



NEW DIRECTIONS IN CRISIS MANAGEMENT AND MEDIA RESPONSE

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For CSAC-EIA

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Workshop Topics

Strategic Response

Media relations “What to Expect”

Simulation

- *Police Activity*
- *School Activity*

News Headlines Drive Emotions

- *Video shows police cornering mentally ill man and fatally shooting him: 'This was an execution'*
- *San Bernardino County Sheriff's Deputy Accused of Having Sex With Teen Girl in Explorer Program*
- *Millbrae teacher arrested for inappropriate relationship with teen girl*
- *Los Altos H.S. Teacher Accused Of Having Sexual Relationship With Student, 15*

Strategic Response

- Major crisis (events) impacts communities, businesses, and the public
- The Key is to have a framework in place to manage these events from a strategic approach
- Management of significant events is complex – resources need to be in place to ensure task or task related needs are achieved

Strategic Application

Command	Command - Establish a strong leadership presence
Contain	Contain - Isolate the problem – protecting people, property
Control	Control - Managing the event, response. Communications and containment
Coordinate	Coordinate - Ensure goals/objectives are established. Everyone works together
Communicate	Communicate - Share information and work toward accomplishing the goals
Critique	Critique - Review the response and management

Situation Assessment

- The most important component of the initial response
 - *Facts of the event*
 - *Constant updates*

The Need for Skilled Crisis Leaders

- Acute threats; natural and human-caused
- A crisis causes dramatic systems change
- There are differences between management and leadership
- A crisis will affect multiple systems; there is a need to manage conflicting goals, values, and responsibilities

Essential Leadership Skill Set

- Collaborative leadership
- Systems thinking
- Creativity
- Emotional intelligence
- Risk communication
- Influence and negotiation
- Conflict management

Leadership is Complex

- No one is given a set of directions or a plan
- Failure is not an option
- Leaders take into account the totality of systems
- Leaders are held accountable for outcomes
- People are both predictable and unpredictable
- Leadership skills must be honed and sharpened
- Leadership exists at all levels of an organization

Are you ready?

In a crisis situation, you will react as you are organized and trained.

Knowing what to do can be the difference between chaos and calm, or even life and death.

Your Crisis Response Plan: The Effective Elements

A representative set of planning scenarios.

- It's essential to create a set of crisis scenarios that serve to guide planning.

A flexible set of response modules.

- Leaders should be able to pull combinations of pre-set response "modules" off the shelf.

A plan that matches response modules to scenarios.

- This is the core plan that links each of the planning scenarios to the response modules that will be immediately activated. For example, a "shooter on site" event triggers an immediate facility lockdown plus a police response plus preset communication protocols to convene the crisis-response team and warn staff.

A designated chain of command.

- One finding of research on crisis response is that decentralized organizations, which are so good at helping promote innovation in normal times, prove to be woefully inadequate in times of crisis.

Preset activation protocols.

- Preset signals for activating and coordinating the various response modules in the event of a crisis situation. There have to be clear triggers to move the organization from "normal" to "war-fighting" mode as well as to activate specific response modules. There also have to be "all clear" signals that shift the organization back to its normal operating mode.

Clear communication channels.

- Easily activated channels for reaching people on site and outside.

Regular simulation exercises.

- The best plans are worthless if they exist only on paper. There needs to be regular, at least biannual, exercises conducted by the crisis response team, and regular testing of channels, inventorying of resources, and the like.
- These tests should be done regularly, but not scheduled in order to test speed of response.

Disciplined post-event review.

- Each crisis provides an opportunity for organizational learning to occur and plans to be revised. But this learning only occurs if the mechanisms are in place to make it happen. A post-crisis review should be conducted by the crisis response team after each significant event. The guiding questions should be: What went well and what went poorly? What are the key lessons learned? What changes do we need to make to our organization, procedures, and support resources?

