

€ TRAINING

Strategic Crisis Management: Planning for
Unexpected Challenges



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Introduction:

"Are you 100% confident that you and your organization are prepared, if not, where do you start"? Simply put, the best way of dealing with a crisis is to avoid one in the first place. But if crises are inevitable due to a growing number of factors including terrorism then you and your organization need to identify all vulnerabilities and map out possible crisis scenarios.

Effective Strategic Crisis Management depends on sound and swift decision-making, and neither can happen without corporate-wide and multi-agency pre-planning. Expert analysis of the business crisis finds that rushed strategic management decisions, incorrect statements, actions, or inactions have caused many of the most newsworthy business crises during or following an event.

Effective Strategic Crisis Management begins with effective decision-making. In an emergency, the first major decisions made regarding how to handle the unfolding situation are almost always the most important ones. Good initial decisions can make even a catastrophe manageable; bad decisions can fatally exacerbate an otherwise small problem. In both cases, the window of opportunity for initial decision making is extremely small and closes rapidly. Once the moment for decision making has gone, it does not come back.

Your strategic corporate response must be coordinated and effective, your strategic crisis management team/s pre-identified and fully trained.

Course Objectives:

At the end of this course the participants will be able to:

- Acquire in-depth knowledge of the key aspects of Strategic Crisis Management.
- Learn how to identify incidents and crises so you can cultivate and harness the potential successes of a crisis.
- At the incident, the site learns how to avoid mismanagement and so makes a bad situation worse.
- Learn how to generate ownership and responsibility by all stakeholders to ensure your organization responds efficiently and effectively.
- Learn how to recognize and prioritize the issues that are most likely to affect corporate reputation during and after the crisis.
- Learn the fundamentals of organizing and managing Crisis or Emergency Control Centres.
- Learn how to plan and manage multi-agency exercises - and make them more rewarding and exciting.
- Take away step by step guidance on how to validate plans, to improve staff ownership, to augment training programs, and to raise awareness.

Targeted Audience:

- Security & Fire Management
- Health, Safety, and Environment personnel
- Emergency and Crisis Management Responders
- Professionals who have been allocated crisis management tasks yet have had insufficient time to devote to the subject

Course Outlines:

Unit 1: What should be in place before the event?

- Understanding Crisis Management:
 - How to manage a crisis?
 - Virtually every crisis contains the seeds of success as well as the roots of failure.
 - The Rationale of the Crisis Manager.
- Consider the range of risks: Natural/Environmental; Hazards; Technological - loss of utilities/product/process/plant; Human Error; Sabotage and Terrorism.
- Crisis Managers - Roles & Responsibilities - manage the issue before it becomes a Crisis.
- Who else inside and outside the organization should be involved?
- Evaluating your risks and vulnerabilities; Consider the worse-case scenarios.
- Understanding 'denial-curve' and 'group-think' syndromes.
- Who decides who sits in the 'hot-seat'?
- Case Studies, why some companies fail and others survive?

Unit 2: Pre-Planning, Who and What Else Should Be Considered?

- Who owns the mitigation process?
 - Self-evaluating questionnaires.
- Developing and Implementing Emergency Plans.
- Twelve point checklist covering the whole planning process.
- Mutual Aid arrangements.
- Company-wide strategic contingency plans.
- Service or departmental plans.
- Building evacuation plans.
- Crisis Management and Communications. Emergency Centre/s.
- Developing and implementing a Business Continuity Management BCM strategy.
- Business Impact Analysis. Case Study and Workshop.

Unit 3: Dealing With a Crisis - The 'Communications' Perspective:

- Command and Control Issues:
 - Operational at the scene.
 - Tactical at the forward control point/incident command.
 - Strategic boardroom level/emergency operations centre.
- On Scene Crisis Management, essential elements for success.
- Reputation Management - Managing the Media. 'How to' sessions include.
- Conducting Radio and Television Interviews.
- Case Study Exercise: Crisis Communications Strategy. Develop a crisis communications strategy and action plan based upon a given scenario.

Unit 4: Incident Management & Aftermath:

- Alerting and Warning. Case Studies. What can go right and what can go wrong.
- Case Studies - Texas City Disasters 1947 and April 2005.
- Major Incident Simulation - Role Playing Workshop:
 - Syndicate selection.
 - Reporting back.
- Potential Psychological & Welfare problems in Crisis Management.

- How to improve staff morale and confidence in the process.
- The psychological effects during and after an incident involving injuries - and worse.
- Looking after yourself and your staff.
- The questionnaire, are your batteries in good condition?

Unit 5: Essential Post-Incident Actions:

- Validating plans and procedures:
 - Discuss the four types of exercise.
 - How to get the most out of an exercise.
- Post Incident evaluations.
- De-briefing skills - managing the de-briefs - hot and cold.
- How to keep all 'stakeholders' informed.
- Prioritizing the Recommendations.
- Examples of critique questionnaires.
- Critique report writing, executive summaries, and recommendations.
- Closing the loop. How to continue the process.
- Case Study - Buncefield Oil Depot, Hertfordshire UK, 2005.