



How to Command a Crisis

Russ Timpson – Crisisboardroom
3rd February 2021

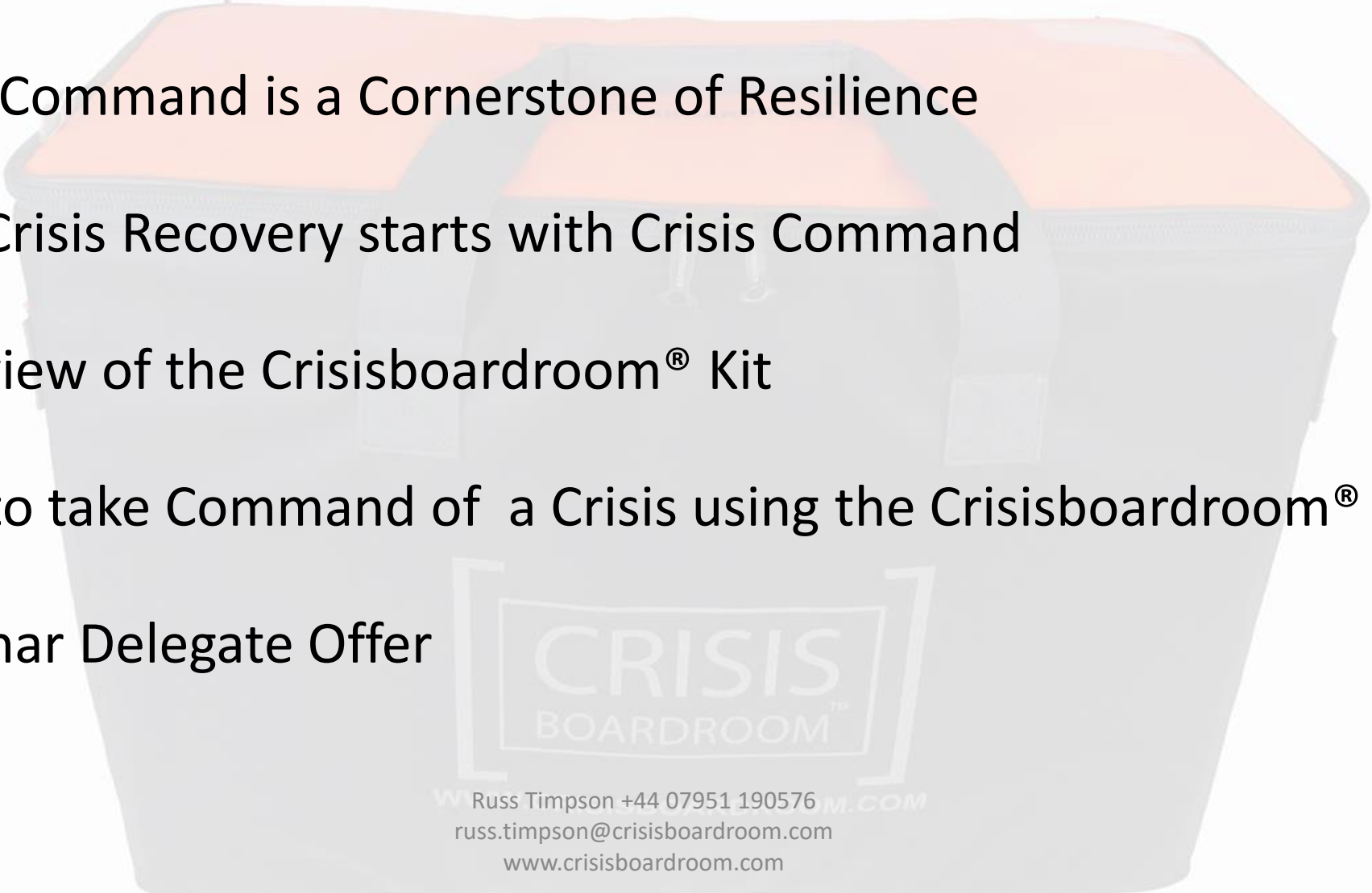
The logo for Crisis Boardroom is displayed within a large, stylized bracket. The word "CRISIS" is in red, and "BOARDROOM" is in white, with a registered trademark symbol (®) to the upper right of the "M".

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Key Messages for this Webinar

- Crisis Command is a Cornerstone of Resilience
- Your Crisis Recovery starts with Crisis Command
- Overview of the Crisisboardroom® Kit
- How to take Command of a Crisis using the Crisisboardroom® Kit
- Webinar Delegate Offer


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Introductions

- Russ Timpson
- Crisisboardroom® Kit
- Partner Organisations



Crisisboardroom® Kit -



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Crisisboardroom® Kit

- In use around the World
- Developed from experience delivering over 300 crisis simulations/stress tests
- Highly Resilient – ‘Russian Pencil to the NASA Pen’
- Tried and tested in real crisis events
- New improved Openhouse version now available



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Crisisboardroom® Kit

- Two versions of the Crisisboardroom® Kit:
Crisisboardroom® Kit for Crisis Response Teams of 10 or more people
- Crisisboardroom® Compact Kit (pic) for Crisis Response Teams of 5 people
- Can be used together to 'project' command system from Head Office to Regional or smaller sites



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What we have learnt from 300 Crisis Simulations

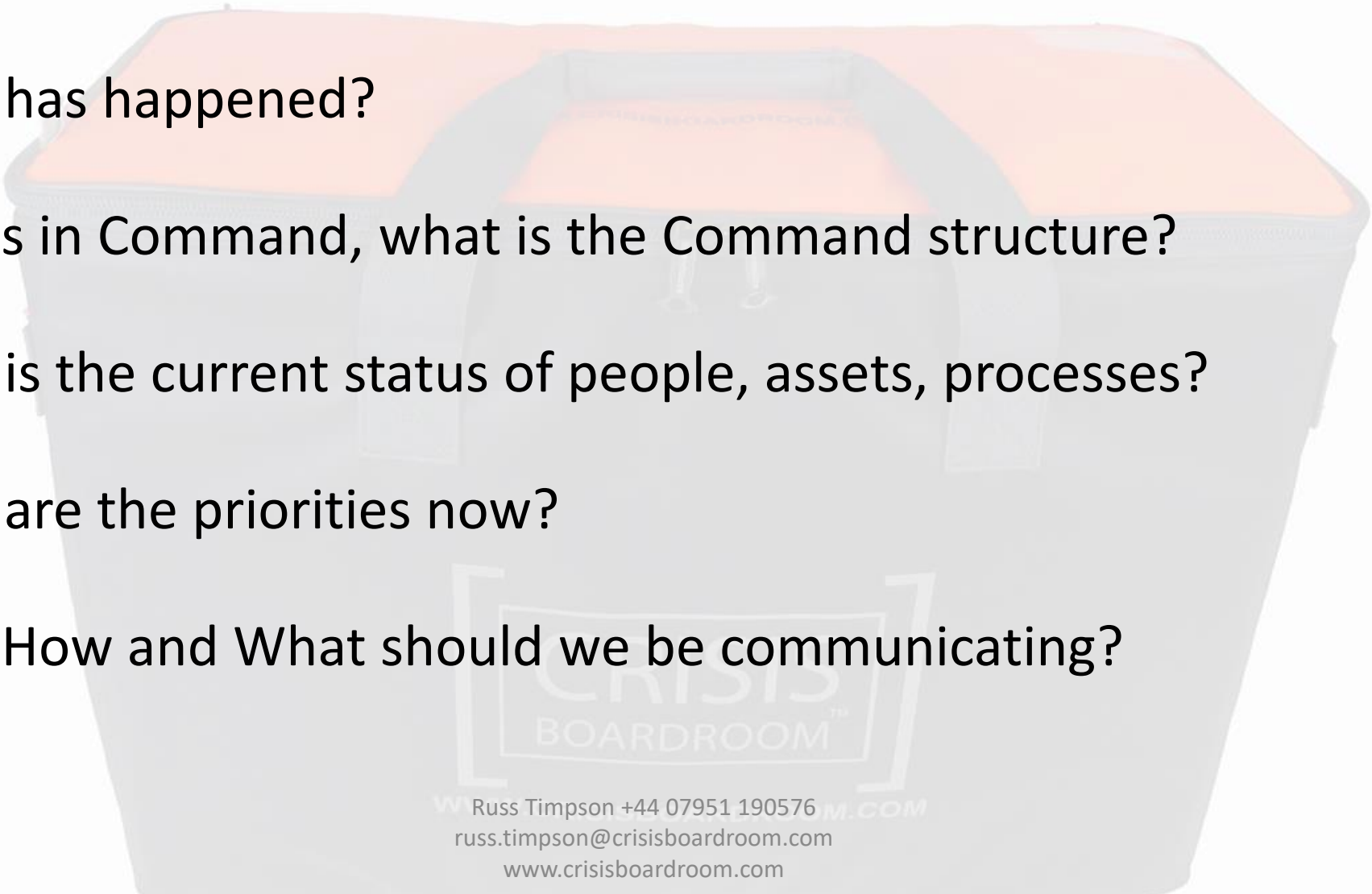
- Need to define what a crisis is
- Need to work out the 'foreseeable' crisis events that may occur
- Decide how you are going to 'declare' a crisis and invoke
- Adopt a pre-arranged crisis management structure
- Equip and prepare a crisis management room

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5 Crisis Questions that need Answers – FAST!

- What has happened?
- Who is in Command, what is the Command structure?
- What is the current status of people, assets, processes?
- What are the priorities now?
- Who, How and What should we be communicating?


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UK Manufacturer and Distributor of Crisisboardroom® Kits

openhouseTM
the solution provider

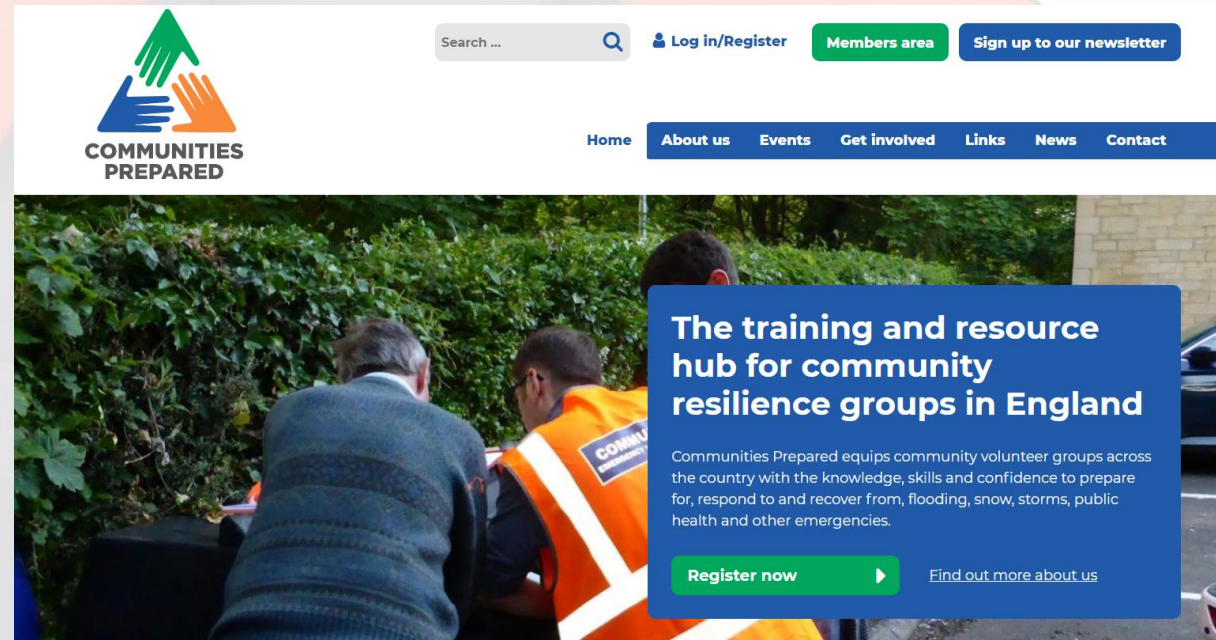


www.openhouseproducts.com

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Crisisboardroom® is Proud to Support Communities Prepared



www.communitiesprepared.org.uk

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Opening Question?

When is the worst time to have a crisis?


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**“Everyone’s got a plan –
*Until they get punched in
the face*”**



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Crisis Response is a Cornerstone of Resilience -


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Organisational Resilience Cycle

- *'The ability of an organisation to absorb and adapt in a changing environment'.*
- *'More resilient organisations can anticipate and respond to threats and opportunities, arising from sudden or gradual changes in the internal and external context'.*



Inspiration - Some Great Recoveries

- The Great Depression
- Dunkirk
- Charlton Athletic
- Apple Computers



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The Great Depression – New Deal

- The New Deal was a series of programs, public work projects, financial reforms, and regulations enacted by President Franklin D. Roosevelt in the United States between 1933 and 1939.
- The programs focused on what historians refer to as the "3 Rs": relief for the unemployed and poor, recovery of the economy back to normal levels, and reform of the financial system to prevent a repeat depression.
- Lesson – Have a plan, be proactive, not reactive
- Lesson – Take well informed risks, don't be timid



Dunkirk 1940

- Allied Troops trapped on a beach
- Operation Dynamo – evacuate using small craft
- Call answered by 861 vessels – called the ‘little ships’ (of which 243 were sunk during the operation).
- 27 May to 4 June, 338,226 men escaped
- Lesson – Strong Leadership is required, *Churchill*
- Lesson – Adapt and use resources that are not at first obvious
- Lesson – Resilience is a state of mind, *‘The Dunkirk Sprit’*



Charlton Athletic Football Club 1957

- 5-1 down with half an hour to go, having played most of the match with 10 men, they won 7-6. Second Division, The Valley, 21 December 1957
- Charlton's hero of the hour - dashing left-winger Johnny Summers - engineered the most remarkable comeback in football history, scoring. From being four down, Summers's goals - including a six-minute hat-trick - gave Charlton a 6-5 lead with two minutes left. Huddersfield promptly equalised, only for Summers to lay on the winner for John Ryan, who scored with the final kick of the game.
- Lesson - Never give up, never accept defeat
- Lesson - Whilst you are still in the game, keep playing



Apple Computers 1985

- With decreasing sales Apple fired the founder of the company Steve Jobs.
- 1985 Jobs returned; he quickly took three decisive steps toward making the company worth a trillion dollars:
 - 1. A capital infusion was needed which Steve jobs took from Microsoft in exchange for rights to ship Microsoft office and internet explorer on the Macintosh. Lesson – Secure cashflow.
 - 2. Jobs diversified into making other products such as -iMacs, iPods, and iPhones. Lesson - Innovate meet clients needs, lead the market.
 - 3. Apple Stores were also opened putting his products front and center. Lesson - Adapt processes to meet clients needs
- Today apple is one of the best companies in the world doing so well that it has been termed as one of the greatest business comebacks over the last three decades.



Resilience

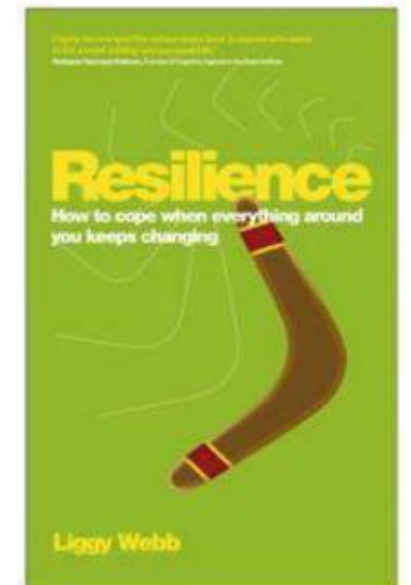
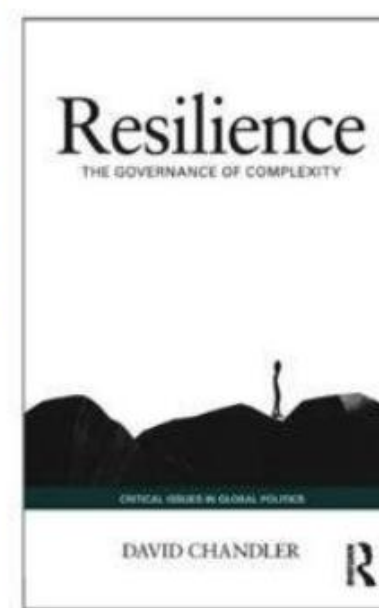
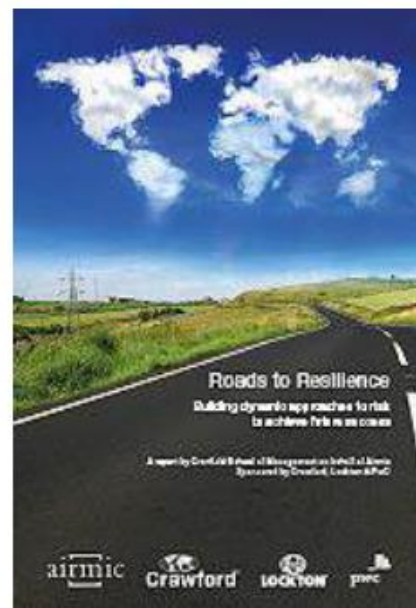
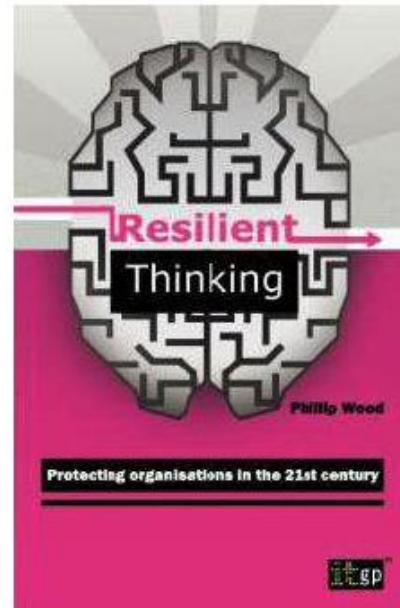
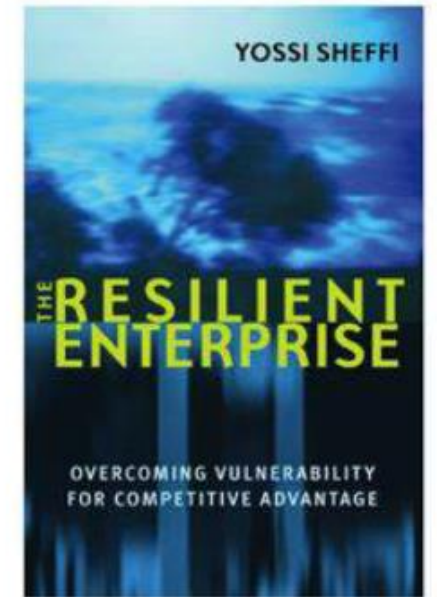
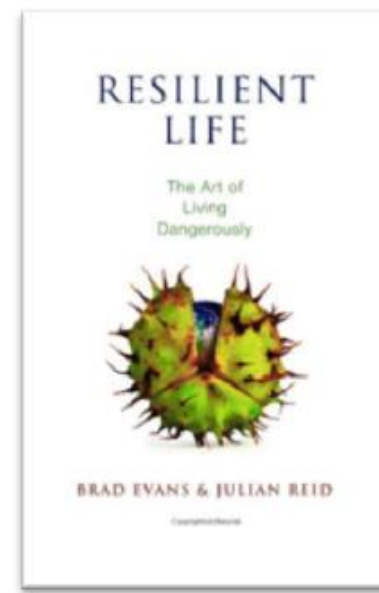
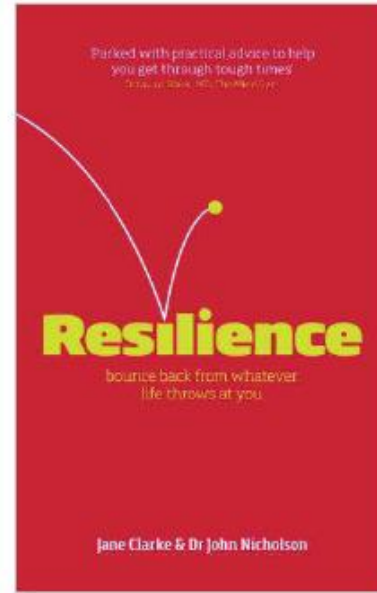
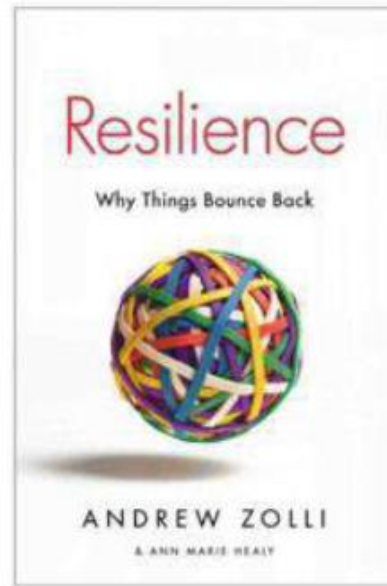
What does it mean to You?

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Very Topical



Resilience - DRI

'The Adaptative Capacity of an Organisation in a Complex and Challenging Environment'

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Resilience - BSI

'Capability of an Organization to Anticipate, and Respond and Adapt to, Incremental Change and Sudden Disruptions in order to Survive and Prosper'

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VUCA

**“The decade of strategy is over,
the future will be;**

Volatile

Uncertain

Complex

Ambiguous”

- Chairman, Saatchi & Saatchi, May 2012

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Answer to Opening Question

When is the worst time to have a crisis?

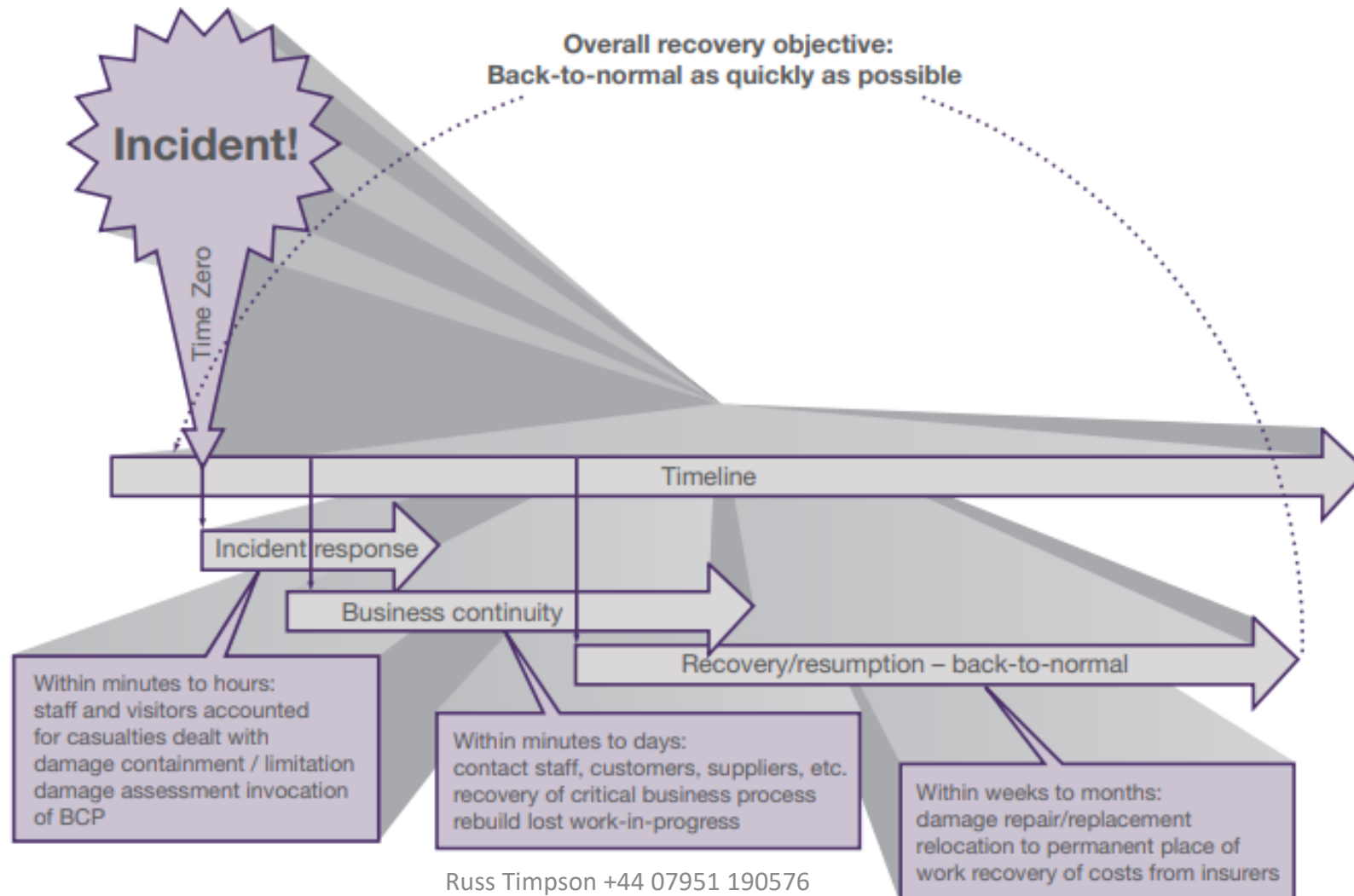
Answer – When you are already in a crisis

Your Recovery Starts with Crisis Command -

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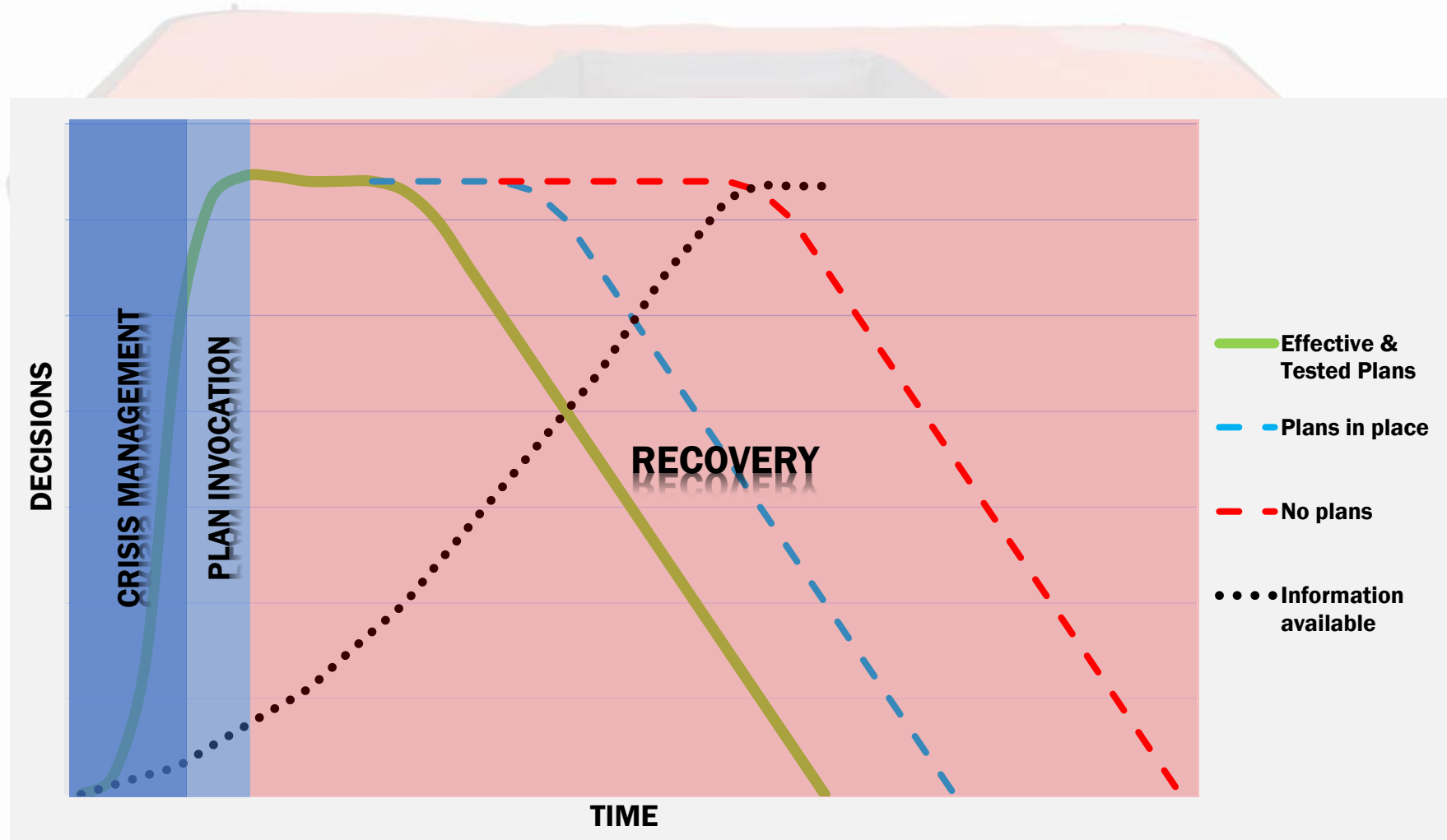
Crisis Command is the Start of the Recovery



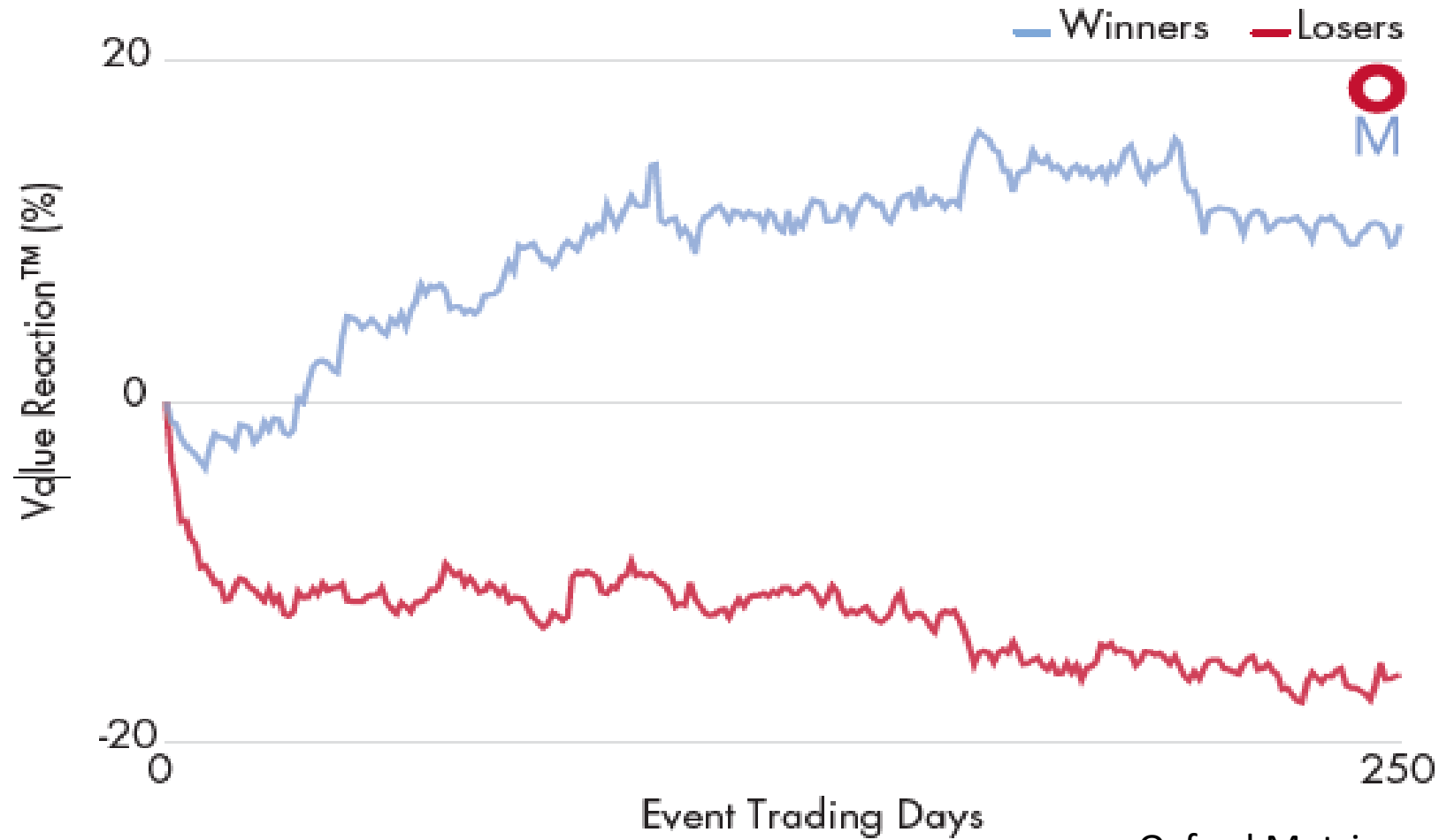
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DECISION MAKING



What Difference Does it Make?



Oxford Metrica

What is a Crisis?



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Crisis –

Inherently abnormal, unstable and complex situation that represents a threat to the strategic objectives, reputation or existence of an organisation

BSI



Two Types of Crisis

Sudden Crisis – immediate onset, unanticipated and escalate quickly. Invoking should happen very quickly.

Fire, flash-flood, earthquake, Serious accident

Smouldering Crisis – creeping, slow-burn or rising tide. Grows undetected over time. Indicators can be missed, ignored or misunderstood. Invoking will be a difficult decision.

Product recall, pandemic, IT Virus



Criteria for a Crisis

A crisis is a situation in which something or someone is affected by one or more very serious problems, which in part or collectively have the potential to:

- Affect or threaten employees
- Affect or threaten the public
- Has a major, immediate or potential impact on the business operations, image or reputation
- Requires immediate implementation by management of exceptional procedures or resources
- Could result in penal consequences for the company or its employees

The GOLDEN HOUR

The Emergency Services refer to the 'Golden Hour' at the start of a crisis response. Which means that what you do in the first 60 minutes of a crisis response will probably dictate the success or failure of the response.

You will need 3 vital components in the Golden Hour:

1. A Command Structure
2. Competent, experienced Crisis responders
3. Tools and Checklists

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Why Command and not Management?



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ve
tions.
give



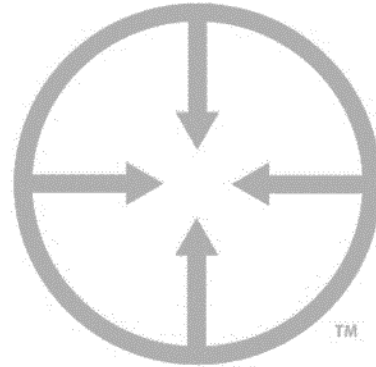
Command Structure

- **Gold Commander** – Assess the threat, Control the situation, deal with external stakeholders and make strategic decisions on how to deal with the crisis. Reports to the most senior corporate leaders.
- **Silver Commander** – Turns the Gold Commanders strategy into tactical plans. Leads and individually tasks Bronze Commanders to complete the tactical plans. Reports directly to the Gold Commander
- **Bronze Commander** – Carry's out tasks and assignments as directed by Silver commander. Supervises their own “Bronze team”. Reports directly to Silver Commander.

Two key Command areas during CRISIS

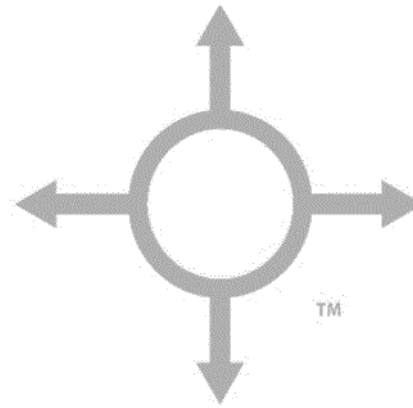
Site Recovery

Safety &
Security



Business Recovery

Reputation



EMERGENCY

ENVIRONMENT

SAFETY SECURITY

MITIGATION

SUPPORT

FINANCE

FIRST AID

INVESTIGATION

STAFF

WELFARE

INSURANCE

SITE RECOVERY

IT

LEGAL

EMERGENCY SERVICES

CRISIS
BOARDROOM®

INSURANCE

REPUTATION

CONTRACTORS

SUPPLY CHAIN

FUNDING SOURCES

REBUILD

MEDIA

LOGISTICS

BUSINESS
RECOVERY

COMMUNICATION

STAFF

CUSTOMERS

IT/INFRASTRUCTURE

LEGAL

WELFARE

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‘Normal’ Crisis Events will still happen,
they don’t care about Covid 19

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Big 8 Scenarios to Plan For:

1. Denial of Access – *Extreme weather*
2. Loss of key service/supply chain - *Insolvency*
3. Loss of key staff member/skill - *Headhunted*
4. Loss of IT hardware/software – *Cyber attack*
5. Serious industrial accident – *Human error*
6. Loss of key asset - *Fire*
7. Pandemic – *Enough said*
8. Product recall or service reputation issue – *Negative social media*



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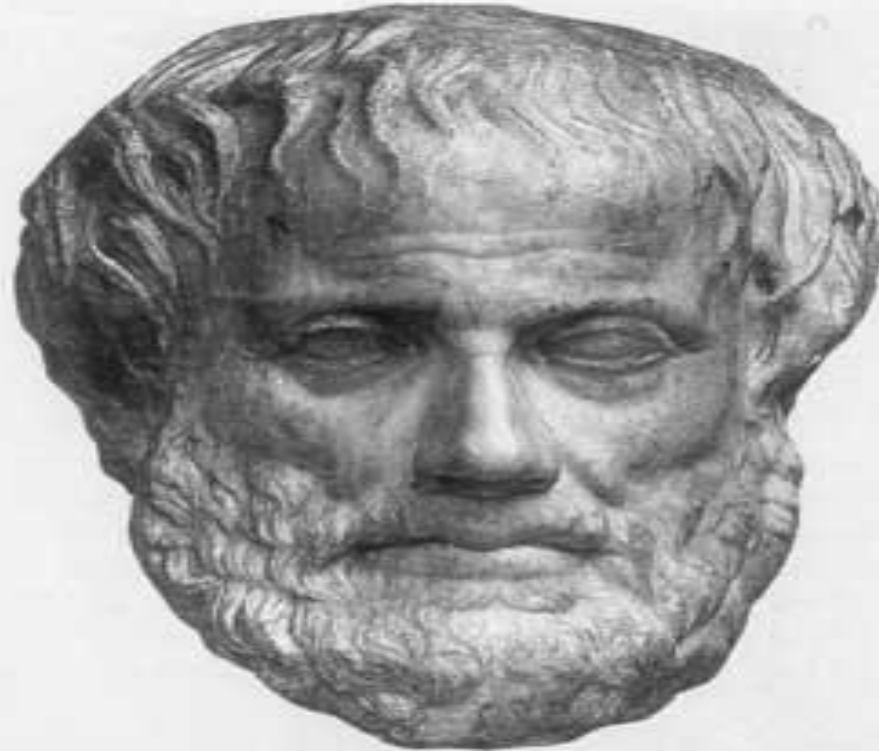






Aristotle

“the one thing we can expect is the unexpected”



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What's the Next Crisis?


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2020 UK Govt Risk Register

Impact (of the reasonable worst case scenario using the impact indicators below)	Level E		7 25†		
	Level D	34*	12 13 29		
	Level C	18 28 33* 36*	14 19 21 26† 27* 38	2 3 6* 15 16 17 20	
	Level B	30	24	35*	4 5 9* 10* 11* 23 32* 37
	Level A		8* 22	31	1
		< 1 in 500	1 to 5 in 500	5 to 25 in 500	25 to 125 in 500
					> 125 in 500
		Likelihood (of the reasonable worst case scenario of the risk occurring in the next year)			

*Risk not plotted in the 2017 NRR | †COVID-19 is not included in the risk matrix and is therefore not included in these risks

Malicious Attacks

1. Attacks on publicly accessible locations
2. Attacks on infrastructure
3. Attacks on transport
4. Cyber attacks
5. Smaller scale CBRN attacks
6. Medium scale CBRN attacks
7. Larger scale CBRN attacks
8. Undermining the democratic process*

Serious and Organised Crime

9. Serious and organised crime – vulnerabilities*
10. Serious and organised crime – prosperity*
11. Serious and organised crime – commodities*

Environmental Hazards

12. Coastal flooding
13. River flooding
14. Surface water flooding
15. Storms
16. Low temperatures
17. Heatwaves
18. Droughts
19. Severe space weather
20. Volcanic eruptions
21. Poor air quality
22. Earthquakes
23. Environmental disasters overseas
24. Wildfires

Human and Animal Health

25. Pandemics†
26. High consequence infectious disease outbreaks†
27. Antimicrobial resistance*
28. Animal diseases

Major Accidents

29. Widespread electricity failures
30. Major transport accidents
31. System failures
32. Commercial failures*
33. Systematic financial crisis*
34. Industrial accidents – nuclear*
35. Industrial accidents – non nuclear*
36. Major fires*

Societal Risks

37. Industrial action
38. Widespread public disorder



Overview of the Crisisboardroom® Kit -

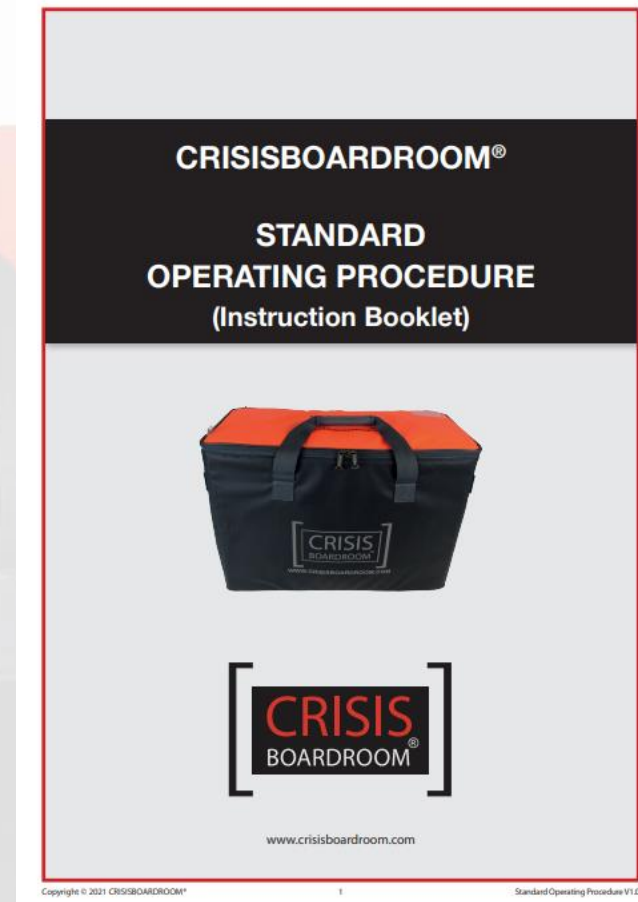
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Crisisboardroom® SOP:

- Full Instructions on how to use the Crisisboardroom® Kit
- Description of the Crisis Command Process
- Stocktake list
- How to order consumable parts of the Kit



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Contents:

Tool Kit

Stationery

Business Recovery Team ID

Press Kit

Site Recovery Team ID

Finance Kit

Investigation Kit

Command Kit

Command Boards

Business Recovery Boards

Site Recovery Boards



Command Kit:

- ID Vests and Badges for Gold and Silver Commanders
- Role cards for concise 'To Do' Lists
- Command Decision Log (discoverable document)
- Stopwatch
- Gold Commander notepad



Press Kit:

- Template Press Holding Statements (1 – 5 for use during first 12 hours)
- Template Internal Colleague Statements (stress the need not to comment or speculate)
- Crisis Communication Guidance document – Do's and Don'ts
- Company Information Sheet Pack
- Black Tie for male spokesperson



Finance Kit:

- Petty cash Book
- Receipts Book
- Accountancy Pad
- Cash box
- Receipts/invoices pack
- Calculator
- Pre-authorized PO Pack



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Investigation Kit:

- Investigation guidance document
- Witness statement pad
- Hazard Tape for cordoning off
- Investigation PPE – overalls, gloves, shoes covers
- Head torch
- Evidence bags



Stationery and ToolKit :

- Stationery:
Blue Tack, Board Marker Pens,
Board Cleaner, Highlighters, Post it
pads, notebooks, Pens, Ruler, etc
- Tool – Empty
Yours to fill with BCP plans, site
diagrams, customer lists, MSDS
Sheets, etc



Crisisboardroom® Boards :

- Quick Start Boards
- First boards out of the Kit



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Crisisboardroom® Boards :

- Quick Start Boards

QUICK START		
GOLD COMMANDER		
Name: _____		
SILVER COMMANDER SITE RECOVERY		
NAME _____ TIME IN _____		
ROLE/BOARDS	NAME	TIME IN
People 2, 2A, 2B		
Site Information 5, 5A, 5B, 5C		
Crisis Response 6, 6A, 6B		
SILVER COMMANDER BUSINESS RECOVERY		
NAME _____ TIME IN _____		
ROLE/BOARDS	NAME	TIME IN
Reputation 3, 3A, 3B, 3C		
Finance 4, 4A, 4B		
HR 7, 7A		
Recovery 8, 8A, 8B, 8C, 8D, 8E		
Start Time	Finish Time	

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EVENT/CRISIS	
Date:	Time:
Room Manager:	
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Version No. _____
Time/Date _____
By Whom _____



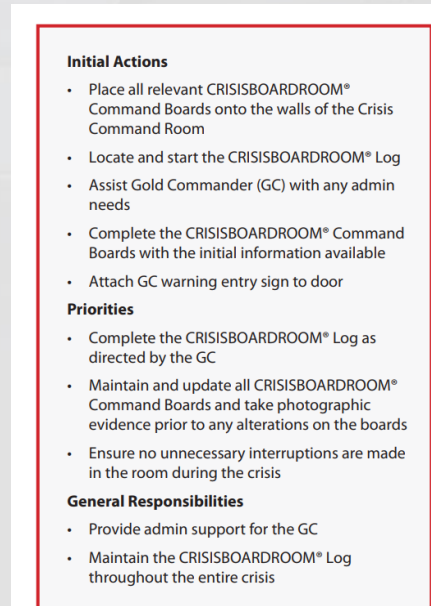
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Crisisboardroom® Boards :


- Command Boards
For Command Summary in Gold
Commanders Room



Crisisboardroom® Boards :

- Command Boards

Board No. 1a PRIOR TO ANY CHANGE TAKE PHOTOGRAPHIC EVIDENCE • UPDATE VERSION CONTROL

ACTION PLAN OVERVIEW  **GOLD**


Priorities	Delegate	Time Issued	Report Time

Notes:

Version No. _____
Time/Date _____
By Whom _____

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Board No. 1 PRIOR TO ANY CHANGE TAKE PHOTOGRAPHIC EVIDENCE • UPDATE VERSION CONTROL

KEY PRIORITIES  **GOLD**

Gold Commander Name: _____

Silver Commander Site Recovery Name: _____ Silver Commander Business Recovery Name: _____

Sets	Specific Area	Liaison	Colour Code	Ranking
	Health & Safety	+		
	Business Reputation			
	Finance			
	Site Damage	+		
	Crisis Response	+		
	Human Resources	+		
	Recovery	+		
	Legal Considerations			

Further Considerations

Media (3d) _____

IT (8e) _____

Corporate _____

Stakeholders _____

Notes:

Version No. _____
Time/Date _____
By Whom _____

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GOLD COMMAND ROOM

KNOCK AND WAIT



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Crisisboardroom® Boards :

- Site Recovery Boards

Contains Site Recovery Boards and Role cards for each member of the Site Recovery Team




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Crisisboardroom® Boards :

- Site Recovery Boards (14)

<h1>SITE RECOVERY TEAM</h1>  <div><p>www.crisisboardroom.com</p></div>

PRIOR TO ANY CHANGE TAKE PHOTOGRAPHIC EVIDENCE • UPDATE VERSION CONTROL				
Board No. 1 - SR				SITE RECOVERY
KEY PRIORITIES				
Board No.	Specific Area	Liaison	Bronze Name	Time In
PEOPLE				
2	Health & Safety	+		
2A	Casualties			
2B	Staff Welfare	+		
SITE INFORMATION				
5	Site Damage			
5A	Site IT	+		
5B	Site Security			
5C	Site Environmental	+		
CRISIS RESPONSE				
6	Crisis Investigation	+		
6A	Emergency Service Contact Details			
6B	Insurance Liaison	+		
Notes:				
		Version No. _____ Time/Date _____ By Whom _____		
www.crisisboardroom.com				



Crisisboardroom® Boards :

- Business Recovery Boards

Contains Site Business Boards and Role cards for each member of the Site Recovery Team



Crisisboardroom® Boards :

- Business Recovery Boards (19)



PRIOR TO ANY CHANGE TAKE PHOTOGRAPHIC EVIDENCE • UPDATE VERSION CONTROL

Board No. 1 - BR

KEY PRIORITIES [CRISIS BOARDROOM] BUSINESS RECOVERY

Board No.	Specific Area	Liaison	Bronze Name	Time In
REPUTATION				
3	Customers			
3	Supply Chain			
3	Communities			
	Media Messages			
FINANCE				
4	Finance - Impacts			
4	Insurance	+		
4	Funding	+		
	HR Staffing	+		
	HR Notes			
RECOVERY				
8	Input (Deliveries)	+		
8	Quality Assurance	+		
8	Output (Shipping)	+		
	Recovery Plan Options	+		
	Recovery Plan	+		
	IT Situation	+		

Notes:

Version No. _____
 Time/Date _____
 By Whom _____

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Fire Crisis in a Residential Housing Block-



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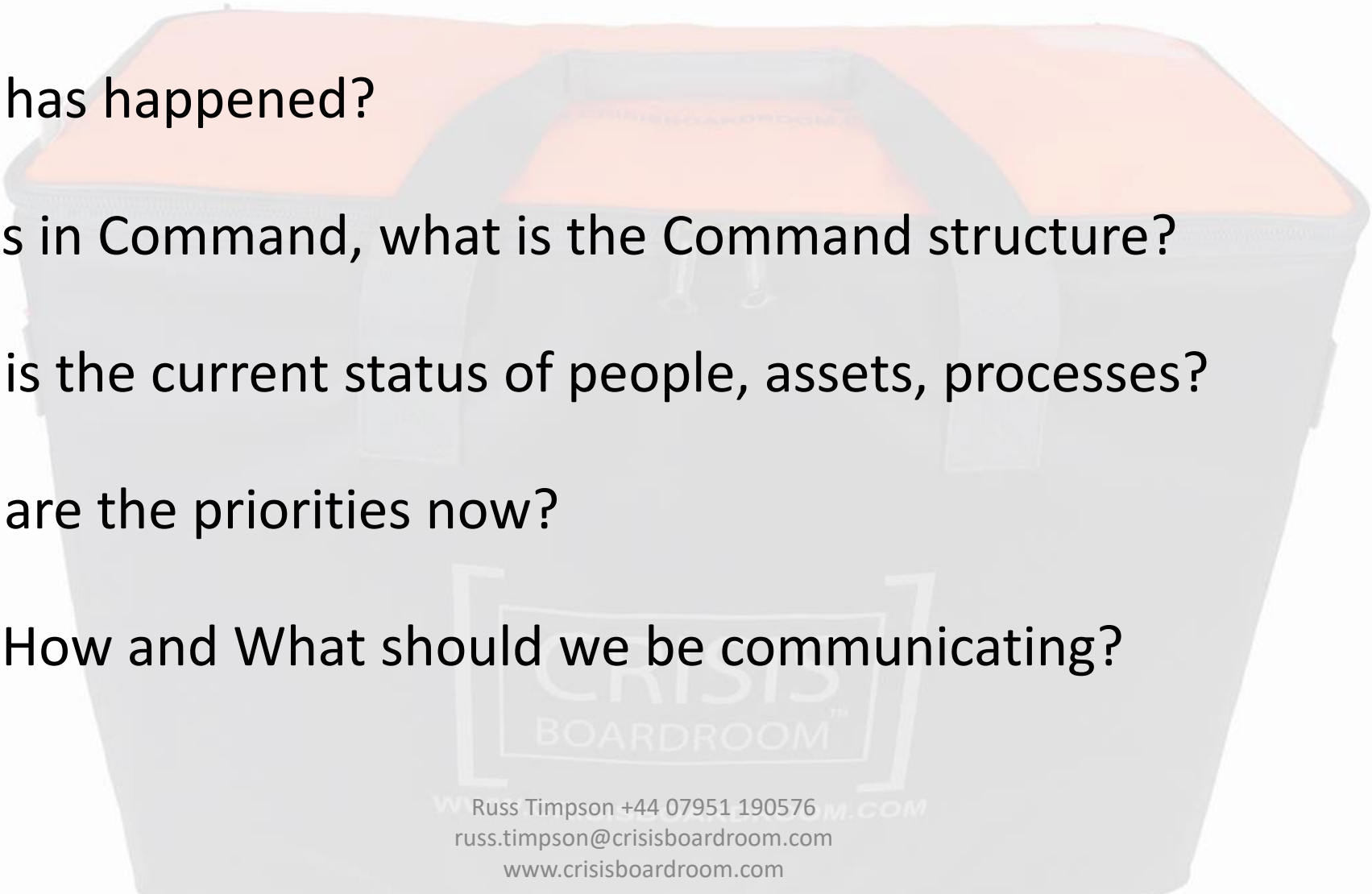


What you Know . . . Golden Hour

- A large fire has occurred at the Tower Block (one of your buildings)
- All occupants have evacuated. There is a degree of panic.
- Fire Brigade are arriving on the site and the area has been cordoned off with no access at this time.
- Complete status of occupants on site is not known
- Local staff have made a brief mobile call to head office explaining that there is “fire and smoke throughout the building – total chaos”
- Radio 5 Live already have a reporter on site with a mobile phone, giving an eye witness account *“Many firefighters are struggling to contain a major blaze at the Tower Block”*

5 Crisis Questions that need Answers – FAST!

- What has happened?
- Who is in Command, what is the Command structure?
- What is the current status of people, assets, processes?
- What are the priorities now?
- Who, How and What should we be communicating?


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What you Know . . . Day 1, the morning after

- A large fire has occurred at the Tower Block (one of your buildings)
- Several occupants unaccounted for, assumed missing
- Fire has been extinguished, however extensive damage.
70+ tons of firefighting water in the building. Smoke and heat damage.
- Denial of return to homes for all occupants (min 3 months for 50% of flats)
- Local staff confronted with angry residents demanding action
- Very adverse negative press and media, social media drawing parallels with Grenfell



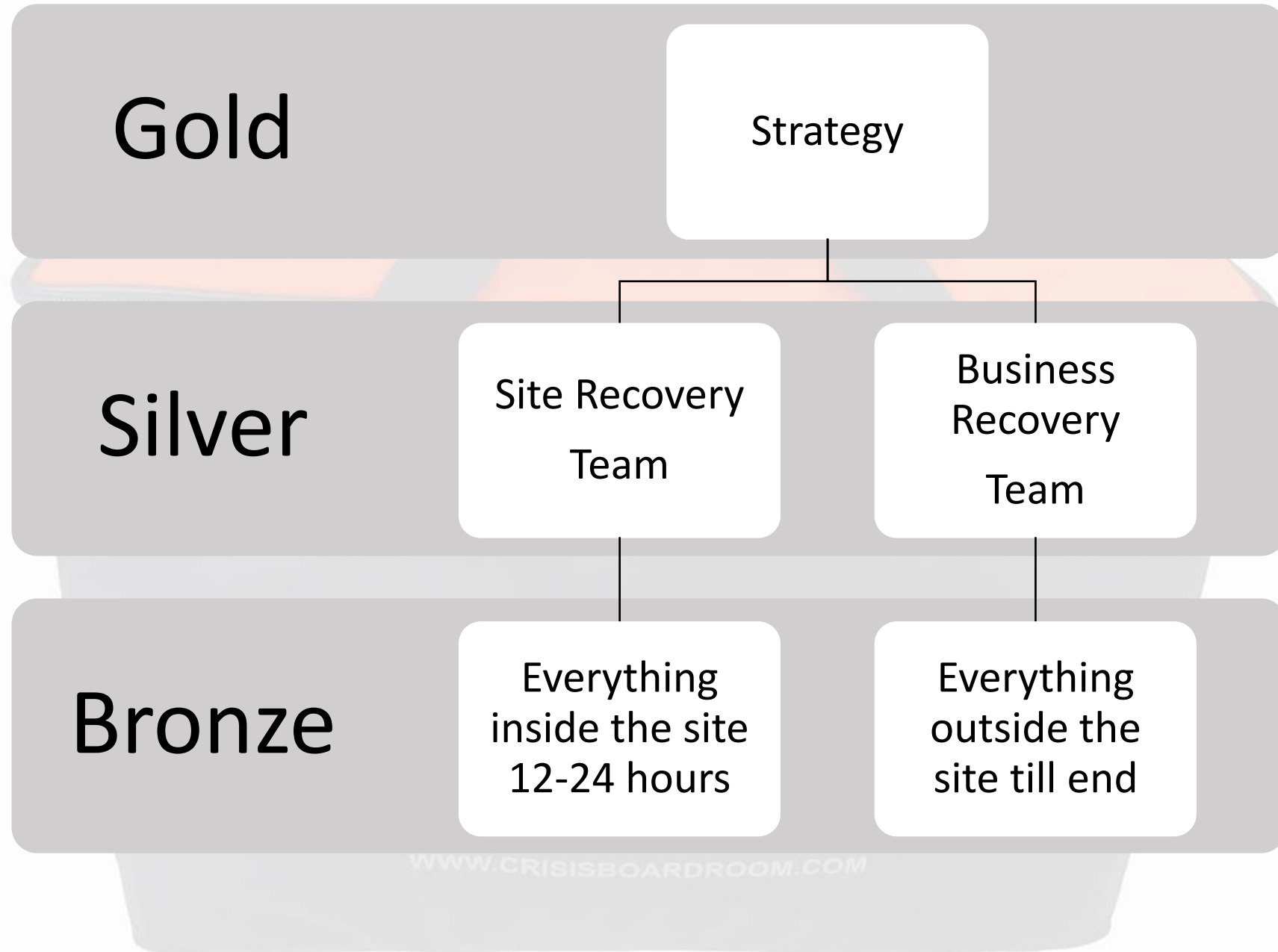
REWARD



CR
BOARD
WWW.CRISISBOA

How it Works

- Following the declaration of a crisis, the first person to arrive opens the CRISISBOARDROOM kit and displays Command Boards in a suitable location
- Start CRISISBOARDROOM log
- Best available information at the time is entered onto the boards for inspection as other team members arrive
- Checklists and team roles are distributed and response starts immediately as 'first actions' are clearly detailed
- Initial Press Release template is populated with information and made available for circulation
- CRISISBOARDROOM kit tool and accessories are unpacked and deployed





QUICK START PRIORITIES

- Keep our people safe
- Ensure all our people are cared for
- Where we can
- All actions
- Gain/enhance reputation
- Communicate with all
- Elements of truth only
- The new reality
- Teams welfare needs met
- Supply



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QUICK START

GOLD COMMANDER

Name: _____

SILVER COMMANDER SITE RECOVERY

NAME _____ TIME IN _____

ROLE/BOARDS	NAME	TIME IN
People 2, 2a, 2b		
Site Information 5, 5a, 5b, 5c		
Crisis Response 6, 6a, 6b		

SILVER COMMANDER BUSINESS RECOVERY

NAME _____ TIME IN _____

ROLE/BOARDS	NAME	TIME IN
Reputation 3, 3a, 3b, 3c		
Finance 4, 4a, 4b		
HR 7, 7a		
Recovery 8, 8a, 8b, 8c, 8d, 8e		

Start Time _____ Finish Time _____



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EVENT/CRISIS



Date: _____ Time: _____

Room Manager: _____

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Version No:

Issue Date:

By Whom:

Hi Russ

I carry this kit in the back of my vehicle, the case is easy to move around on its wheels.

I utilised the crib sheet for an emergency where we had a ground floor water flood to our XXXX office, this was a small emergency and involved a small limited response team.

I also used the crib sheet in advance of running a full emergency response team meeting to deal with the current pandemic at a meeting at our head office in XXXXX, the information supplied in the kit allowed me to be fully prepped in advance of the meeting, not being an expert myself at dealing with disasters, it was a great help in making sure that I covered all aspects that I needed to cover within the meeting.

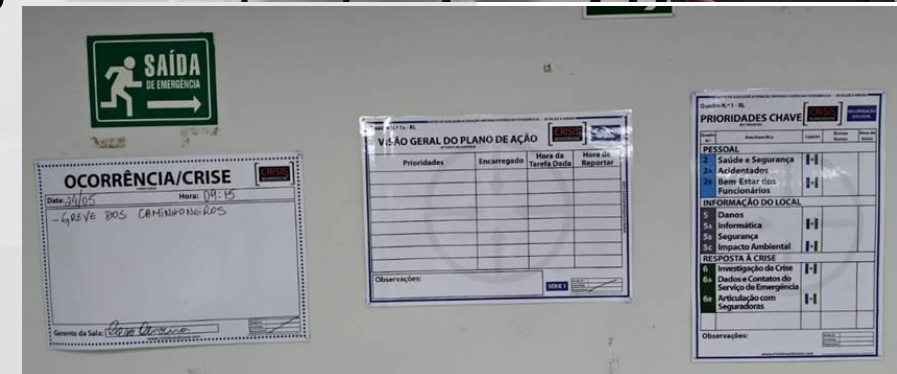
Yes happy for you to quote me.

Thanks
Rowland

Case study

Brazilian Truck Driver's Strike, June 2018

- 4 sites impacted and BCPs activated.
- Crisisboardroom resources were used.
- Crisis was escalated through local, ABO and CAMP structures.
- Strong communication resulted in:
 - 187 Air Shipments being moved during strike.
 - 87 Ocean Shipments moved within 5 days.
 - 333 outbound invoices were collected within 2 days.



Webinar Delegate Offer –

Use the following discount code on the Openhouse website to claim a discount on your purchase of a Crisisboardroom® Kit. Valid till end of February 2021

FIRECO10





Tall Building Fire Safety Management Course

- Courses has been running since 2013
- Recognised by the Institution of Fire Engineers
- Over 350 people have been through the programme
- 5 days of intensive tuition from expert instructors
- The course is accredited with Skills for Justice
- Most 'recognisable' Tall Buildings in London send managers on the course
- Next 'on line' course starts this month 22nd February 2021

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Questions?

Or if you would like to discuss your Crisis Response needs please contact me

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