



# Firestorm and Black Swan Solutions Presents: Crisis Management: Tools for the 21<sup>st</sup> Century

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# Crisis Management: Tools for the 21<sup>st</sup> Century

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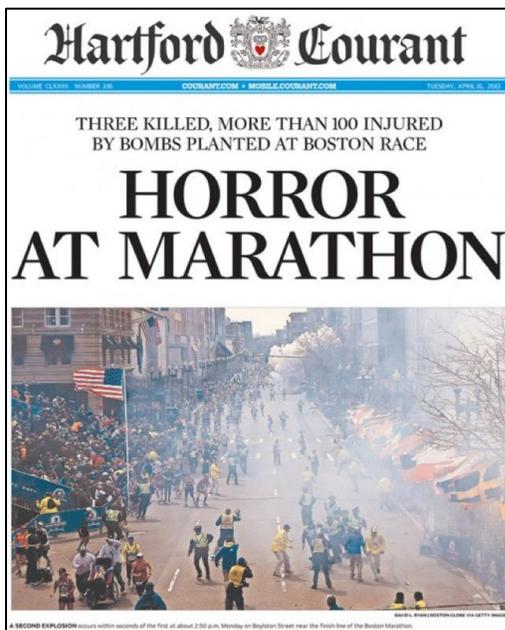
The webinar "Crisis Management: Tools for the 21<sup>st</sup> Century?" was presented by Jim Satterfield, President, COO and Co-Founder of Firestorm and Michelle Colosimo, Black Swan Solutions Director.

*Every crisis is a human crisis.*

*-Jim Satterfield  
Firestorm President*

## These lessons learned from bad things happening...

### Personal Bad Things



*It's not a matter  
of if a bad thing is  
going to happen,  
but a matter of  
when.*

*-Michelle Colosimo  
Black Swan Solutions  
Director*

Crises do not occur at the most convenient times. You must:

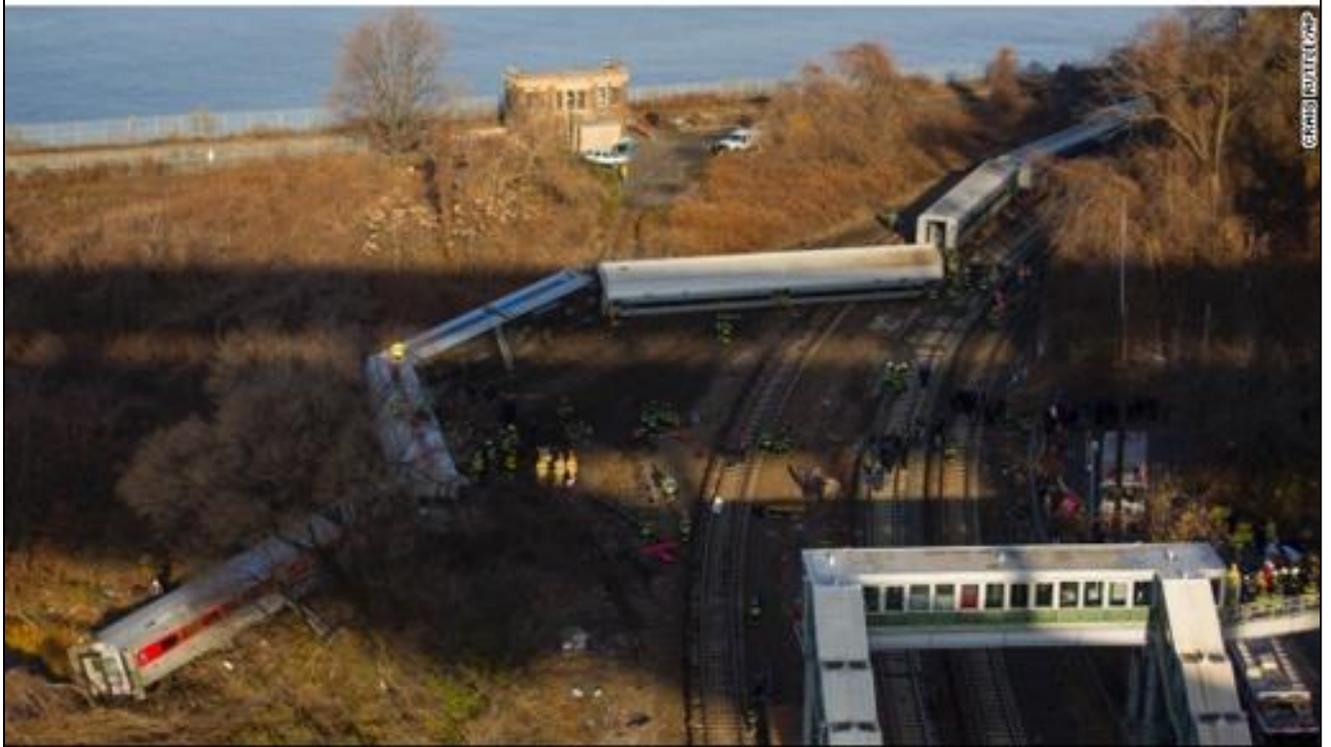
- Be aware of your surroundings
- Be cautious when in large crowds
- Understand emergency procedures can be a lifesaver
- Communicate effectively; which becomes very critical in crisis situations

### Transportation Bad Things

## **New York derailment kills 4, hurts dozens**

By **Eden Pontz, Catherine E. Shoichet and AnneClaire Stapleton, CNN**

updated 9:03 PM EST, Sun December 1, 2013



## On-the-job Bad Things



***“No matter where you work, or what security you have in place, there’s potential for something bad to happen.”***

*-Michelle Colosimo  
Black Swan Solutions Director*

### Objectives of Crisis Response Management (CRM) Planning:

- Identify procedures that will allow an organization to **promptly** recover from a business interruption.
- Increase the likelihood of continued operations in the face of foreseeable and unanticipated emergencies.
- Present procedures as organized **common sense**.
  - Plans must be understood by **every** employee.

## CRM Planning Process

- Anticipate
- Respond
- Manage
- Recover
- Evaluate
  - What worked, what didn't?
  - Update plan

*“Almost everything  
you learn initially in  
a crisis is wrong.”*

*-Jim Satterfield  
Firestorm President*

## Lessons we have learned from real-life bad things:

- Natural disasters
- Criminal acts
- Cyber breach
- Man-made crises
- Technology failure
- Public health concerns
- Image and reputation damage

## In crisis management practice, few absolutes except:

- No two crises are alike
- A plan is not a recipe
- Every crisis response begins with chaos
- A plan assists with quickly moving from chaos to control

## Crisis Lessons Learned - #1:

*Transition from reactive crisis management planning to proactive continuity  
planning*

## Only *four choices* in risk mitigation planning:

- Risk *acceptance*
- Risk *avoidance*
- Risk *transfer*
- Risk *reduction*

## Crisis Lessons Learned - #2:

### *Continuity is all about redundancy*

#### Redundancy = back-up for:

- Facilities/equipment
- Systems
- People
  - In some crisis situations, your employees will be first responders. If it is a regional crisis, help may be delayed.

*“Family trumps  
work – anytime.”*

*-Michelle Colosimo  
Black Swan Solutions  
Director*

## Crisis Lessons Learned - #3:

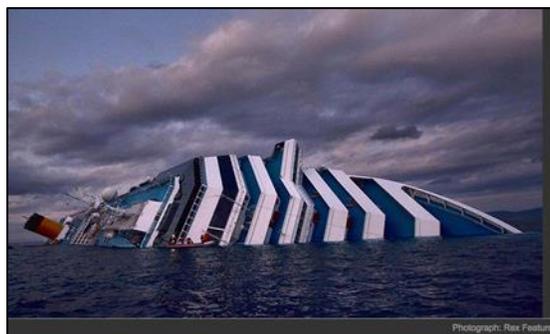
### *Build organic resilience*

#### Anticipate crisis reactions:

- Surprise
- Exposure recognition
- Confusion
- Urgency

### Costa Concordia

1. Surprise - People could not believe the ship was sinking.
2. Exposure – People were jumping into the water from the ship; realizing there were not enough lifeboats.
3. Confusion – There was no organized rescue available.
4. Urgency – Emergency responders *“We need to do something now because people are dying.”*



#### **Crisis Lessons Learned - #4:**

##### ***Plan for most likely crises and be careful about under or over planning***

- You must identify the most likely risks with the greatest potential impact.

$$\text{Risk} = \text{Probability} \times \text{Impact}$$

- The first step in the BCP process is identifying the most likely risks and any current mitigation.
- You cannot develop a plan until you know what you are planning for (anticipation); as well as your organizations strengths and limitations.

#### **Crisis Lessons Learned- #5:**

##### ***Understand disaster behavior***

Disaster behavior of survivors:

- 20% will step up and take action
- 20% will become paralyzed
- 60% will wait for leadership

**Disaster behavior can be influenced by planning and practice.**

*A "mental picture" of escape action can increase the chances of surviving a disaster.*

#### **Crisis Lessons Learned- #6:**

##### ***Family comes first; make sure to have bench strength in your key roles***

#### **Crisis Lessons Learned- #7:**

##### ***No substitute for evacuation, shelter-in-place and lockdown rehearsal***

In a crisis situation, the first instinct for people will almost always be to exit the facility the same way they entered.

A fire drill is one thing; the situation is completely different if it is violent. You must perform a test exercise annually.

**Protective action choices:**

- Run
- Hide
- Fight

### Crisis Lessons Learned- #8:

#### *Avoid magical thinking*

- **Magical thinking includes:**
  - Nothing serious will ever happen to us...
    - Ignoring the likelihood of a crisis occurring
  - Been there, done that...
    - Crisis response arrogance
  - We are a really smart group...
    - People behave very differently when a crisis occurs
  - We'll figure it out when it happens...

*“Now with social media, as soon as the event happens, it’s out.”*

*-Michelle Colosimo  
Black Swan Solutions  
Director*

### Crisis Lessons Learned- #9:

#### *When in doubt, respond!*

- **Respond**
  - Generally people will remain calm; people can become paralyzed
  - The majority of people in a crisis will look for leadership
  - When the alarm sounds, it is an **immediate** call to action

### Crisis Lessons Learned- #10:

#### *A massive number of inquiries will overwhelm internal resources*

### Crisis Lessons Learned- #11:

#### *Knowledge is the best weapon against fear and confusion*

- **Post-crisis reactions:**
  - Survivors, survivor family members and victim family members will feel isolated and out of control.

- Research clearly indicates that what they want most after a crisis is information – *but not from the media.*
- Protect the family members whose loved ones are involved in the crisis.
  - Identify **now** who your stakeholders are, both internally and externally. Know how to communicate with them.

### **Crisis Lessons Learned- #12:**

#### ***Have a communication tool***

Know when to use your communication tools – from mass notification systems to call centers. You must have tools in place to get information out quickly; especially due to social media.

Malaysia Airlines sent a mass text to family members stating: *“Malaysia Airlines deeply regrets that we have to assume that beyond any reasonable doubt that MH 370 has been lost and none on board survived.”*

If you got that text, how would you feel? Again, **know** when to use your communication tools.

When a crisis occurs, nothing has more impact than a real person providing a personal touch to those individuals.

***“Bottom line: you can’t send a death or an injury notification by text.”***

*-Michelle Colosimo  
Black Swan Solutions Director*

### **Crisis Lessons Learned- #13:**

#### ***Social media is replacing broadcast media***

- Crisis media relations: Impact of social media
- You must get information out more quickly; you don’t have time to wait
- US Airways 1549, “Miracle on the Hudson”
  - One of the passengers standing on the plane’s wing was being interviewed by Matt Lauer



- **Threat – Social media attack**

- A customer measured a “foot long sandwich” and noticed it was not actually a foot long.
- Where is a foot-long sub not a foot long?
- Subway’s response to foot-long crisis: Name “*not intended to be a measurement of length.*”

***Hope for the best, prepare for the worst, and be prepared to be surprised!***

- **Hope, but plan:**

- No two crises are alike
- Remember Murphy’s Law – *if something bad is going to happen; it will*

- **Crisis management planning has a process:**

- Anticipate
- Respond
- Manage
- Recover
- Evaluate

- **Remember, to get from chaos to control, we need an effective plan, because, sometimes...**

***Bad things happen!***

## Advantages of having someone on the outside help you handle a crisis:

Internally, people want to help and be supportive before, during and after a crisis. People who are involved, however, are personally impacted by the events. Even if they were not necessarily hurt or injured, they are tied to that organization.

When organizations use their own internal resources to respond to crises, people do not come back to work because it creates a secondary trauma. You want to protect your employees, you want to help and support them. You want to make sure you have people who are trained and have expertise to be able to help employees and the situation.

Companies like Black Swan have the ability to respond instantly and give support to organizations in need. They ensure you get your organization's message relayed to the public and stakeholders.

## Firestorm and Black Swan Solutions Virtual Exercise:

This national exercise will allow you and your team to meet around a conference table and learn how other organizations respond to crises.

The date and time of the Virtual exercise will be posted to the [Firestorm website](#), and all attendees will receive an invitation to register their teams. [For any comments or questions, please contact Karen Masullo.](#)

Firestorm also encourages you to learn more about Black Swan Solutions by visiting [blackswancrisissolutions.com](http://blackswancrisissolutions.com) or contacting Michelle directly at 888-723-2466

## Next Steps

Do you want to know what will happen tomorrow?

Can you afford not to know?

Contact Firestorm to learn how to:

**Align** your plans to best practices

**Create** your own *Intelligence Network*

**Schedule** *CRISIS COACH*® training

Attend any of our other webinars by [registering here](#).

View previous Webinars on our [YouTube Channel](#).

### LET US HELP YOU IDENTIFY THREATS BEFORE A CRISIS OCCURS

-  Risk of Harm
-  Compliance/Legal Risk
-  Operating Risk
-  Reputation Risk

[Download a Brief](#) from previous sessions.

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### **Thanks to Black Swan Solutions**

888-723-2466  
Blackswancrisissolutions.com

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### **No-Fee Self-Assessment**

Receive a no-fee, Self-Assessment & Expert Analysis (\$2,500 value).  
Link: <http://www.firestorm.com/engage-us/contact-firestorm>

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### **Contact Us**

[www.firestorm.com](http://www.firestorm.com) | (800) 321-2219 | 1000 Holcomb Woods Parkway Suite 130 Roswell, GA  
USA 30076