

# CALM CRISIS MANAGEMENT:

What to do before, during, and after a crisis

(2 day course with 2,874 PowerPoint slides)



Happier  
horizons

## HOW DOES THIS COURSE HELP YOU PREPARE FOR, MANAGE, AND GAIN FROM A CRISIS?

In this course, you will learn preventative measures such as how to quickly identify crises, choose a crisis management team, carry out a crisis audit and a risk matrix, make a 15-section crisis management plan (while using a flexible attitude), and conduct regular online monitoring. To help you during a crisis, you will learn the typical emotional responses people experience in crises, how to manage such emotional responses (especially with diaphragmatic breathing), how to hammer home 2-3 main points with a practiced media presentation, anticipate the media's questions, create answers for their anticipated questions, and practice staying in control in a Media Q&A session. You will be in a better position after a crisis because you will have learnt to use both a Crisis Aftermath Checklist and an 8-step investigation technique and seen the importance of prioritising NESTS and safety, getting legal/medical/mental help, doing pleasurable things, and using routines. Your understanding of the crisis management material presented will be substantially enhanced with in-depth discussions of 21 crisis management Case Studies and participation in 1 Bad Crisis Management Leadership Decision. Your skills will be tested practically in 3 Crisis Simulation Exercises, 1 Media Crisis Simulation Exercise, and 1 Crisis Aftermath Simulation Exercise.

## 15 COURSE OUTCOMES:

By the end of this 2-day course you will:

- Have participated in 3 Crisis Simulations, 1 Media Crisis Simulation, and 1 Crisis Aftermath Simulation Exercise
- Have discussed in depth 21 crisis management Case Studies
- Have participated in a Bad Crisis Management Leadership Decision and learnt from it
- Know the types, characteristics, and definitions of crises and the importance of crisis management training
- Have learnt how to carry out a crisis audit and participated in a risk matrix exercise
- Have learnt how to make a 15-section crisis management plan (while using a flexible attitude)
- Have learnt the need for regular online monitoring and quick crisis identification
- Know the most common emotions people experience in crises and why it is important to stay calm in a crisis
- Have learnt how to do (and the benefits of) diaphragmatic breathing and been provided a breathing routine
- Discussed responding to the media quickly, hammering home 2-3 main points, practicing a media presentation, anticipating the media's questions, creating answers for their anticipated questions, staying in control when communicating with the media, and practiced staying in control in a Media Q&A session
- Have learnt not to use psychological debriefing, but offer counseling only for those employees who want it
- Discussed Crisis Aftermath Checklists and what information should be documented after a crisis
- Have learnt an 8-step investigation technique and the need for someone trained in investigation techniques
- Learnt to prioritise NESTS and safety; get legal, medical, and mental help; do enjoyable things; and use routines
- Know the personal characteristics (e.g., poise, creativity) you need in a crisis and measured your levels

## 21 CASE STUDIES --- AND --- 15-SECTION CRISIS MANAGEMENT PLAN:

### 21 CASE STUDIES:

1. 2022 Auckland Airport crisis
2. 1982 Tylenol crisis
3. 2022 Tesla power windows crisis
4. 2022 Aged care nursing crisis
5. 2022 Ukraine war crisis
6. 2022 Air New Zealand crisis
7. 2022 Investment banking crisis
8. 2022 Scaffolding crisis
9. 2018 Trench box crisis
10. 2021 Nail gun crisis
11. 2021 Warehouse crisis
12. 2022 Human trafficking crisis
13. 2013 Trincity Industrial Estate crisis
14. 2021 Unleaded fuel ingestion crisis
15. 2010 BP Deepwater Horizon crisis
16. 1973 Oil crisis
17. 2022 Opec+ oil crisis
18. 1993 Pepsi crisis
19. 2014 General Motors crisis
20. 2022 Riddle and Brantley law firm crisis
21. 2007 JetBlue crisis

### 15-SECTION CRISIS MANAGEMENT PLAN:

1. CMP book
2. Organisation of the CMP book
3. Preamble of CMP book
4. Activation protocol
5. Details
6. Emergency Operations Center
7. Crisis management team
8. Job descriptions
9. Supplemental teams
10. Alternate team members
11. Procedures for each scenario
12. Spokespeople
13. Stakeholders
14. Critical incident sum-up
15. Mental health experts

**DAY 1****9:00AM - 9:40AM****SESSION 1: WHY CRISIS MANAGEMENT TRAINING IS ESSENTIAL**

- 13 mins - Was this a crisis? *(Case Study 1: 2022 Auckland International Airport crisis)*
- 7 mins - Some industries take crisis management very seriously
- 12 mins - Why crisis management training is essential *(Case Study 2: 1982 Tylenol crisis)*
- 3 mins - Course overview
- 1 mins - Logistical information
- 4 mins - 5 + 1 questions

**9:40AM - 10:50AM****SESSION 2: WHAT IS A CRISIS AND CRISIS MANAGEMENT?**

- 13 mins - What is crisis management? *(Case Study 3: 2022 Tesla power windows crisis)*
- 30 mins - What is a crisis? *(Case Study 4: 2022 Aged care nursing crisis) (Case Study 5: 2022 Ukraine war crisis)*
- 8 mins - Types of crises *(Case Study 6: 2022 Air New Zealand crisis)*
- 8 mins - Crisis characteristics *(Case Study 7: 2022 Investment banking crisis)*
- 11 mins - Which definition of a crisis do you prefer?

**10:50AM - 11:10AM****Break****11:10AM - 11:50AM****SESSION 3: LEARN FROM CONSTRUCTION INDUSTRY CRISES**

- 8 mins - Are construction industry crises as certain as sunrises? *(Case Study 8: 2022 Scaffolding crisis)*
- 23 mins - The 3 ironies of construction crisis management *(Case Study 9: 2018 Trench box crisis) (Case Study 10: 2021 Nail gun crisis)*
- 9 mins - The construction industry needs more courage

**11:50AM - 1:00PM****SESSION 4: EMOTIONS IN CRISES**

- 11 mins - What is a crisis like emotionally?
- 17 mins - Emotional reactions to the September 11, 2001 terrorist attacks
- 3 mins - The importance of staying calm in a crisis
- 27 mins - Staying calm when landing gear falls off your plane
- 12 mins - Emotional reactions to the August 17, 2017 Barcelona La Rambla van attack

**1:00PM - 2:00PM****Lunch****2:00PM - 3:00PM****SESSION 5: LEARN FROM SECURITY INDUSTRY CRISES**

- 22 mins - Complacency leads to crises *(Case Study 11: 2021 Warehouse crisis) (Case Study 12: 2022 Human trafficking crisis)*
- 12 mins - Four things security teams should do to prepare for a crisis
- 11 mins - There is a cost associated with preventing/reducing crises *(Case Study 13: 2013 Trincity Industrial Estate crisis)*
- 15 mins - Emphasise self-protection

**3:00PM - 3:40PM****SESSION 6: HOW TO MANAGE EMOTIONS IN CRISES**

- 8 mins - Breathing test
- 13 mins - Diaphragmatic breathing in a chair
- 10 mins - Evidence diaphragmatic breathing works
- 9 mins - Diaphragmatic breathing on your back

**3:40PM - 4:00PM****Break****4:00PM - 4:50PM****SESSION 7: LEARN FROM PETROLEUM INDUSTRY CRISES**

- 13 mins - Stay on top of simple criticism *(Case Study 14: 2021 Unleaded fuel ingestion crisis)*
- 13 mins - Celebrate your mistakes *(Case Study 15: 2010 BP Deepwater Horizon crisis)*
- 24 mins - Detect crises as soon as possible *(Case Study 16: 1973 Oil crisis) (Case Study 17: 2022 Opec+ oil crisis)*

**4:50PM - 5:00PM****SESSION 8: THE THREE KEYS TO CRISIS MANAGEMENT**

- 3 mins - 4 questions
- 7 mins - 10-item quiz

**DAY 2****9:00AM - 9:50AM****SESSION 1: SIMULATION EXERCISE 1 (1989 NEWCASTLE EARTHQUAKE)**

- 22 mins - Simulation Exercise 1
- 4 mins - What did you learn from the exercise?
- 4 mins - Don't end up in the Memorial To Heroic Self Sacrifice at London's Postman's Park
- 3 mins - 60 seconds of diaphragmatic breathing
- 9 mins - What was the 1989 Newcastle earthquake crisis really like?
- 8 mins - Would the 3-step crisis response process have helped you in the simulation exercise?

**9:50AM - 11:20AM****SESSION 2: CREATE AN EFFECTIVE 15-SECTION CRISIS PLAN**

- 7 mins - Do you recommend the "You alright bro?" managerial technique?
- 6 mins - Learn from Charanpreet Dhaliwal and make good leadership decisions
- 17 mins - Conduct several crisis audits
- 15 mins - Prioritise your risks with a risk matrix
- 18 mins - Choose a crisis management team
- 4 mins - All employees have a role in a crisis
- 18 mins - Create a 15-section crisis management plan
- 5 mins - Use a flexibility crisis management plan philosophy

**11:20AM - 11:40AM****Break****11:40AM - 1:00PM****SESSION 3: SIMULATION EXERCISE 2 (2022 KANJURUHAN STADIUM CRISIS)**

- 10 mins - Design a crisis audit interview for a hospitality company
- 17 mins - Conduct a crisis audit interview for a hospitality company
- 4 mins - Create a risk matrix for a hospitality company
- 16 mins - Simulation Exercise 2
- 5 mins - What did you learn from the exercise?
- 3 mins - 60 seconds of diaphragmatic breathing
- 7 mins - What was the 2022 Kanjuruhan Stadium crisis really like?
- 18 mins - Don't use debriefing (offer psychological support later on if desired)

**1:00PM - 2:00PM****Lunch****2:00PM - 3:00PM****SESSION 4: HOW TO USE THE MEDIA TO YOUR ADVANTAGE IN A CRISIS**

- 8 mins - Respond to the media quickly (*Case Study 18: 1993 Pepsi crisis*)
- 9 mins - Exercise: Hammer home 2-3 main points (*Case Study 19: 2014 General Motors crisis*)
- 9 mins - Exercise: Anticipate the media's questions before the media presentation (*Case Study 20: 2022 Riddle and Brantley crisis*)
- 8 mins - Exercise: Practice your answers for the anticipated media questions
- 26 mins - Stay in control when talking with the media and Media Crisis Simulation Exercise (*Case Study 21: 2007 JetBlue crisis*)

**3:00PM - 3:20PM****SESSION 5: MANAGE YOUR COMPANY AND STAFF CRISIS AFTERMATH EFFECTIVELY**

- 6 mins - Document
- 3 mins - Investigate
- 2 mins - Share what you've learned
- 2 mins - Re-evaluate business strategies
- 4 mins - Personally recover from the crisis
- 3 mins - Support and encourage your staff

**3:20PM - 3:40PM****Break****3:40PM - 4:40PM****SESSION 6: SIMULATION EXERCISE 3 (MULTIPLE CRISES: CYBERATTACK AND EXPLOSION)**

- 27 mins - Simulation Exercise 3
- 17 mins - Media Crisis Simulation Exercise (5-minute preparation, 5-minute presentation, 5-minute Q&A)
- 7 mins - Crisis Aftermath Simulation Exercise
- 5 mins - What did you learn from the 3 simulation exercises?
- 4 mins - 60 seconds of diaphragmatic breathing

**4:40PM - 5:00PM****SESSION 7: BE A MORE EFFECTIVE LEADER IN A CRISIS**

- 5 mins - Ideal personal characteristics of people in a crisis
- 3 mins - Leaders need poise in a crisis
- 3 mins - Leaders need creativity in a crisis
- 3 mins - 5 sum-up questions
- 6 mins - 7-item Crisis Management Quiz