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PRESENTATION ON

Crisis Management

Definition

- A crisis is defined as an event that by its nature or its consequences:
 - constitutes a threat to vital national interests or to the essential needs of the population;
 - -prompts rapid decision making;
 - demands coordination between different departments and organisms

Key features of a Crisis

- Low probability
- High impact
- Uncertain/ambiguous causes and effects

Common features of a crisis:

- The situation materialises unexpectedly
- Decisions are required urgently
- Time is short
- Specific threats are identified
- Urgent demands for information are received
- There is sense of loss of control
- Pressures build over time
- Routine business become increasingly difficult
- Demands are made to identify someone to blame
- Outsiders take an unaccustomed interest
- *Reputation suffers*
- *Communications are increasingly difficult to manage*

Crisis Management

Crisis Management :

prevents a crisis from becoming a catastrophe.

Crisis management can be defined as a system or methodology of solving crisis situations. We can be sure that the actual crisis situation will differ from our expectation.

A crisis is like a virus, the effects can be sudden , insidious, infectious and extremely dangerous...

Problem characterization

Crisis management is a very complex and not easily predictable process. The problem can be explicated in three claims:

- Nobody knows when a crisis event will happen.
- The scenario of a crisis/emergency event can be expected and prepared for but the real situation will change it.
- Our knowledge of a crisis/emergency event solution is developed step-by-step and hour-by-hour and its "current version" has to be utilized continuously in the crisis event solution.

Purpose of crisis management:

- Prevention
- Survival
- Successful outcomes

Three criteria of success:

- Has organisational capacity been restored?
- Have losses been minimised?
- Have lessons been learned?

Crisis Planning:

- Assess risks
- Produce plans
- Define roles and responsibilities
- Appoint crisis management team
- Draw up communication plan
- Produce contact and organisation chart
- Promote crisis-ready culture
- Publish plans and conduct training
- *Test, review and practise*

PRE-CRISIS ACTIONS AND PREPARATIONS

- Crisis is no time to find yourself on a learning curve. Community measures and Emergency procedures are essential;
- *Planning requires that crisis can occur at any time*. *Nine out of ten crisis occur when you are asleep, probably after a late night or at a week-end!*

PRE-CRISIS ACTIONS AND PREPARATIONS

- **Pre-crisis actions costs are often** (but not always) **a tiny fraction of the losses** that are typically incurred by crisis for which there has been inadequate preparation;
- It is very easy to **underestimate** the **damage** a crisis can do and the **costs** it can have.

PRE-CRISIS ACTIONS AND PREPARATIONS

Preparedness at Commission level:

- Emergency Procedures
- Staff awareness
- Network of experts for urgent meeting/advice
- Standard Commission Decisions (safeguard clauses) ready in all official languages

Pre-crisis actions and preparations

1. The crisis unfolds

2. After the crisis

3. In a Nutshell

THE CRISIS UNFOLDS

- Appointment of a press contact person who is always available and ready to reply immediately
- Quick reaction in taking and repealing measures
- Dispatch of information in real time
- Consistency of information (everyone should have the same story)
- Development of a detailed chronology

THE CRISIS UNFOLDS

- The services/officials concerned ought to show flexibility and may have to stay late hours, work on week-ends or report their vacations
- The work-plans and tasks should be re-organized so as to allow for an effective management of the crisis and all its side effects (letters, working groups...)
- *Risk assessors and risk managers must work in strict co-operation!*

THE CRISIS UNFOLDS

- Coordination between the Units and Directorates concerned is essential, so as to ensure that all the aspects of the crisis are being tackled.
- Show sympathy for those affected by the crisis.

AFTER THE CRISIS

• Promote positive stories in the media

• Analyze the management of the crisis

• Update Emergency Procedures

Thank you....

