

## Curriculum Vitae

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Research Interest: Organisational resilience; Crisis management; Safety and security management

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### **Work experience**

**Aug. 2025-** Associate Professor University of South-Eastern Norway (USN)

**Aug. 2025-** Adjunct Associate Professor in the Department of Leadership and Organizational Behaviour, Norwegian Business School (BI).

**Nov. 2025-** Adjunct Associate Professor in the Department of Technology and Safety, UiT The Arctic University of Norway.

**Aug. 2012 -Aug. 2025** Associate Professor in the Department of Department of Accounting and Operations Management, Norwegian Business School (BI).

**Aug. 2014 – Des. 2024** Aadjunct professor in Risk Management & Societal Safety. Faculty of Science and Technology. University of Stavanger (UiS)

**2010- 2012** Advisor Spare Bank I- SR Bank Stavanger

**2007- 2010** Research Fellow in Risk Management and planning at University of Stavanger (UiS).

The subject area deals with the principles, theories and methods of analysis, assessment, communication, and management of risk and security issues. A holistic approach to risk in complex systems and effective resource exploitation emphasise a multidisciplinary approach.

**2006- 2007** Acting Risk Manager- Market Risk in Spare Bank I- SR Bank

**1987- 2001** Lecturer at different high schools and colleges in Teheran/ Iran

### **Education**

**2007-2010:** Ph.D. in Risk Management & Societal Security, University of Stavanger (UIS)

**2005-2006:** Master of Management Program, Interaction and management, BI Stavanger/ Norway

**2012-2012:** Foundations of Teaching and Learning, BI Oslo, Norway

**1999-2001:** MSc in Planning and Analysis of Financial Systems, Science and Research Branch, Azad University. Tehran/Iran

**1987-1991:** Bachelor of Economics, Shahid Beheshti University, Tehran/Iran

### **Teaching Activities (Including but not limited to)**

- Sustainable risk management (BI)
- Health, Safety, and Environment (HSE) (BI)
- Decision Making in crisis & emergency (UIS and BI)
- Applied Economics for Leaders: Business and market (MAN 5158- BI)
- Security management (BI)
- Corporate finance (BI) & Strategic Management Accounting (USN & BI)

### **Academic roles and scholarly services**

- Since 2023: Course designer, coordinator, and lecturer for Business Continuity and Sustainability Management Summer School (BI).  
<https://www.summerschoolsineurope.eu/course/business-continuity-and-sustainability-management-2/>
- Since 2020: Course designer, coordinator, and lecturer for Security Management (BI).  
<https://www.bi.no/studier-og-kurs/kurs/bachelorprogram/sikkerhetsledelse/>
- Since 2022: Course designer, coordinator, and lecturer for Sustainable Risk Management (BI).  
<https://www.bi.no/studier-og-kurs/kurs/spesialkurs/barekraftig-risikostyring/>
- 2020-2022: Course Coordinator for Regulatory Competence (RVK) at BI.
- Since 2019: Course coordinator and lecturer for Decision-making in crises (MAS 530) at UIS.  
[https://www.uis.no/nb/course/SAM530\\_1](https://www.uis.no/nb/course/SAM530_1)
- Since 2014: Supervisor for master's degree students (Risk Management & Societal Safety).
- Since 2013: Supervision and examiner of the Bachelor's thesis at the BI and the University of Stavanger.
- 2018- 2022: Member of the Editorial Team on Enterprise Risk Management, Macrothink Institute, Canada.
- 2016 - 2020: Local Programme Manager, Bachelor programmes at BI Norwegian Business School, Stavanger. Monitoring and following up on Bachelor programmes' teaching and learning quality at the Stavanger Campus.
- Panel chair for the "Critical view on the term Resilience" in the academic conference "The Third Northern European Conference on Emergency and Disaster Studies" (2018).
- Reviewer for several journals, including the International Journal of Business Continuity and Risk Management (IJBCRM) and Management in Engineering.
- Reviewer - Article / Manuscript for National Science Foundation: NSF, Arlington, Virginia, United States of America (International).
- Course developer EU Erasmus+ Project (International). Engaged in developing a collaborative academic framework to enhance risk and security governance across Nordic and Baltic institutions, including preparing materials for a 2x45-minute lecture on risk communication.
- Member of several scientific and organizing committees (e.g., Safety-II, FRAM — 2025; ISCRAM — 2026)

### **Publications (Peer-Reviewed)**

1. Steen, R., & Johnsen, S. O. (2026). A maturity model for accident investigation: Beyond technical and functional analysis. *Safety Science*. doi: [10.1016/j.ssci.2025.107108](https://doi.org/10.1016/j.ssci.2025.107108)
2. Roud, E., Steen, R., & Aune, M. (2026). Competence Development and Evaluation Dynamics in the Context of Learning. *Risk, Hazards & Crisis in Public Policy*, 17(1), e70052. doi: 10.1002/rhc3.70052
3. Steen, R. & Norman, J. (2025). Function Identification and FRAM Modelling of an Aviation Near-Miss Using Convergent Mixed Methods. In Patriarca, R. & Hollnagel, E. (Eds), *Navigating FRAM: Mastering the Functional Resonance Analysis Method for modelling complex socio-technical systems*. CRC Press/Routledge. doi: 10.1201/9781003518167-8
4. Steen, R. & Corral de Zubielqui, G. (2024). Impact of crisis on businesses resilience and performance. In Rouco, J. C. & Figueiredo, P. C. (red.), *Business Continuity Management and Resilience: Theories, Models, and Processes*. IGI Global. doi: [10.4018/979-8-3693-1658-0](https://doi.org/10.4018/979-8-3693-1658-0)

5. Steen, R., Norman, J. E., Bergström, J., & Damm, G. F. (2024). Dark knights: Exploring resilience and hidden workarounds in commercial aviation through mixed methods. *J. Safety science*, 175, 106498. Doi: [10.1016/j.ssci.2024.106498](https://doi.org/10.1016/j.ssci.2024.106498)
6. Steen, R. & Roud. E., Mikkelerud Torp, T & Hansen, T. (2024). Role of inter-organisational collaboration in enhancing disaster resilience: Experience from Gjerdrum landslide in Norway. *J. Safety Science*. Doi: 10.1016/j.ssci.2024.106459
7. Cantelmi, R., Steen, R., Gravio, G. D., & Patriarca, R. (2024). An explorative Bayesian analysis of functional dependencies in emergency management systems. *Systems Engineering*. Doi: 10.1002/sys.21783
8. Steen, R. & Hansen, T. (2024). Collaborative defense in the Arctic: Strengthening Norway's oil sector resilience through knowledge sharing and vigilance against drone threats. *J. Risk, Hazards, & Crisis in Public Policy (RHCPP)*. Doi: 10.1002/rhc3.12302
9. Steen, R., Haug, O. J., & Patriarca, R. (2023). Business continuity and resilience management: A conceptual framework. *International J. of Business Continuity & Risk Management*. Doi: 10.1111/1468-5973.12501
10. Steen, R., Håheim-Saers. N. (2023). Military unmanned aerial vehicle operations through the lens of a high-reliability system: Challenges and opportunities. *J. Hazards, & Crisis in Public Policy (RHCPP)*. Doi: 10.1002/rhc3.12279
11. Steen, R., Haakonsen, G. & Steiro, T. (2023). Crisis-induced learning: Lessons from emergency response operation for a series of Covid19 on a drilling rig at the North Sea. *Int. J. of Sustainable and Resilient Infrastructure. Special Issue "Infrastructure Resilience in Emergency Situations"*. Doi: 10.3390/infrastructures8020016
12. Zuiderwijk, D. Steen, R & Ferreira, P. (2023). Learning from Operational planning. *International J. of Business Continuity & Risk Management*, 12 (3). Doi: 10.1504/IJBCRM.2023.10057306
13. Cantelmi, R., Steen, R., Digravio, G. & Patriarca, R. (2022). Resilience in emergency management: learning from covid-19 in oil and gas platforms. *International Journal of Disaster Risk Reduction*. doi.org/10.1016/j.ijdr.2022.103026
14. Steen, R., & Pollock, K. (2022). Effect of stress on safety-critical behaviour: An examination of combined resilience engineering and naturalistic decision-making approaches. *Journal of Contingencies and Crisis Management*. Doi: 10.1111/1468-5973.12393
15. Steen, R., Haakonsen, G. & Patriarca, R. (2022). 'Samhandling': on the nuances of resilience through case study research in emergency response operations. *Journal of Contingencies and Crisis Management*. Doi: 10.1111/1468-5973.12416
16. Kiani, A. & Steen, R. (2022). On the boundaries of probabilistic risk assessment in Risk-Based Inspection: An alternative approach. *Proceedings of the 32nd European Safety and Reliability Conference. ESREL2022*. Research Publishing, Singapore ISBN: 981-973-0000-00-0
17. Steen, R., Ingvaldsen, G., & Patriarca, R. (2021). Engineering resilience in a prison's performance management system. *J. Safety Science*, 142, 105367. Doi: 10.1016/j.ssci.2021.105367
18. Bruno, L. C., & Steen, R. (2021). Norwegian oil market concentration and its Effects on the oil service companies 1993–2013. *Scottish Journal of Political Economy*. Doi: 10.1111/sjpe.12304
19. Steen, R. & Molde, A. I. (2021). Håndtering av langvarige beredskapshendelser: Læringspunkter etter covid-19-utbrudd på West Phoenix. *Magma - Tidsskrift for økonomi og ledelse*, s. 70- 79.
20. Steen, R.; Patriarca, R. & Gravio, G. (2020). The chimera of time: Exploring the Functional properties of an emergency response room in action. *Journal of Contingencies and Crisis Management*. Doi: 10.1111/1468-5973.12353

21. Steen, R., & Ferreira, P. (2020). Resilient flood-risk management at the municipal level through the lens of the Functional Resonance Analysis Model. *Reliability Engineering & System Safety (RESS)*, 204, 107150. Doi: 10.1016/j.ress.2020.107150
22. Steen, R., Rønningsbakk, B. (2020). Emergent learning: A case study of the Arctic Circle border crossing at Storskog in Norway. *Risk, Hazards, & Crisis in Public Policy (RHCPP)*. Doi: 10.1002/rhc3.12211
23. Steen, R. & Pollack, K. (2020). Total Defence Resilience: Viable or not during COVID-19? A comparative study of Norway and the UK. *Risk, Hazards, & Crisis in Public Policy (RHCPP)*. Doi:10.1002/rhc3.12207
24. Steen, R. (2019). On the application of the Safety-II concept in a security context. *European Journal for Security Research*. Doi:10.1007/s41125-019-00041-0
25. Steen, R & Morsut, C. (2019). Resilience in crisis management at the municipal level: The Synne storm in Norway. *Risk, Hazards Crisis in Public Policy (RHCPP)*. Doi:10.1002/rhc3.12178
26. Steen, R. (2017). How to understand and define stress in an operational risk context. *International Journal of Business Continuity and Risk Management (IJBCRM)*; V 7. (4) p. 318-336. Doi: 10.1504/IJBCRM.2017.10010125
27. Steen, R. & Tangenes, T. (2017). The trinity of a resilient organisation: aligning performance management with organisational culture and strategy formation. *International Journal of Business Continuity and Risk Management (IJBCRM)*, 7(2) p. 127-150. Doi: 10.1504/IJBCRM.2017.086069
28. Steen, R. (2015). A risk assessment approach to support the launching of new products, services or processes. *International Journal of Business Continuity and Risk Management*, 6(1) 1:17-35. Doi: 10.1504/IJBCRM.2015.070347
29. Steen, R. & Aven, T. (2011). A risk perspective suitable for resilience engineering. *J. Safety Science*, Volume 49(2). Doi: 10.1016/j.ssci.2010.09.003
30. Aven, T. & Steen, R. (2010). On the boundaries of probabilistic risk assessment in the face of uncertainties: a case of piracy and armed robberies against ships in the Gulf of Aden. *International Journal of Business Continuity and Risk Management*, 1(2): 113 - 124.
31. Aven, T. & Steen, R. (2010). The concept of ignorance in a risk assessment and risk management context. *Reliability Engineering & System Safety (RESS)*, 95: 1117–1122. Doi: 10.1016/j.ress.2010.05.006

#### **Published & in publishing books, book chapters and thesis**

1. Steen, R. & Smørholm, M. (2022). Økonomi 2. (In Norwegian) Fagbokforlaget, Bergen.
2. Steen, R. & Smørholm, M. (2018). Økonomi og ledelse. (In Norwegian) Fagbokforlaget, Bergen.
3. Steen, R. (2010). Contributions to Risk Assessment and Risk Management in a Societal Context Treatment of Large Uncertainties, No. 113, X, 151. (Doctoral dissertation).

#### **Peer-Reviewed Conference Articles**

1. Steen, R., Andrade, F., & Hovenburg, A. (2026). Safety implications of human readiness level (HRL) in drone-assisted emergency response operations. *European Safety and Reliability Conference ESREL 2026*. In publishing process.
2. Aan Den Heuvel, E., Steen, R., & Papanikou, M. (2026). Operationalising Trust in the Sky: An Institutional Analysis of EASA Part-IS Implementation. *European Safety and Reliability Conference ESREL 2026*. In publishing process.

3. Steen, R., Roud, E. & Hauge, F. (2026). The Resilience of the Norwegian Financial Infrastructure for Payment Terminals. *European Safety and Reliability Conference ESREL 2026*. In publishing process.
4. Johnsen, S.O & Steen, R. (2026). Challenges in safety management within complex, subcontractor-driven environments: Reflections from Equinor's incidents. *European Safety and Reliability Conference ESREL 2026*. In review process.
5. Steen, R.; Karlsen, C. & Kofoed, K. (2024). On viability of the power supply chain: an explorative study of Norwegian operators. In . *European Operations Management Association, EurOMA 2024*. Barcelona, Spain.
6. Steen, R., Shukla, A. & Solbakken, E. (2023). On cyber-emergency preparedness in resilient enterprises. *European Safety and Reliability Conference ESREL 2023*.
7. Steen, R., Gregersen, L., Lvstad, K. A., & Haugen, M. (2023). Applying Functional Resonance Analysis Method to strengthen resilience in the Norwegian customs infrastructure: Experience from Gjerdrum landslide in Norway. *European Safety and Reliability conference ESREL 2023*.
8. Steen, R., Ribeiro, H. & Shukla, A. (2021). Safety and Security: A cross-professional comparison. In Castanier, B., Cepin, M., Bigaud, D. & Berenguer, C. (Eds), *Proceedings of the 31st European Safety and Reliability Conference Proceedings of the 31st European Safety and Reliability Conference*. Anger, France. Doi: 10.3850/978-981-18-2016-8\_091-cd
9. Steen, R. & Tangenes, T. (2016). Toward Resilient Organisation: Strengthening Performance Management in an Era of Turbulent Change. I: Risk, Reliability and Safety: Innovating Theory and Practice: *Proceedings of ESREL 2016 (Glasgow, Scotland, 25-29 September 2016)*. CRC Press. s.540-547.
10. Steen, R. & Aven, T. (2009). Comparison of two cost-benefit types of analyses to support a safety-related decision under large uncertainties: A case of use of wireless technology in schools. *Proceedings of European Safety and Reliability Conference ESREL*. 975 – 979.
11. Steen, R. & Aven, T. (2008). Comparisons and discussion of different integrated risk approach. *Proceedings of European Safety and Reliability Conference ESREL 2008*. 323 - 330.

### **Paper in Review/Revision Process**

1. A resilient approach suitable for security management (LNG- Equinor, Tanzania). *Safety Science*. (first Revision submitted sept.2025)
2. Roud, E. & Steen, R. (2026). Learning in Crisis Simulation: The Role of Exercise Design and Group Dynamics. *Special Issue . Safety Science*
3. Corral de Zubielqui, G. & Steen, R., & McGregor, R. (2024). Cybersecurity, Resilience, and Supply Chain Management Intersection: A Systematic Literature Review. *Operational reserach*. (In Review)
4. Ferreira, P. & Steen. R. (2025). Following intelligent cues: Discovering and learning from events. *J. Cognition, Technology & Work*. (In Review)
5. Steen, R. Roud, E.; & Hauge, F. (2026). To pay or not to pay. *Proceedings of the European Safety and Reliability Conference Proceedings of the European Safety and Reliability Conference*. (In Review)
6. Papanikou, M. & Steen, R. (2026). Aviation Organizing Trust in Sky. *Proceedings of the European Safety and Reliability Conference Proceedings of the European Safety and Reliability Conference*. (In Review)
7. Steen, R. Roud, E.; & Hauge, F. (2026). Aviation Organizing Trust in Sky. *Proceedings of the European Safety and Reliability Conference Proceedings of the European Safety and Reliability Conference*. (In Review)

8. Johnsen, S.O & Steen, R. (2026). Challenges in safety management within complex, subcontractor-driven environments: Reflections from Equinor's incidents. *Proceedings of the European Safety and Reliability Conference Proceedings of the European Safety and Reliability Conference*. (In Review)
9. Steen, R. Stensli, H.O, Johnsen, S.O & Nazir, S. (2026). A Human-Centred Approach To Accident Analysis. *Proceedings of the European Safety and Reliability Conference Proceedings of the European Safety and Reliability Conference*. (In Review)
10. Steen, R, Fabio A. A. & Hovenburg, A. (2026). Safety Implications of Human Readiness Level (HRL) in Drone-assisted Emergency Response Operations. *Proceedings of the European Safety and Reliability Conference Proceedings of the European Safety and Reliability Conference*. (In Review)

#### **Application to research funding**

- CO-Applicant, (2025). Horizon Europe Cluster 3. Standard Application Form (HE RIA and IA): “DeepThreat — Deep Intelligence of Human and Organizational Threat Dynamics to Strengthen Human-Centred Decision Making and Critical Infrastructure Resilience”.
- RISKSEC 2.0. UiS, (2020-2024), project partner, Local climate change adaptation: from risk governance to securitisation strategies.
- CO-Applicant, (2023). International Joint Initiative for Research in Climate Change Adaptation and Mitigation. In collaboration with York University (Canada) and other partners in consultation.
- Applicant. ES703226 - FORSKER22 Researcher Project Researcher Project for Scientific Renewal: Steen, R. et. al., (2022). Secure, safe, and resilient correctional service (ResSec).
- CO-Applicant, (2024). Drone Preparedness - Support Service for Drones in Preparedness BeredskapSamarbeidsprosjekt for å møte utfordringer i samfunn og næringsliv. USN, NORCE, INN.

#### **Keynote Speeches**

Speaker in several events and programmes, including (among others):

- ‘Arendalsuka (2022)
- ‘Lederskolen’- Oslo- BI (2022)
- ‘Lederskolen’- Stavanger- BI (2022)
- TEDx- Stavanger (2020)
- ‘Arbeidsmiljkongressen’ (2021)
- ‘Gründeruka Helgeland’ (2020)
- ‘Arbeidsmiljkongressen’ (2019)
- Næringsforreingen I Kristiansand (2024)
- Key note speaker, CIFAL York Webinar- Business Continuity and Resilience Speaker Series (2025)
- Key note speaker, SPE Live: From Human Error to System Resilience in O&G, Maritime, and Civil Aviation Industries - Learnings and Perspectives (2025)
- Panel debat on business continuity management, Advisense (2025)