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IAC2403 Introduction to Security Risk and Crisis Management

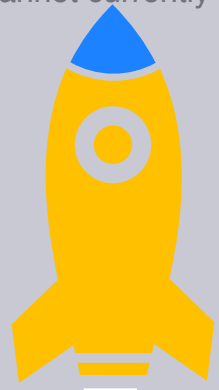
Unit Stage of crisis

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Sometimes, even if I stand in the middle of the room, no one acknowledges me.





Course Objectives

01

Describe stages of crisis process

02

Identify key principles of crisis intervention

03

Apply stage management approach to team case


Topics

01 Pre-Crisis Stage

02 Acute Crisis Stage

03 Post Crisis Stage

04 Spokesperson

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When organizations experience a major problem that threatens their business, they need to react quickly and effectively to protect their reputation.

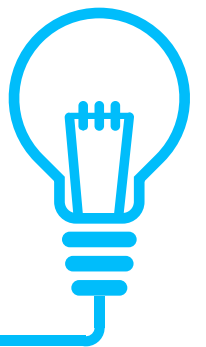
Providing clear information to customers and the media can build support and help the company to recover quickly.

An important part of the process is having a crisis management strategy in place before problems occur.



The Crisis Stages: Characteristics and Activities

Crisis Stages	Characteristics	Activities
Immediate		
Crisis Events Occur Quickly	Often of the Natural disaster or major emergency type	<ul style="list-style-type: none"> •The crisis Management Team is activated. •The crisis Communication Team is assembled. •Crisis Communication Channels are assigned. •Immediate Execution of Communication is urgent. •Access to Directors and Department Heads is critical. Access to Directors and Department Heads is critical.
Emerging		
Crisis Events Occur Over Time	Can be anticipated and minimised at early stages	<ul style="list-style-type: none"> •The crisis Management Team is activated. •The crisis Communication Team is assembled. •Crisis Communication Channels are assigned. •Timely Execution of Communication is vital. •Access to Directors and Department Heads is critical.
Sustained		
Crisis Events Continue Over Time	Involves situations that may linger for years	<ul style="list-style-type: none"> •The crisis Management Team remains activated. •The Crisis Communication Team remains activated. •Crisis Communication Channels are maintained. •Continued Execution of Communication is critical. •A communication Team may be deployed to assist. •Access to Directors and Department Heads is critical.

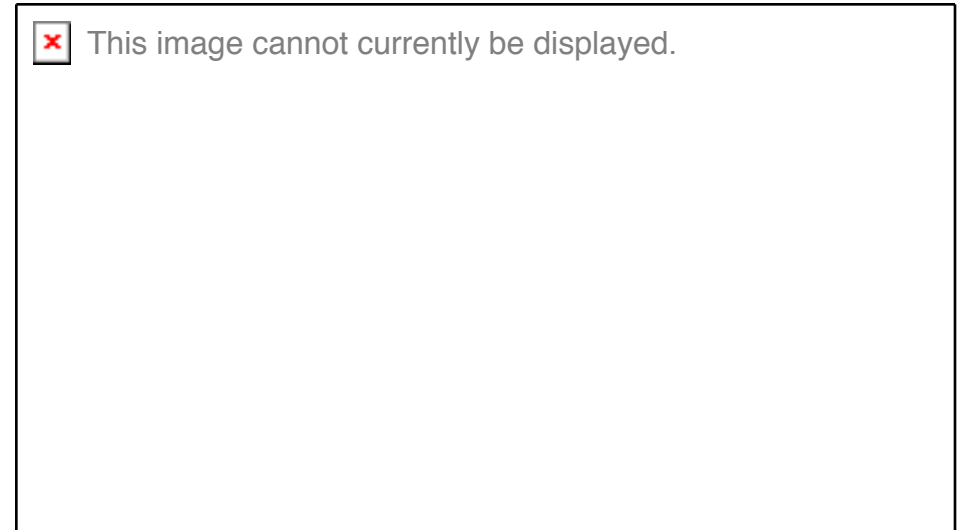


Introduction - Stages of a Crisis

- 1. Pre-Crisis Stages**, when the critical situation starts and organization become aware of it
- 2. Acute-Crisis Stages**, when the critical situation is not being controlled during the pre crisis stage and it becomes visible outside the organization
- 3. Post-Crisis Stage**, which occurs when the crisis is contained and the organization is trying to recoup its reputation or losses

Why do Crises move from The Pre-Crisis Stage to Acute Crisis stage?

- **Underestimate**
- **Not aware**
- **Intentionally ignore the warning**



Ex. Fires during renovation, workplace violence (a sudden crisis can occur when a person attempts to injure people in one of your locations Many companies have found themselves facing lawsuits from the families of those killed and people wounded



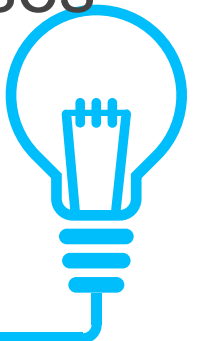
1. Pre-crisis Stage : **preparation and prevention**

The pre-crisis stage is an opportunity for detecting and correcting **early warning signals** in which a member of the organization, usually the supervisor or manager discovers an impending critical situation, and warns the senior management about it.


The **pre-crisis** phase is concerned with **preparation and prevention**

Preparation


Preparation involves creating the crisis management plan, selecting and training the crisis management team, and conducting exercises to test the crisis management plan and crisis management team.



Prevention

- It involves seeking to reduce known risks that could lead to a crisis by **identify risks** and plan to minimize those risks and their effects, this is part of an organization's risk management program.
 - Establish monitoring systems that can provide **early warning signals** of any foreseeable crisis. (Ex: thermography is used to detect a build-up of heat before a fire starts, financial metrics; an organization might be able to anticipate a substantial drop in revenue by monitoring its customers' stock prices.)
 - The crisis management team should brainstorm a comprehensive list of all possible crises that could impact the organization. (Includes taking past incidents into consideration)
- 

Airline Challenge

-  *Endangerment of passengers by violent passengers,*
- Obstruction of check-in*
- Environmental influences such as severe weather conditions*
- Site evacuation due to fires, etc.*
- Terrorist attacks or assaults*
- Interference from drones and birds for air traffic*
- Delays at check-in, problems in the security area*
- Technical malfunction of the conveyor belts and luggage transport*
- IT infrastructure failures or cyber attacks*
- Adhering to high IATA security standards*



- Designating a company **spokesperson**, a list of available resources and a plan to combat crises help the situation to be handled in a professional manner.
- The crisis management team should be included when developing the plan and should be aware of all final processes and procedures.



SPOKESPERSON

A key component of crisis team training is spokesperson training. Public relations can play a critical role in preparing spokespersons for handling questions from the news media.

1. Avoid the phrase “no comment” because people think it means the organization is guilty and trying to hide something
2. Present information clearly by avoiding jargon or technical terms. Lack of clarity makes people think the organization is purposefully being confusing in order to hide something.



3. Appear pleasant on camera by avoiding nervous habits that people interpret as deception. A spokesperson needs to have strong eye contact, limited disfluencies such as “uhms” or “uhs”, and avoid distracting nervous gestures such as fidgeting or pacing.
4. Brief all potential spokespersons on the latest crisis information and the key message points the organization is trying to convey to stakeholders.



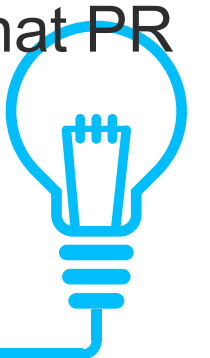
2. Crisis Stage: Response/containment

The effort to limit the duration of the crisis or to keep it from spreading to other areas affecting the organization.

The crisis manager is responsible for directing the organization's response in accordance to its established crisis management plan.

It's helpful to use all available channels of communication to get your content to stakeholders, including the internet, print media and social media
what to do during the crisis stage:

- Try to have an initial response within an hour of the incident. If affects public health or safety, the crisis manager should make a public statement as quickly as possible.
- Review all facts before making comments so that all information given to the media is accurate.
- Make sure the spokesperson's response is consistent with any documents that PR gives to the press to publish.
- Provide concern for the victims and their families.
- Be prepared to provide counseling to victims and their families, as well as employees.



3. Post-crisis: **Recovery**

Recovery involves effort to return to business as usual.

The post-crisis phase occurs when the business is returning to normal. During this phase, the crisis communication team may begin reputation repair in order to reconstruct the brand's image.

The crisis manager should continue to meet with members of the crisis management team, especially those from the legal and finance departments, to evaluate the progression of the recovery efforts and the effectiveness of their actions.

If PR promised the media any information specific to the crisis, it's during the post-crisis phase that they usually work to get that information to the press. It's during this time that they also release updates on the recovery process and how they intend to further investigate to find out the cause of the issue.



Consider these best practices for managing the post-crisis phase:

- Deliver any information regarding the cause of the crisis or updates on victims to stakeholders as soon as your team becomes aware of it.
- Keep stakeholders updated on recovery attempts, including the development of investigations to keep them aware of the current situation. .
- Analyze the effectiveness of the crisis communication team and incorporate that information for future crisis preparedness.
- Organization may look back on the organization culture, policies and structure -to prevent a crisis for happening again



The goals are:

- **Recoup losses**
- **Evaluate organization's performance during the crisis**
- **Make any changes that were identified as being needed during the crisis**





Examples of crisis scenarios

Most scenarios that suspend the production of a business are an example of a crisis that requires communication with the public. Here are a few examples:

- Organizational:** A business that commits wrongdoing to customers and/or employees because of poor organizational practice
- Technological:** A failure on the behalf of technology that results in an outage, such as , to the internet or a power supply, or a breach in IT-related security
- Financial:** A financial accident that results in store closures or a business' bankruptcy
- Natural:** A natural crisis that results in the change of day-to-day procedures of society, such as a weather event



Crisis Communication

Crisis communication is an initiative which aims at protecting the reputation of the organization and maintaining its public image

Crisis communication refers to the technologies, systems and protocols that enable an organization to effectively communicate during a major threat to its business or reputation.

Crisis communication as "the collection, processing, and dissemination of information required to address a crisis situation"



Elements of Crisis Communication

Message , Timing, Consistency, Openness

(a)Message -acknowledgment, empathy, context, action

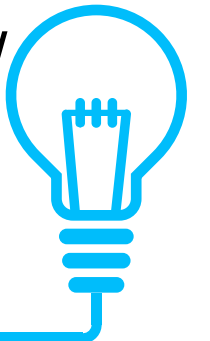
- Acknowledgement

Clarity of the incident

To avoid rumors

- Empathy/Sympathy

Show that you understand why people might be angry/upset/
confused with the situation



- Context

Put your situation in the context of what is happening to the sector as a whole, or to similar organizations. –**what is happening in the environment that has led to the crisis.**

- Action

Outline what your organization is doing to deal with the crisis and where possible give examples of where you have already dealt with issues successfully.



(b)Time

Responding Quickly

It's important to respond quickly after a crisis happens so that you can address the situation. Try to be prompt so that you can control the message that goes to the media. This gives you the ability to put the crisis in context before the media can distribute other information that may not be accurate.

Speed increases risks – tend to make mistake –as much as the organization need to respond quickly, there is a possibility where the organization make mistake



Avoid information void – media has deadlines –when crisis happen, media want info ,if you did not provide, media will go to other sources to get the info.

Avoid being silent – organization needs to be in control.



Holding Statement

short statement you issue in the event of a crisis

Eg : (what happened) .. This is the first time anything like this has happened in our 30-year history, and we have always prided ourselves on our excellent safety record.

We will be reviewing our procedures and will put in place any recommendations from the authorities to ensure this does not happen again. “We aim to provide a further update about this incident on our website and social media channels at 2 p.m.”



(C)Consistency

Unified response promotes consistency

Try to ensure that all employees are addressing the crisis in a consistent manner.

The media may try to speak with more than one department and it's crucial that all departments have the same answers to questions reporters might ask. (Speaking with one voice)

Consider sending out a document to all company-wide employees that summarizes how to respond if an issue occurs.



(D) Openness

Transparency – availability of organizational information to stakeholders

Think about all questions you would want to know if you were the victim of a crisis and prepare honest answers for the public.

If you don't have the answer to some of the questions, communicate that as well. You can explain that you're gathering information and plan to respond when you have more substantial details.

Honesty do not hide anything (ie- if 5 people die, say 5 died , don't say 1 to hide up showing that you are not hiding anything.



Crisis Model

Crisis

Management

involves 4

strategies

considerations

or the **Four C's**

All plans should


include at least

these aspects

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The Tylenol Case Study

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Johnson & Johnson's handling of a situation in 1982, when cyanide-laced Tylenol killed seven people in the Chicago area.

The company immediately recalled all Tylenol capsules in the country and offered free products in tamper-proof packaging. As a result of the company's swift and effective response, the effect to shareholders was minimized and the brand recovered and flourished.



The Tylenol Case Study

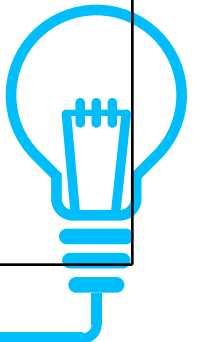
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Strategies

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