

CRISIS   
SOLUTIONS

LEARN FROM A CRISIS  
BEFORE IT HAPPENS

Richard Whitby  
MD Crisis Solutions

# Crisis Solutions Maturity Model: Crisis Response

	Activation	Communication	Information-management	Decision-making
World Class	The organisation can quickly and effectively gather its CM team in a room or virtually 24x7	Clear and consistent internal and external messages can be approved and issued quickly	There is an effective process for identifying and analysing critical information and conducting regular situational reviews during a crisis	The strategic goal is communicated widely and used to ensure effective resolution of the crisis
Excellent	The organisation can gather its CM team in a room or virtually	Clear and consistent internal and external messages can be approved and issued in response to external time pressures	There is a process for identifying and analysing critical information and conducting situational reviews during a crisis	The CMT defines and communicates a strategic goal for the resolution of the crisis
Middle of the Pack	The organisation knows who it would include on the CMT in a crisis	There is a desire to issue internal and external messages as soon as possible	There is an expectation that the CMT can process information effectively	The CMT believes it can make decisions quickly and effectively
Below Expectations	Lack of ability to quickly identify and activate CMT members	Failure to issue internal and external messages in the timeframe expected by stakeholders	Information flows are confused and chaotic in a crisis	There is a lack of strategic direction or clear decision-making during the crisis

# Challenge No. 1

## Use the plan!

## Challenge No. 2

Understanding what triggers activation

- *The individual loss might result in an unplanned financial impact of more than £100,000*
- *Customer complaints might exceed a 10% increase from normal levels in customer complaints*
- *Public sanction is received due to an inappropriate response to regulations, laws or industry best practice that is applicable to the Group*
- *Significant risk of injury, harm or death of employees working on behalf of the Group or visitors being on our premises*
- *There is a plausible possibility of a high reputational or / and adverse publicity risk crystallising*



40 records?  
4,000 records?  
4,000,000 records?



# Challenge No. 3

## Activation: getting the right people 'around the table'





## Challenge No. 4

Crisis communications: who does what?

## Example: Holding statement

At approximately 9am today, Jan 30, 2014, a fire occurred at the bank at \_\_\_\_\_.

The local police and fire services were immediately alerted and contained the situation.

Our immediate concerns are for the safety and well-being of our employees and the public and to minimize the impact to the surrounding area.

We will keep you updated as more details become available. (Please check our website/blog or call the hotline \_\_\_\_\_)

## Challenge No. 5

Information management - within the team

One conversation going on here

Information coming in here

A different conversation here

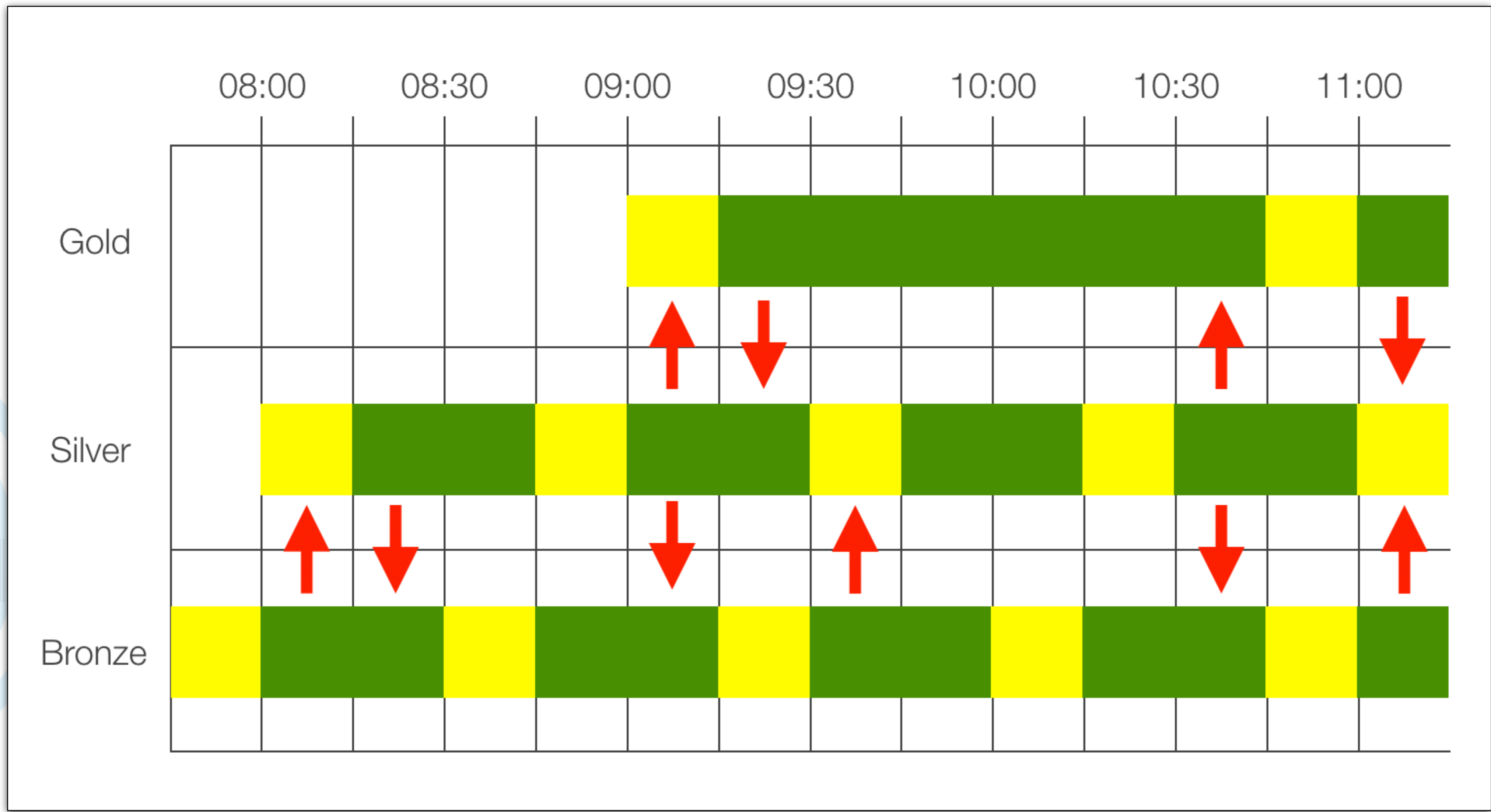
Information coming in here

He can't hear what's being discussed



## Challenge No. 6

Information management - between teams



# Challenge No. 7

## Crisis mindset



©Paramount Pictures



CRISIS   
SOLUTIONS

LEARN FROM A CRISIS  
BEFORE IT HAPPENS

Richard Whitby  
MD Crisis Solutions