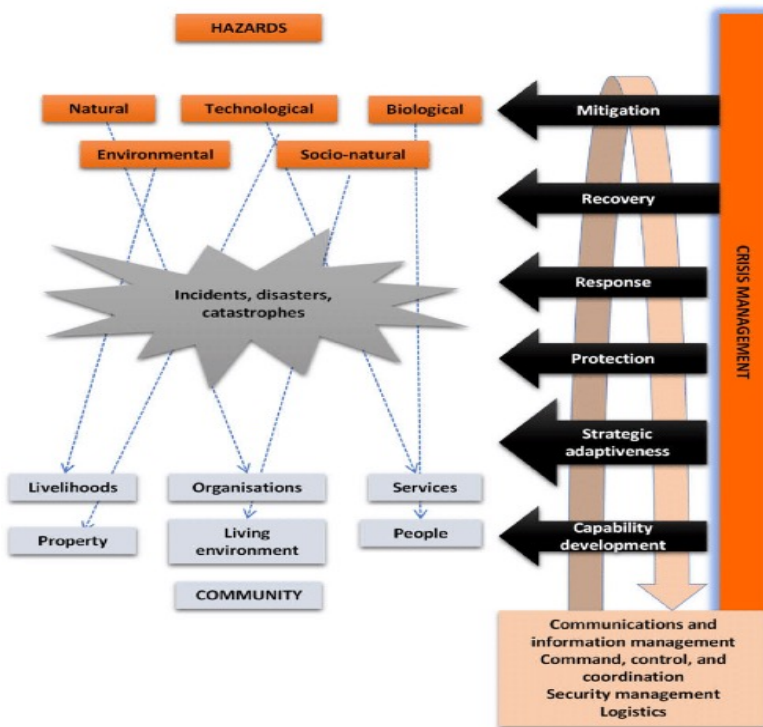


Figure 1. Crisis Response Architecture **Source:** Tagarev and Ratchev, 2020.

Adhocism dismisses rigid, traditional structures and adapts crisis responses to specific circumstances (Khan et al., 2021). Originating from the Latin "ad hoc" meaning "for this purpose," it emphasizes improvisation and resourcefulness, using expertise and connections to solve immediate problems (Al-Absi et al., 2021). Waterman (1990) describes it as an adaptable style that breaks traditional bureaucratic barriers to seize opportunities and solve issues.

Adhocism fills the voids in traditional crisis management frameworks (Al-Absi et al., 2021). In situations lacking appropriate protocols, quick, creative responses leveraging local knowledge help address challenges (Khan et al., 2021).

This review explores how adhocism functions within complex crisis response systems. By studying historical and current applications, it aims to highlight the benefits and challenges of implementing adhocism (Khan et al., 2021).

The review includes effective uses of adhocism in various crisis response fields like natural disasters and public health emergencies, drawing on diverse perspectives to show how it enhances resilience and adaptability (Al-Absi et al., 2021).

The structure of the review covers traditional crisis models and their limitations, explains adhocism in crisis contexts, examines case studies, and concludes with recommendations.

2. MATERIAL AND METHODS

This study examines how the adhocracy approach operates within crisis response architecture and its role in crisis management. The primary objective of the research is to understand the limitations of traditional crisis response systems

and the flexibility of adhocracy, as well as to evaluate the potential for integrating this approach into crisis response systems. In this context, historical examples and case studies have been analyzed in detail.

The research focuses on large-scale crises such as Hurricane Katrina, the Nepal Earthquake, and the COVID-19 pandemic. These events are selected due to their global impact and the availability of experiential data. The data obtained from these cases provide significant outcomes in sustainability, coordination, resource utilization, innovation, and flexibility. In this sense, the study employs various data collection methods:

- **Historical Reviews:** Documents and reports of major past crisis events are examined.
- **Case Analyses:** Detailed analyses are conducted on selected cases, evaluating the ad-hoc strategies employed during these events and their effectiveness.
- **Comprehensive Literature Review:** Existing literature on adhocracy and crisis management is thoroughly reviewed to identify theoretical and practical areas.

These methods are utilized to develop a comprehensive understanding of the role and effectiveness of adhocracy in crisis response architecture. The findings emphasize the importance of responding to future crises with a more flexible and collaborative approach.

2.1. Crisis Response Architecture

Below is the elaborated traditional crisis response system, followed by the emergence of adhocism in crisis response.

2.1.1. Traditional Crisis Response Systems

Traditional crisis management features rigid hierarchies, standardised responses, and centralised command structures (Su et al., 2020). Decision-making is centred on a command centre or governing authority, emphasising predictability and efficiency through fixed roles (Bleck et al., 2023). The chain of command is key, with a top-down flow of decisions from senior officials to frontline responders. This model simplifies communication and resource allocation for consistent emergency responses (Schaeffer, 2023). Standardisation, based on past crises and best practices, builds trust and ensures responders can perform effectively. However, it limits flexibility in handling unforeseen factors (Hupkens et al., 2023). Hierarchical structures concentrate decision-making power at the top, stifling creativity and original ideas among lower-level members. While effective for routine crises, complex and dynamic situations often reveal its limitations (Hupkens et al., 2023). Specialisation improves efficiency but can hinder communication and collaboration, crucial for cross-border crises (Alexander and Letovaltseva, 2023; Coche et al., 2021). Bureaucratic processes slow decision-making, delaying responses in fast-moving crises due to multi-layered approval (Coche et al., 2021).

2.1.2. Adhocism Emergence in Crisis Response

The phenomenon known as adhocracy or adhocism in crisis response is a pragmatic solution to the problem of dealing with non-expected challenges. Adhocracy is another term for a flexible organisational structure with robust decentralisation of decision-making, flexible roles changing with each challenge, and adaptation-based processes (Sharma et al., 2022).

Silver says: “The undiluted practical adhocism that prevails in vernacular architecture is stopped only through lack of further resources immediately at

hand. Any sensible man would prefer a piece of corrugated board to a thatch roof unless he got rich and could afford to be romantic (Object Guerilla, 2013, December 15).” The figure below highlights Singular adhocism in the Amazon Basin: decorated faces expressing custom and tribal membership, a photograph by Nathan Silver:



Figure 2. Amazon Basin Decorated Faces

Source: Jencks and Silver, 2013.

Jencks mentions that: “At a populist level, adhocism is radically democratic and pragmatic, as in the first two stages of revolution (Object Guerilla, 2013).”

Many types of crises, such as natural disasters, epidemics, and unexpected emergencies, all involve rapid decision-making and imminent problem-solving (Egbewatt Arrey, 2023). Through this system of task-based teams, each composed of numerous specialists with varied expertise and viewpoints who work in tandem within a specific time frame to achieve clearly defined results, organisations manage to successfully solve complex problems (Karlsrud and Reykers, 2020). It reveals a way of functioning where leaders are not the only

powers; rather, everyone from the top to the bottom of the hierarchy also contributes his ideas and takes the initiative; this environment cognitively supports any decision that solves the problem creatively.

Adhocracy attracts speed and adaptability while dealing with crisis situations (Karlsruh and Reykers, 2020). Organisations meet this challenge by quickly adapting strategies based on the changing circumstances in the real-time mode of execution. Adhocracy brings this into action as it fosters experimenting, thus developing one's ability to learn from flaws, which in turn results in constant improvement and refinements of the approaches (Reykers et al., 2023). For instance, rather than sticking to fixed procedures and protocols, teams may adapt and become innovative by seeing the changes in information as they arise, and therefore the adjustments are based on the current situation as well as what is being prioritised at the moment.

In addition, adhocracy takes the problem of centralised decisions into perspective; instead of centralising power at the top level, power is distributed through the organisation (Reykers et al., 2023). This distribution of power to the responders in the frontline helps identify the unpostponable issue with contingencies and situational awareness in the region. The power of decision-making being dispersed among the people and delegated to them marks adhocracy, which allows the organisation to react fast and makes the employees take part in the process, which gives them a sense of possession and ownership of the product (Schaeffer, 2023).

Instead, adhocracy surprises with an assortment of visible challenges. The lack of rigidity and sometimes a lack of clarity can become two sides of the coin, with the adhocratic way of organising the business causing difficulties in coordination and even conflicts of interest (Schaeffer, 2023). Clear delineation of authority and

effectively outlined roles are critical factors in this regard, and the absence of these roles may compromise effective pronouncements and coordination (Sood and Rawat, 2021). Furthermore, such change will have the risk of being introduced by the focus on innovation and experimentation as new, non-tested strategies might improve the problems or cause ones that did not exist before.

Moreover, adhocracy brings about a cultural transformation that stems from prevailing non-bureaucratic traditional attributes. Proper conduits of communication and feedback machines will be key pillars of consistency within adhocratic teams' systems of operation (Sood and Rawat, 2021). For this, the figure by Edouard Franois in Paris can be taken into consideration, focused on mandated repro-style and modern windows.



Figure 3. Mandated Repro-Style and the Modern Windows by Edouard Franois

Source: Jencks and Silver,2013.

The prevalent challenges of the adhocracy model nevertheless pose a good level of advantages in crisis response, whereby organisations will traverse the fogs of complexity and uncertainty with agility and resilience.

3. FINDINGS AND EVALUATION

In the Findings and Evaluation section, the study examines the research findings and their evaluation. This includes the key findings, unexpected results, interpretation of the findings, and comparisons with other studies.

3.1. Key Findings

Hurricane Katrina Response: Hurricane Katrina, a devastating natural disaster that struck the United States in 2005, exposed serious weaknesses in emergency response capabilities. The Hurricane struck with devastating force, primarily affecting Louisiana and Mississippi (Davis et al., 2020). Hurricane Katrina affected 92,000 square miles and caused widespread destruction, particularly in New Orleans, leading to extensive flooding and a widespread humanitarian crisis (Johnson, 2007). The hurricane itself was the primary cause, but equally significant was the collapse of man-made levees meant to protect the city built below sea level (The White House, n.d.). This combination led to a series of cascading problems. Katrina was not just another hurricane; it triggered persistent flooding, industrial disasters, evacuation challenges, lethal pollution, utility network destruction, and public safety concerns (Davis et al., 2020).

In the immediate aftermath, the formal response mechanisms struggled to cope with the magnitude of the disaster, prompting an array of ad hoc solutions. The US emergency management system relies on a “bottom-up” approach, where local authorities take initial responsibility (Maly et al., 2017). However, this model

proved inadequate for handling Katrina's impact. State and federal responders were slower to arrive due to their distance from the disaster site. Historically, FEMA played a larger role in pre-event planning and post-event recovery than in managing disasters in progress. This lack of agility hindered the response to Katrina (FEMA, 2005). Local communities quickly organized themselves to set up impromptu relief centers and distribution points for essential supplies such as food and water (Huang, 2014). Buildings like the New Orleans Superdome were repurposed into emergency shelters, although they were not initially designed for such use. Additionally, residents employed private boats and vehicles to rescue stranded neighbors, filling the gap left by insufficient government-organized evacuation efforts (Golden, 2013)



Figure 4. Hurricane Katrina Aftermath

The effectiveness of these ad hoc responses varied. On one hand, they were vital in providing immediate relief and saving lives during the initial chaos following the hurricane. Community-led initiatives were often quicker to deliver aid and were crucial in mobilizing public support and involvement. This grassroots mobilization also highlighted the urgent need for broader audiences, sometimes prompting faster action from higher levels of government. Initially, the federal

government failed to grasp the systemic nature of the risk and the disaster's scope, leading to delayed response efforts. Despite prior warnings, the response was insufficiently prepared. The National Incident Management System needed accelerated implementation (Davis et al., 2020). However, these solutions also faced significant challenges. Many were not sustainable over the long term; makeshift shelters and emergency facilities quickly became overwhelmed and were under-equipped to handle the scale of the disaster. Moreover, the ad hoc nature of these efforts meant that there was often a lack of coordination, which led to unequal distribution of resources and services, compounding the difficulties faced by the most vulnerable populations (Maly et al., 2017). Re-examining legal structures for authority delegation between government levels during crises is essential. Sustainable funding across government levels is necessary to build emergency response capabilities. Attention should be paid to involving the private sector in disaster response (Golden, 2013). Enhancing training and exercises for emergency responders to develop both plan execution and nimble improvisation skills.

Recovery of Nepal Earthquake: The 2015 Nepal earthquake was a devastating natural disaster that struck the country, leaving a significant impact on lives, homes, and infrastructure. The earthquake occurred on April 25, 2015, with a magnitude of 7.8 (Shrestha et al., 2020). A second major earthquake, measuring 7.3, struck on May 12, 2015. Nearly 9,000 lives were lost, and over half a million homes were destroyed (Nepal Earthquake, 2016). The disaster caused immense damage to an already impoverished country. This included a lot of demolition of houses and infrastructure, especially in areas where people lived far from towns (Epstein et al., 2018). The Nepalese government and the international community were brought in to confront the gigantic task of providing an emergency response to one of the worst natural disasters the country has ever

faced. The NPC undertook an intensive holistic exercise in which important stakeholders were involved. This was meant to assess the extent of damage and loss and address the needs of those affected. The PDNA report painted a complete picture of the magnitude of destruction and prioritized the rebuilding and resettlement program (Government of Nepal National Planning Commission, 2015).



Figure 5. Nepal After the Earthquake

The rehabilitation process, however, became a challenging factor due to the adhocism, as decisions were made without a clear plan. Coordinated work in this regard was essential to evade the possibility of fragmentation and disjointed responses. In the aftermath of the earthquake, the relief system of the country was unable to cope with the situation, and the total inaccessibility of some areas was the other side of the coin due to landslides and destruction (Anhorn, 2018). This isolation forced the adoption of temporary measures, especially in unreachable settlements. The locals, mostly at the forefront of the fight, organized themselves and their community leaders, as well as youth groups, to initiate their response efforts. The survivors made use of the commonly available

materials and local knowledge to build temporary shelters out of the debris and other recuperated materials (Liu et al., 2021). In the same way, international aid agencies worked with local organizations to use makeshift ways of delivering aid and services, like flying from helicopters or setting up distribution centers by roads (Shrestha et al., 2019). Even though challenges have become inevitable, relief and early recovery activities have been maintained and will be persistent. The PDNA, on the part of Nepal, set the groundwork for reconstructing and recovery planning. The idea of “Build Back Better” focused on resilience and reconstruction in a sustainable way (Government of Nepal National Planning Commission 2015).

These ad-hoc approaches were crucial in saving people’s lives at the moment. Community-driven responses proved to be the most convenient and efficient way to deliver aid to people living in hard-to-reach areas. They not only sheltered them but also dealt with the aftermath by managing basic medical care and distributing food and water supplies (Shrestha et al., 2020). Involving the local population in recovery helped identify the most pressing issues and maximize resources. The earthquake allowed alignment with the March 2015 Sendai Framework for Disaster Risk Reduction (SFDRR). SFDRR emphasised rebuilding, integrated recovery, and community involvement (Shrestha et al., 2019).

However, the ad hoc reforms had many issues. Poor coordination between organizations caused duplication and resource waste (Anhorn, 2018). Additionally, the measures’ short duration suggested they were patchwork solutions rather than a recovery path. Many temporary shelters have become permanent, lacking basic amenities and security (Epstein et al., 2018). Short-lived ad-hoc tactics also slowed strategic recovery program decisions and execution.

These ad hoc efforts also showed the organizational and management flaws of traditional disaster management systems. It stressed the importance of better planning and local community integration into disaster response structures to improve immediate and long-term responses (Liu et al., 2021).

Response to COVID-19: COVID-19, first reported in late 2019, has caused an unprecedented global pandemic. A tripartite problem was faced by all nations around the world: in the first place, the virus should be controlled; on the other hand, the countries had to deal with severe social and economic impacts (Nkengasong et al., 2020). Healthcare systems and governments had to find quick fixes to adapt to the virus's rapid spread (World Health Organization, 2022).

The healthcare system was the most vulnerable sector, as can be seen from the ad-hoc measures. The hospitals were able to increase their capacity through the conversion of non-traditional spaces like conference rooms, gyms, field tents, and others into treatment areas (White et al., 2020). In some areas, the stadiums for sports and the convention halls were dedicated to being converted into makeshift hospitals with the purpose of handling the influx of patients (Alexander et al., 2022). Moreover, the shortage of medical products encouraged the rise of local initiatives and small businesses that converted their production lines to manufacture masks, face shields, and hand sanitizers (World Health Organization, 2022; White et al., 2020). These efforts were enabled by volunteer activities on a temporary basis as well as other community initiatives which aimed at giving PPE to some people who couldn't afford them, especially the health workers and the vulnerable populations (Cassell et al., 2022).

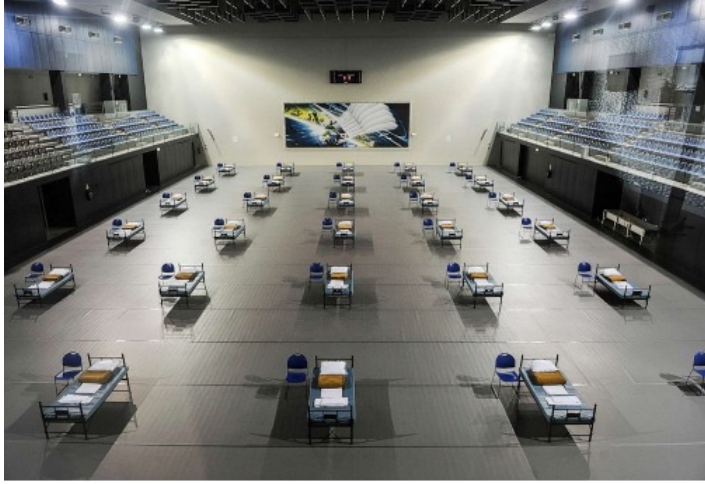


Figure 6. A Temporary Hospital in COVID-19

Another significant ad hoc response to the pandemic was the use of technology. Telemedicine experienced a sharp adoption growth in the wake of fear of face-to-face interaction since both the patients and physicians wanted to minimize their exposure to the virus (Greer et al., 2023). This change ensured that all patients received advice and continued care when lockdowns were in place, and hospitals were overburdened (World Health Organization, 2021). Educational facilities and businesses made these adjustments in only a few days, and many started using online tools and platforms to help with their operations and to continue their education (White et al., 2020).

Nevertheless, the efficiency of these improvised responses fluctuated. On the other hand, they were indispensable in attending to emergencies, offering critical health services, and preserving education and business operations. They have also been a catalyst for innovation as many organizations and institutions have found new work methods that can have long-term advantages. However, the lack of well-coordinated and rapid reactions also created some major challenges (Müller et al., 2022). The quality level of medical care in temporary healthcare

facilities sometimes decreased compared to standard healthcare settings, and access to digital technology was uneven, which aggravated the existing inequalities in education and work opportunities (World Health Organization, 2021). Besides, the hasty implementation of remote technologies caused problems such as data security and privacy (Greer et al., 2023; Müller et al., 2022).

Moreover, these non-systematic responses highlighted the systemic failures in preparedness and resilience to pandemics. In this regard, many of the emergency measures were reactive and not proactive, hence emphasizing the need for well-planned and improved investment in healthcare infrastructure and technology (Nkengasong et al., 2020). Similarly, the pandemic has shown how crucial global cooperation and collaboration are, and the uncoordinated ad hoc measures of countries often resulted in divided and even conflicting responses (Cassell et al., 2022).

3.2. Unexpected Findings

The use of adhocism in crisis management revealed several unexpected results throughout the research process. Three key unexpected findings emerged in this context:

- **Impact of Community-Based Adhoc Solutions:** In major crises such as Hurricane Katrina and the Nepal Earthquake, local communities quickly organized and developed adhoc solutions independent of central authorities, leading to much more effective outcomes than anticipated. The ability of these communities to generate their own solutions where traditional crisis management systems failed demonstrated a surprising level of success in crisis response.

- **Digital Solutions During the COVID-19 Pandemic:** During the COVID-19 pandemic, the rapid deployment and widespread use of digital health services (particularly telemedicine) proved to be a critical element in combating the crisis. While the significant impact of digital tools was not fully anticipated, the pandemic triggered a lasting digital transformation in healthcare systems, an unexpected finding with long-term implications.
- **Inequalities Arising from Adhoc Solutions:** While adhocism provided speed and flexibility, it also led to unexpected challenges, particularly in terms of resource distribution and sustainability. During the COVID-19 pandemic, certain communities faced difficulties accessing digital services, revealing that adhoc solutions could exacerbate inequalities in crisis management. This unforeseen effect highlighted a negative consequence of adhocism in some crisis scenarios.

3.3. Interpretation of Findings

Crisis response efforts, being either based on the traditionally accepted approaches or on more adaptive ones such as adhocism, create the necessary lessons and provide the needed knowledge for future plans and actions (Reykers et al., 2023). The lessons learned are provided below:

Response to Hurricane Katrina: By designing sustainable interventions for disaster preparedness and response in line with resilience-building, capacity development, and community empowerment, one can achieve the goal of avoiding disasters and enhancing the overall preparedness and resilience of the community (Shah Bukhari et al., 2021). Long-term planning facilities response efforts are informed by evidence-based assessment, stakeholder interpretation, and comprehensive risk analysis thereby making likely the successful

implementation of the efforts (Shah Bukhari et al., 2021). Through positive-mindedness, incorporating sustainability concerns into responding and implementing crisis action and incentivising this can probably leave a footprint on generating long-term impact and transformations. Especially in such cases as after the 2004 Indian Ocean tsunami, the impacted communities had to cope with the overwhelming challenges of rebuilding their lives and dependency (Syamsidik et al., 2021). UNDP (United Nations Development Programme) is participating in the coordination of governments and communities to put up infrastructure and environment restoration and designing measures for disaster preparedness (Syamsidik et al., 2021). This community was able to create synergy between the efforts of sustainable recovery projects, including mangrove restoration, early warning systems, and livelihood diversification by investing in these projects (Syamsidik et al., 2021). The community was thus better prepared for future shocks and much quicker to recover from the previous events.

Response to Recovery from Nepal Earthquake: Through investing in communication infrastructure, achieving interoperability, and prioritising information exchanges and transparency, the response efforts will become better capable of coping with complex issues and provide a more coordinated intervention (Mohan et al., 2022). Correspondingly, the global public health systems had to face an unpredictable situation with no precedents in the form of the COVID-19 pandemic, and the only way to overcome it was through the joint actions of the international, national, and regional communities to deal with the crisis (Mohan et al., 2022). Agencies like the World Health Organisation (WHO) were a key link in the chain of distributing information, coordinating research, and giving technical advice to governments and healthcare professionals. Nations incorporated these policies largely through using lockdowns, travel restrictions, and vaccination campaigns in partnership with international partners, other states, or neighbours (Mohan, 2022).

Response to COVID-19: The second main lesson is that innovation and resourcefulness are of utmost importance in crisis management (Ray, 2021). It is not unusual for crises to quickly exhaust existing resources and infrastructure, requiring, therefore, new ideas and methods of coping with ever-changing needs. Responders should use approaches that cultivate their creativity and look for necessary resources effectively (Liu, 2022). They may reuse the available assets, make makeshift solutions, or create partnerships and collaborations with other institutions or individuals. Building a culture of innovation and empowering people so that they can expand their conceptual frameworks will ensure that crisis management interventions bring out the best in human ingenuity under dire conditions (Liu, 2022). For example, the Ebola epidemic in West Africa brought about a host of difficulties as the responders had to deal with constitutional barriers, a trust gap between the people and authorities as well as inadequate healthcare infrastructure (MSF n.d.). This prompted organisations, like MSF (Médecins Sans Frontières), for instance, to implement creative approaches, like community-based programs, mobile testing, and social mobilisation campaigns that will sensitize the people and encourage the desired behavior change (MSF n. d.). These options created a bond of trust with the local communities, which, therefore, provided the early detection of cases and treatment that finally led to the control of the epidemic.

Adaptability and Flexibility: Crises are by their nature unpredictable and changeable, frequently developing in a manner that circumvents normal forecasting and planning (Karacalı and Erdil, 2022). Responders need to stay flexible, reevaluate situations based on the changing scenarios, and devise new approaches and methods on the fly to deal with emerging issues. This calls for flexibility in engineering protocols and focuses on the situation rather than rigid following of set procedure. This highlights that responsiveness and speed are

more important than adhering to the set procedures or being driven by emotion (Karacalı and Erdil, 2022).

For example, after the 2010 Haiti earthquake, responders had the same disaster logistics problems caused by collapses of infrastructure and overcrowding of local resources (Doctors without Borders, 2010). Vulnerable supply chains could not be sustained, and alternative routes had to be devised to complement the provision of humanitarian assistance. Similar Organisations like Doctors Without Borders and the International Federation of Red Cross and Red Crescent Societies also embraced adhocism through field hospitals, the network of local suppliers, and the stocking of medical supplies (Doctors without Borders, 2010).

3.4. Suggestions for Future Research

The findings of this study indicate that adhocism offers flexibility, speed, and innovation in crisis management. However, it has also been observed that while these short-term gains are valuable, adhocism may present challenges in terms of sustainability and coordination in the long run. Therefore, future research should focus on several key areas to enhance the effectiveness and sustainability of adhocism as a crisis management model.

First, more studies are needed on how adhocism can be integrated with traditional crisis management models. The existing literature suggests that while adhocism provides quick and flexible solutions in the short term, long-term sustainability often requires more centralized systems. In this context, it is important to explore how adhocism can be combined with traditional management structures, at which stages adhoc solutions should be implemented, and how these two approaches can be balanced effectively.

Secondly, there is a need for deeper exploration of the long-term sustainability of adhocism. Although adhoc solutions are effective in the short term, they may fall short in addressing the needs of long-term recovery and rebuilding processes. Future research should investigate how adhoc solutions can be made more sustainable throughout all stages of crisis management. Specifically, studies on the impact of infrastructure, resource management, and community involvement on sustainable crisis management are necessary.

Thirdly, the role of digital platforms and technology in the application of adhocism should be examined. The rapid deployment of digital solutions during the COVID-19 pandemic provided important lessons on how adhocism can be integrated with technology. However, it was also observed that digital inequalities caused problems in certain communities. Therefore, future studies should focus on how digital technologies can be used more equitably and inclusively and how these technologies can enhance the effectiveness of crisis management processes.

Finally, there is a need for more research on the applicability of adhocism in different cultural and geographical contexts. Understanding whether adhocism is equally effective in all societies and crisis scenarios will provide valuable insights into how this approach can be integrated into global crisis management strategies. Research on how cultural and socio-economic differences affect adhocism will help determine the conditions under which this method is most effective, contributing to the development of more flexible and innovative solutions in crisis management.

In light of these suggestions, future research can play a key role in making adhocism a more effective and sustainable tool in crisis management.

4. DISCUSSION AND CONCLUSION

This study examined the limitations of traditional crisis management approaches and the benefits of adhocism, which offers flexibility, speed, and innovation. The findings reveal that traditional, centralized crisis management systems often fail in large-scale or rapidly evolving crises due to their reliance on rigid, predetermined procedures. In contrast, adhocism provides quicker, more adaptive responses to immediate needs.

Case studies such as Hurricane Katrina, the Nepal Earthquake, and the COVID-19 pandemic demonstrate how adhoc solutions allowed communities to organize quickly, using available resources creatively and effectively. These community-based solutions were much faster and more effective than the slow bureaucratic responses of centralized management systems.

Despite its advantages, adhocism also presents challenges, particularly in terms of long-term sustainability and coordination. For example, the COVID-19 pandemic exposed digital inequalities, where regions with limited access to technology experienced deepened social disparities. Similarly, during the Ebola outbreak, short-term community-based solutions were effective, but long-term sustainability was hindered by a lack of infrastructure and centralized coordination.

At this point, several issues regarding adhocism remain open for discussion. While adhoc solutions provide rapid and innovative responses, particularly in urgent situations, their long-term effectiveness may be limited without centralized management and structured systems. The flexibility and creativity offered by adhocism during crises are valuable but insufficient for ensuring sustainability over time. Future crisis management strategies should integrate adhocism with traditional models to form a hybrid approach. This combination

would allow for rapid, adaptable responses while ensuring sustainable outcomes in the long term.

In conclusion, the study demonstrates that adhocism is a valuable tool in crisis management, producing effective results, especially in situations requiring immediate intervention. However, it is clear that adhocism alone is not sufficient for comprehensive crisis management, and a more structured and coordinated approach is necessary for long-term success. Future research should focus on how adhocism can be integrated with traditional crisis management models to improve overall crisis response effectiveness.

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GENİŞLETİLMİŞ ÖZET

Giriş

Krizle yanıt mimarisinin kalitesi, pandemi ya da doğal afet gibi krizlerde büyük önem taşımaktadır. Geleneksel kriz yanıt mimarisi, önceden hazırlanmış protokoller ve hiyerarşik yapıya dayanan ve genellikle önceden tahmin edilebilen senaryoları kontrol etmek amacıyla tasarlanmış bir sistemdir. Ancak, acil durumlar sürekli olarak geliştiğinde sıkı organizasyon yapıları her zaman yeterli olmamaktadır. Bu noktada, adhocizm, esnek bir strateji olarak ortaya çıkmakta ve kriz durumlarına uyum sağlamak için bir yöntem sunmaktadır.

Adhocizm, "bu amaç için" anlamına gelen Latince "ad-hoc" teriminden alınmıştır ve kriz anlarında uyarlanabilirliği ve kaynaklardan en iyi şekilde yararlanma yeteneğini vurgular. Geleneksel kriz yönetimi sistemlerinde sıkı yapılar yerine, krize göre yanıtın koşullara uygun olarak ayarlanmasını teşvik eder. Adhocizm, esnek, hızlı ve dayanıklı bir yaklaşım olarak karmaşık veya belirsiz krizlerle başa çıkmak için umut verici görünmektedir.

Bu makalede, adhocizm kavramının kriz yanıt mimarisindeki rolü ve kriz yönetiminde nasıl bir yaklaşım sunduğu detaylı bir şekilde ele alınmıştır. Doğal afetler, halk sağlığı acil durumları ve insani krizler gibi kriz yanıtının farklı alanlarındaki etkili uygulamalar incelenmiş ve değerlendirilmiştir. Bu çerçevede, adhocizmin kriz direnci ve uyum kabiliyeti üzerindeki etkisi detaylı bir şekilde ele alınmıştır.

Çalışmada, tarihsel örneklerin gözden geçirilmesi ve örneklerin incelenmesi yoluyla adhocizmin kriz yanıt mimarisindeki rolü ele alınarak bu kavramın kriz yanıt sistemlerine esneklik ve adaptabilite kazandırmadaki önemi vurgulanmaktadır. Özellikle Katrina Kasırgası, Nepal Depremi ve COVID-19 pandemisi gibi kriz olaylarının analizi, geleneksel kriz yanıt sistemlerinin eksikliklerini ve adhocizmin sağladığı esnekliği ve adaptasyonu ortaya koymaktadır. Bu olaylar, kriz yönetiminde adhocizmin ne kadar etkili olabileceğini göstermektedir.

Geleneksel kriz yönetimi sistemleri, sıkı hiyerarşiler, standart yanıt prosedürleri ve merkezîyetçi komuta kontrol yapıları ile tanımlanır. Kararlar, genellikle merkezi bir komuta merkezi üzerinden alınır ve uygulanır. Bu yapı, düzen ve tahmin edilebilirlik sağlayarak verimliliği artırmayı amaçlar ve sabit prosedürlere dayanır. Ancak, bu sistemler, krizlerin karmaşık ve dinamik doğası karşısında genellikle yetersiz kalır.

Komuta zinciri, dikey bir yapıyla kararların üst düzeyden saha çalışanlarına aktarılmasını sağlar. Bu merkezi model, iletişimi basitleştirip rapor toplama ve kaynak tahsisini optimize ederek acil durumlara düzenli ve tutarlı yanıt vermeyi hedefler.

Standartlaştırma, prosedürlerin geçmiş kriz deneyimlerine ve en iyi uygulamalara dayalı olarak yazılı hale getirilmesini sağlar. Bu, yanıt verenler arasında güven oluşturur ve rollerin etkin şekilde yerine getirilmesini destekler. Ancak, öngörülemeyen durumlarda esnekliği kısıtlayabilir.

Geleneksel yaklaşımlar, esneklik ve inovasyonu engelleyen katı hiyerarşik kültürleri benimser. Karar alma yetkisi, birkaç liderde toplanır, bu da yapıyı üst-ağır hale getirerek özgün fikirleri ve yaratıcılığı kısıtlar. Bu yaklaşım, rutin acil durumlarda etkili olsa da, karmaşık ve dinamik krizlerde yetersiz kalır.

Adhocizm, beklenmedik krizlerde esnek ve görev odaklı ekiplerle çalışan pragmatik bir çözüm sunar. Farklı uzmanlıkları bir araya getirerek, liderliğin paylaşıldığı ve tüm seviyelerden fikirlerin alındığı bir ortam sağlar. Bu, yaratıcı çözümleri destekler.

Adhocizm, hız ve uyumu vurgulayarak organizasyonların değişen koşullara gerçek zamanlı uyum sağlamasına olanak tanır. Deney yapmayı teşvik eder ve hatalardan öğrenerek sürekli iyileşmeyi hedefler. Sabit prosedürler yerine anlık duruma göre strateji ayarlamaları yapılabilir.

Bu yaklaşım, merkezi karar alma yerine gücün ön saflardaki çalışanlara dağıtılmasını önemser, böylece hızlı tepki ve çalışan katılımı sağlanır. Bu da yerel durum farkındalığı ve etkin çözüm üretimini artırır.

Adhocizm'in zorlukları arasında belirsizlik, koordinasyon eksikliği ve çıkar çatışmaları sayılabilir. Yetki ve rollerin net belirlenmesi önemlidir. Yeniliğe odaklanma, test edilmemiş stratejilerde risk barındırabilir.

Yöntem

Bu makalede, literatür taraması ve vaka incelemeleri kullanılarak geleneksel kriz yanıt sistemleri ile adhoczmin temel farkları incelenmiştir. Literatür taraması; akademik makaleler, resmi raporlar ve diğer kaynaklardan derlenen bilgilerle desteklenmiştir. Katrina Kasırgası, Nepal Depremi ve COVID-19 pandemisi gibi çeşitli krizler, adhoczmin geleneksel sistemlerin yetersiz kaldığı alanlarda nasıl çözümler sunduğunu göstermek için incelenmiştir.

Bulgular

Makalenin bulguları, adhocizmin geleneksel kriz yanıt sistemlerine göre önemli avantajlar sunduğunu göstermektedir. Geleneksel sistemlerin merkeziyetçi ve hiyerarşik yapısının, karmaşık krizlerde esneklik eksikliği ve yavaş karar alma gibi sorunlara yol açtığı tespit edilmiştir. Buna karşılık, adhocizmin esneklik, hızlı karar alma ve uyum sağlama yeteneği ile kriz anında daha etkili bir yanıt sunduğu gözlemlenmiştir.

Katrina Kasırgası sırasında topluluk tabanlı adhoc çözümler, merkezi sistemlerin eksikliklerini tamamlamış ve etkili olmuştur. Nepal Depremi'nde, yerel liderlerin ve halkın çabaları adhocizmin kriz yanıtındaki değerini vurgulamıştır. COVID-19 pandemisi, hastanelerin kapasitesinin hızlı artırılmasında adhoc uygulamalarının önemini ortaya koymuştur.

Sonuç ve Tartışma

Bu makale, kriz yanıt mimarisinde adhocizmin önemini ve geleneksel kriz yanıt sistemlerine göre sağladığı avantajları ele almıştır. Bulgular, geleneksel kriz yanıt sistemlerinin merkeziyetçi, hiyerarşik ve standartlaştırılmış yapılarının, karmaşık ve dinamik kriz durumlarında yetersiz kaldığını göstermektedir. Katrina Kasırgası, Nepal Depremi ve COVID-19 pandemisi gibi büyük ölçekli krizler, bu yapıların esneklik eksikliği ve yavaş karar alma süreçleri nedeniyle etkin bir yanıt veremediğini ortaya koymuştur.

Adhocizm, esneklik, hızlı karar alma ve uyum sağlama yeteneği ile kriz anında daha etkili bir yaklaşım sunmaktadır. Bu yaklaşımın etkinliği, Katrina Kasırgası'nda topluluk temelli çözümler, Nepal Depremi'nde yerel halkın hızlı organize olması ve COVID-19 pandemisi sırasında sağlık sistemlerinin adaptasyonu gibi örneklerle kanıtlanmıştır. Adhocizmin kriz yönetiminde inovasyon ve yaratıcılığı teşvik ettiği, yerel bilgi ve kaynakların etkin kullanımını sağladığı ve toplulukların kendi kendine yeterlilik kapasitelerini artırdığı sonucuna varılmıştır.

Sonuç olarak, adhocizmin kriz yönetiminde daha geniş bir şekilde benimsenmesi ve geleneksel kriz yanıt sistemlerine entegre edilmesi gerekmektedir. Bu entegrasyon, kriz yanıt sistemlerine esneklik ve adaptabilite kazandırarak, gelecekteki krizlere daha etkili yanıt verilmesini sağlayacaktır. Adhocizmin benimsenmesi, organizasyonların yenilikçi bir kültür geliştirmesi, yanıt verenleri güçlendirmesi ve karar alma ve planlama süreçlerini daha esnek hale getirmesi ile mümkündür.

Ancak, adhocizmin bazı zorlukları da bulunmaktadır. Koordinasyon eksikliği ve kaynakların eşitsiz dağılımı, adhocizmin uygulanmasında karşılaşılan başlıca sorunlardır. Bu nedenle, adhocizmin başarılı bir şekilde uygulanabilmesi için, etkili

bir koordinasyon mekanizması ve kaynakların adil bir şekilde dağıtılması gerekmektedir. Ayrıca, adhocizmin uygulandığı durumlarda, uzun vadeli sürdürülebilirlik ve planlama dikkate alınmalıdır. Kriz sonrası yapılan müdahalelerin kalıcı ve sürdürülebilir olması, toplulukların gelecekteki krizlere daha dirençli hale gelmesini sağlayacaktır.

Bu makalenin bulguları, kriz yönetiminde daha esnek ve işbirlikçi bir yaklaşım benimsemenin önemini vurgulamaktadır. Adhocizmin kriz yanıt sistemlerine entegrasyonu, gelecekteki krizlere daha hızlı ve etkili yanıt verilmesini sağlayacak ve toplulukların krizlere karşı direncini artıracaktır. Bu nedenle, kriz yönetimi alanında çalışan tüm paydaşlar, adhocizmin potansiyel faydalarını göz önünde bulundurarak, bu yaklaşımı uygulamaya geçirmelidir. Gelecekteki araştırmalar, adhocizmin daha geniş bir perspektifte nasıl uygulanabileceğini ve bu yaklaşımla elde edilecek uzun vadeli sonuçları incelemelidir.