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Sunday, July 28, 2013	

The Program Contains a Simple Crisis Audit to Determine How Prepared an Organization Is For Managing Crises.

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You will then see the screen below.

Crises are increasingly an unfortunate fact of life.

As a result, organizations of all kinds have no alternative but to understand the essentials of Crisis Management and to prepare for crises before they happen.

More often than not, merely reacting after a crisis has occurred only makes the initial crisis worse.

Please take a few minutes to familiarize yourself with three key factors on the next three screens that are key to Proactive Crisis Management.

Proactive Crisis Management means that an organization is prepared before a crisis strikes and is thus able to lower the number of injuries and costs related to major crises.



Go to the First of the Three Key Factors

Go Directly to Crisis Audit

Click on the button “Go to the First of the Three Key Factors” to see the next screen below.

FACTOR 1: PREPARATION

1. PREPARATION
HI Prep=5; Low=1

5



Later On, You Will Enter Numbers Between 1 and 5 in the Box Above Depending on How Well Prepared Your Organization Is for Major Crises PRIOR to THEIR OCCURRENCE.

Go to the Second of the Key Factors

PREPARATION ITEMS

1. High Level Commitment to CM (Crisis Management)
2. At Least 1% Before Tax Investment in CM
3. Continually Prepare For and Update Worst-Case Scenarios and Plans
4. Form/Continually Train CMTs (Crisis Management Teams)
5. Form/Update Broad Crisis Portfolio (Broad Array of Crises)
6. Continually Develop/Test CM Capabilities
7. Detect Early Warning Signals
8. Design, Test, & Maintain Damage Containment Systems
9. Develop/Refine Business Recovery Systems
10. Continually Monitor Culture For and Overcome Denial
11. Monitor Stakeholders/Refine Crisis Communications
12. No-Fault Learning, Redesign & Implement CM

Click on the button "Go to the Second of the Key Factors" to see the screen below.

FACTOR 2: LEVEL OF DENIAL

2. DENIAL
Hi Denial=5; Low=1

DENIAL
3

Later On, You Will Enter Numbers Between 1 and 5 in the Box Above Depending on the Level of Denial in Your Organization with Regard to the Need to Prepare for Major Crises Before They Occur.

➡
Go to the Last of the Key Factors

- ### DENIAL ITEMS
1. Our size will protect us from crises.
 2. We are invulnerable.
 3. We are so big and powerful that nothing bad can happen to us.
 4. The probabilities of a crisis affecting us are small.
 5. The impacts of crises are negligible.
 6. Excellent companies don't have crises.
 7. Our location will protect us from crises.
 8. Crises can't affect our whole system.
 9. Certain crises only happen to others.
 10. If a crisis happens, someone will rescue us.
 11. We can't afford Crisis Management (CM).
 12. CM is only for big companies.
 13. CM is someone else's responsibility.
 14. If a crisis happens, it's because someone is to blame.

Finally click on "Go to the Last of the Three Key Factors" to see:

3. CRISES
Most Damaging=5; Least=1

Later On, You Will Enter Numbers Between 1 and 5 in the Box Above Depending on How Damaging Past Crises Have Been and Are Still Likely to Be in the Future.

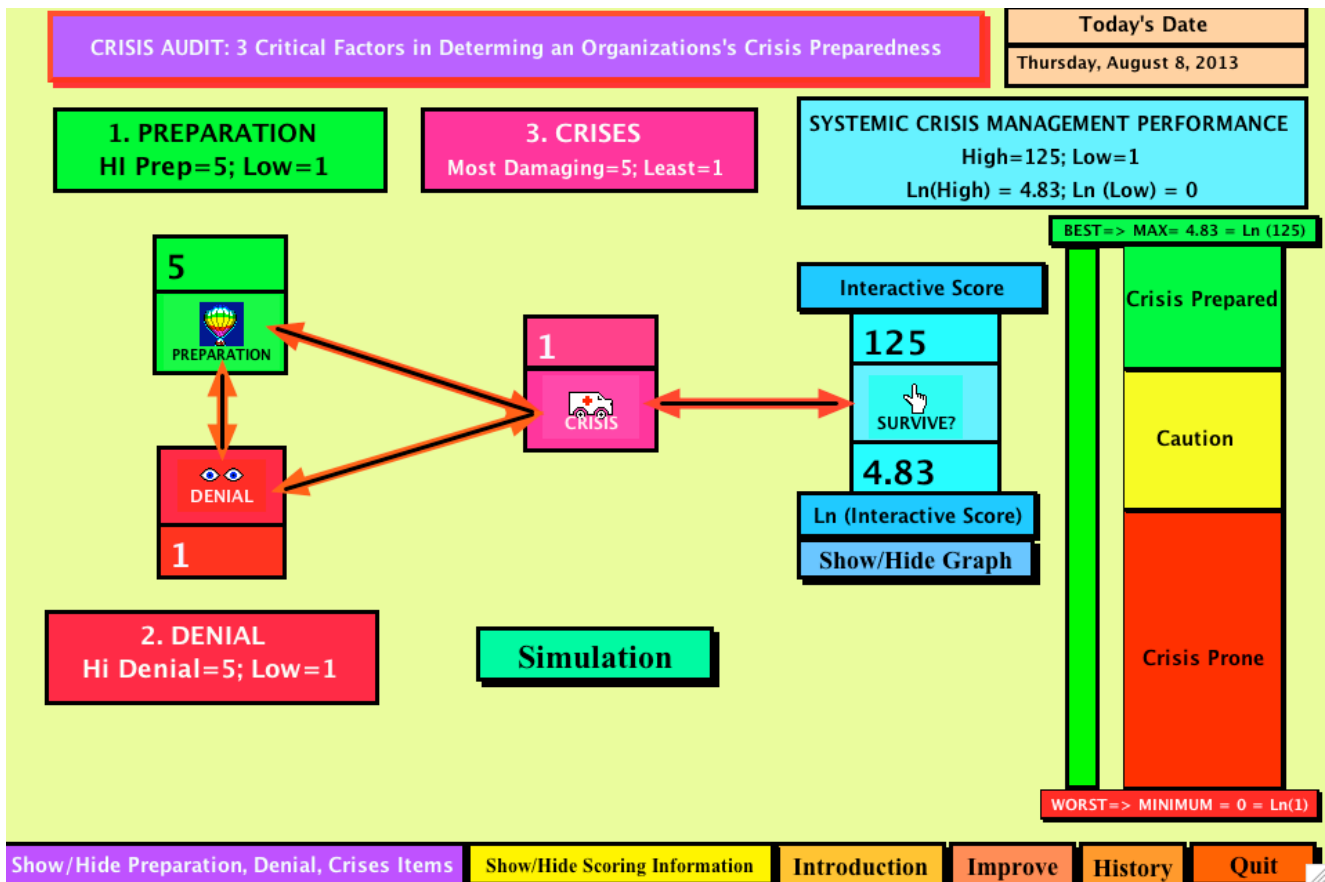
2
CRISIS

TYPES OF CRISES

1. Product Recalls
2. Product/Service Tampering
3. Employee Sabotage
4. Fires/Explosions/Chemical Spills
5. Environmental Disasters
6. Significant Drop in Revenues/Financial Crises
7. Natural Hazards
8. Loss of Confidential/Sensitive Information/Records
9. Major Lawsuits
10. Terrorist Attacks
11. Major Injuries/Deaths
12. Damage to Corporate

Go to the Interactions between the Three Factors

Next click on "Go to the Interactions between the Three Factors" to see:



The screen directly above shows the interactions between the three main factors or variables that are key to Crisis Management: 1. How well an organization is Prepared for a wide range of crises before a major crisis or set of crises strike; 2. The level of Denial in an organization such that it believes that it need not prepare for crises; and, 3. The Level of crises that an organization has experienced in the past, and especially what if any it has Learned from its past crises, and whether it has used what it's learned to Increase its preparations for the next set of crises.

If you click the purple button "Show/Hide Preparation, Denial, Crises Items," then you will see the screen below that once again gives you a detailed list of the items with regard to Preparation, Denial, and Crises.

PREPARATION ITEMS

1. High Level Commitment to CM (Crisis Management)
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4. Form/Continually Train CMTs (Crisis Management Teams)
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8. Design, Test, & Maintain Damage Containment Systems
9. Develop/Refine Business Recovery Systems

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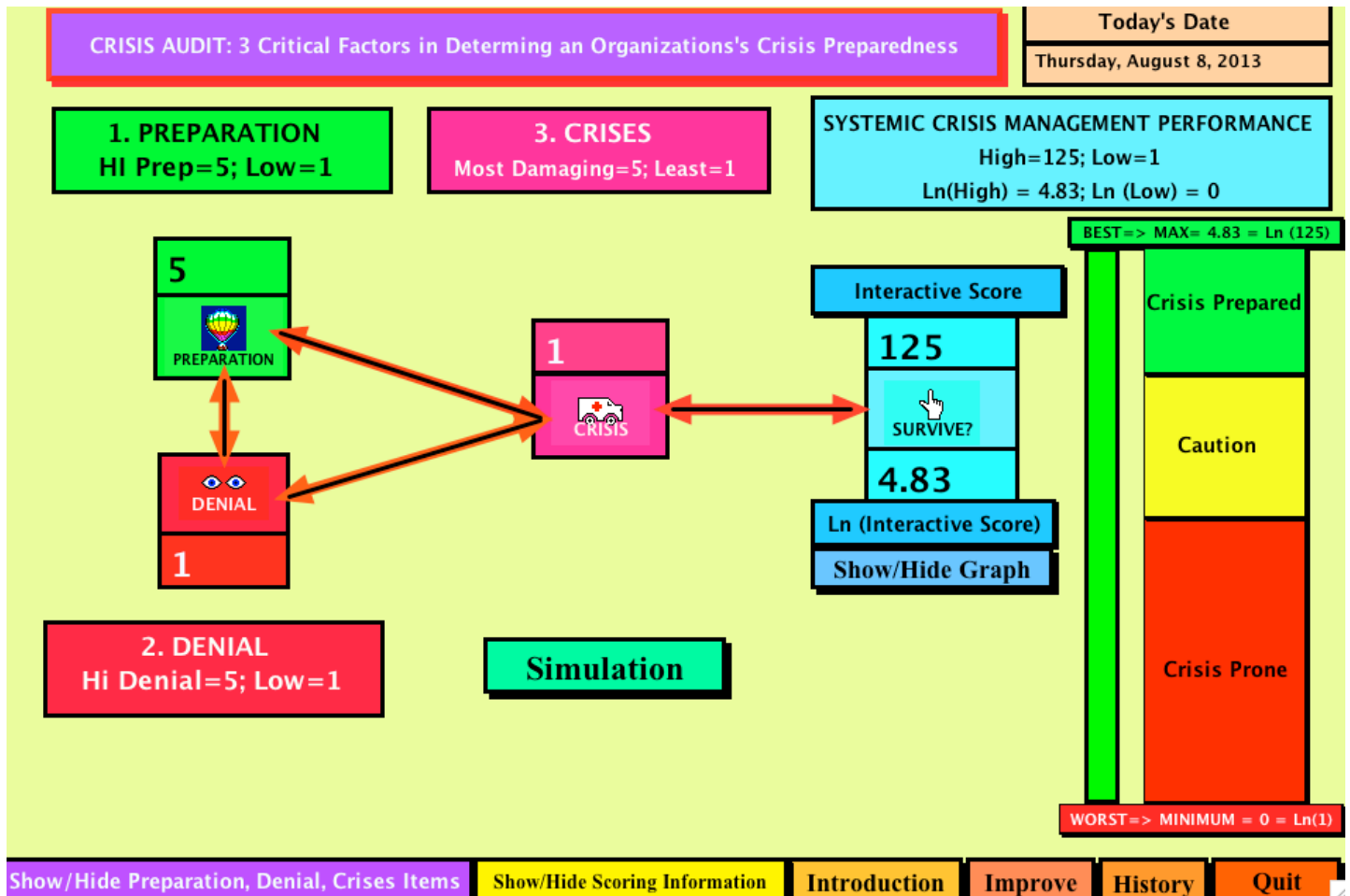
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Show/Hide Preparation, Denial, Crises Items

As before, you have to use the scroll bar on the right to scroll down to see all the items.

If you click the purple button “Show/Hide Preparation, Denial, Crises Items” once again, then you come back to the main screen.



If you click your mouse on the button “Show/Hide Scoring Information,” then you will see how the items are scored. Namely, you enter numbers in the boxes associated with Preparation (Green Box), Denial (Red Box), and Crises (Magenta Box). The full set of scoring instructions is repeated below.

SCORING INFORMATION:

Enter numbers in the (1) Preparation, (2) Denial, and (3) Crises boxes/fields that best express your organization's levels of (1) Preparation for crises, (2) Denial with regard to crisis preparation, and (3) how damaging a Crisis would be and/or has been in the past for your organization.

The number in the blue box (the Interactive Score) in the upper right measures the interactions between the numbers in the boxes pertaining to (1), (2), and (3) above. Thus, if you entered 5 for Preparation, 1 for Denial, and 1 for Crises, then your organization would get a total score of 125 [5 times 5 times 5]. The

numbers are multiplied to show that the effects are *inter*dependent, not independent. That is, a high number times a low number results in a low number. In other words, in a system, one does not make up for performance on one part by high performance on another.

If you give a score of 1 for being low in Denial, then this is equivalent to a score of 6-1 or 5. Conversely, a score of 5 is equivalent to a score of 1 or the highest case of Denial. The same scoring applies to Crises. In other words, the scales are reversed for Denial and Crises. Scores for Low Denial and Low Crises contribute to High Crisis Management Performance and thus rate a 5.

The minimum Interactive Score is 1. The maximum is 125.

The green bar to the immediate right is a graphic representation of the Interactive Score. The higher the bar, the better crisis prepared an organization is.

The height of the green bar is directly **proportional** to the natural logarithm of the total Interactive Score. The logarithm is used because the difference between a maximum score of 125 and a minimum of 1 is too great to show on a small screen. The logarithm smooths out the scale.

NOTE THAT IF THE SCORE FOR ANY FACTOR IS 1, THEN THE OVERALL INTERACTIVE SCORE IS AUTOMATICALLY SET TO 1. (RECALL THAT A SCORE OF 1 OCCURS FOR DENIAL AND CRISES WHEN THEY GET SCORES OF 5.) THIS REFLECTS THE FACT THAT THE LOWEST SCORE FOR ANY FACTOR BRINGS DOWN THE OVERALL INTERACTIVE FACTOR TO THE LOWEST POSSIBLE AMOUNT.

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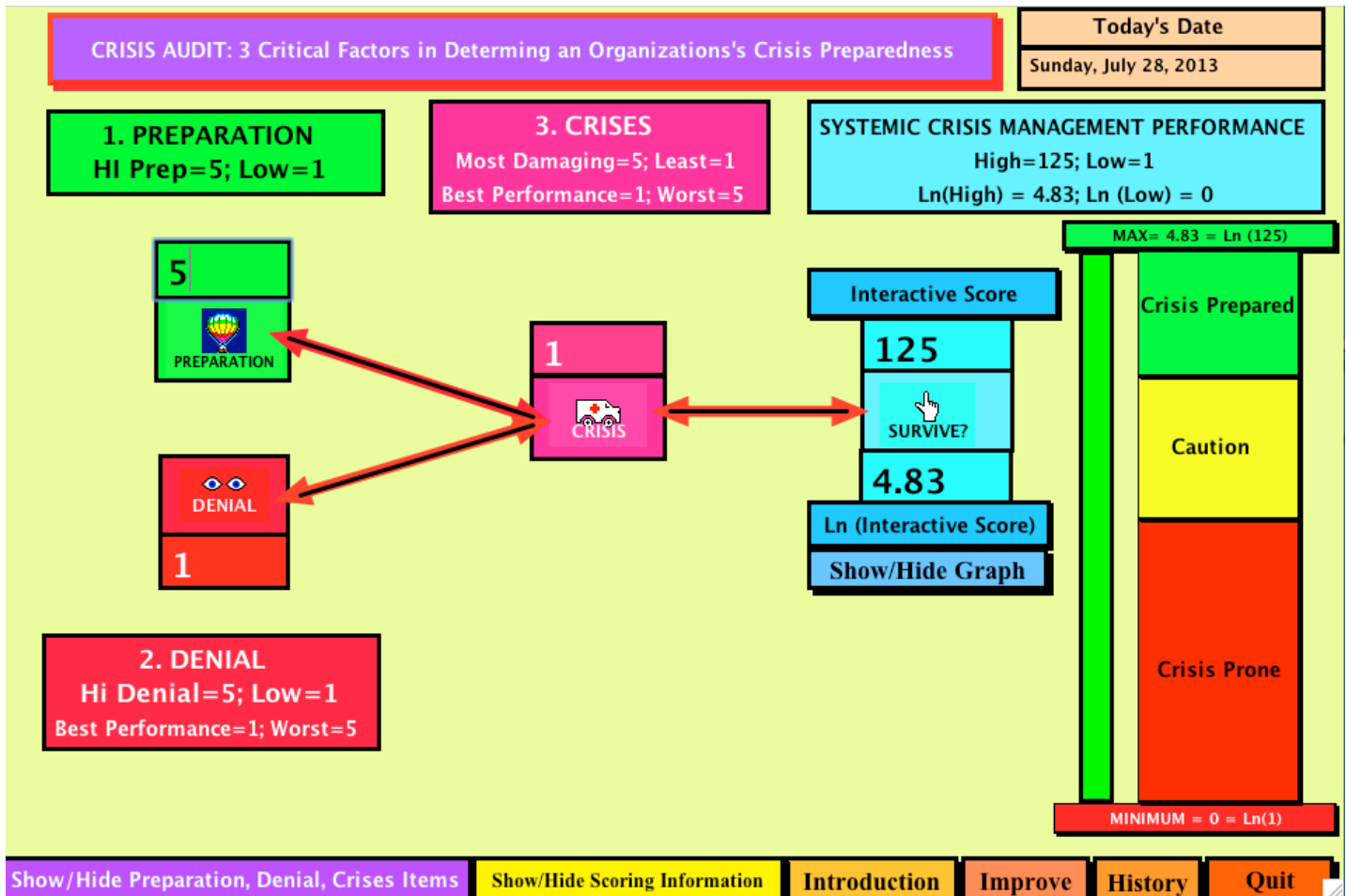
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When you are through reading the scoring instructions, click your mouse on the button “Show/Hide Scoring Information” once again.

If you click your mouse on the button Show/Hide Graph,” then you will see the following:



The Green Bar is a graphical representation of the Interactive Score. Thus, if your organization receives the maximum score of 125, then Bar is Green and it is at the maximum height. If your organization receives the lowest possible score of 0, then the bar is Red and at the lowest possible height.

Finally, you can keep track of your organization scores or history over time by clicking on the “History” button. You will then see the screen below.



This not only allows you to keep track of but to compare your organization's scores so that you can see if your organization is getting better or worse over time.