

CONTENT

1	UNDERSTANDING CRISIS.....	1
1.1	TRENDS THAT PROMOTE CRISES	1
1.2	ORGANIZATION AS A SYSTEM	2
1.3	DEFINITION OF CRISIS	3
1.4	ELEMENTS OF THE CONCEPT OF A CRISIS.....	5
1.5	DIALECTICS OF ELEMENTS	10
1.6	CRISIS AS OPPORTUNITY	11
2	TYPOLGY OF CRISIS.....	15
2.1	WHY CLASSIFY CRISIS?.....	15
2.2	TYPES OF CRISES	16
2.3	CRISIS MATRIX.....	23
2.3.1	CLASSIFICATION OF CRITERIA.....	23
2.3.2	THE USING OF CRISIS MATRIX.....	24
3	VULNERABILITY OF THE ORGANIZATION.....	31
3.1	BUSINESS IMPACT ANALYSIS.....	31
3.2	BUSINESS OPERATIONS	32
3.2.1	CRITICAL BUSINESS OPERATIONS	33
3.2.2	CRITICAL APPLICATIONS.....	33
3.3	RISK AND VULNERABILITY ANALYSIS	33
3.3.1	IDENTIFICATION OF THREATS	34
3.3.2	DEFINE THE PROBABILITY OF THE EVENT OCCURRING	36
3.3.3	ESTIMATE THE IMPACT OF THE EVENT.....	37
3.3.4	RISK EVALUATION	38
3.4	CRITICAL SUPPORT INFRASTRUCTURE.....	39
3.5	ESTIMATE WORST-CASE SCENARIO.....	40
3.6	RECOVERY TIME OBJECTIVE	41
3.7	BUSINESS RECOVERY STRATEGIES	41

4	CRISIS MANAGER AND CRISIS MANAGEMENT TEAM.....	47
4.1	THE PRACTICE OF CRISIS MANAGEMENT IN ORGANIZATIONS	47
4.2	FACTORS INFLUENCING THE COURSE OF A CRISIS – FRAMEWORK FOR THE TRAINING.....	48
4.2.1	PERSONAL APPROACH OF THE MANAGER TO THE PREPARATION FOR A CRISIS EVENT	49
4.2.2	CONDITIONS FOR PREPARATION FOR A CRISIS – TOP MANAGEMENT.....	51
4.2.3	SUBSYSTEMS OF PREPARATION AND TRAINING OF CMT.....	52
4.3	REQUIREMENTS PLACED ON THE TRAINING OF A CRISIS MANAGER...53	
4.4	CRISIS MANAGEMENT TEAM.....	54
4.4.1	CRISIS TEAM COMPOSITION	55
4.4.2	VIRTUAL CRISIS MANAGEMENT TEAMS	57
4.4.3	POTENTIAL PROBLEMS WITHIN CMTs	58
4.5	CRISIS MANAGEMENT TRAINING	59
4.5.1	CRISIS MANAGEMENT TEAMS MEETINGS.....	59
4.5.2	REVIEWING ALL OR A PART OF THE CRISIS MANAGEMENT PLAN.....	60
4.5.3	CONDUCTING TABLETOP EXERCISES	60
4.5.4	PRESENTING NEW MATERIAL ON CRISIS MANAGEMENT.....	60
4.5.5	CRISIS (DISASTER) DRILLS	60
4.5.6	ACID TESTING	61
4.5.7	SIMULATION OF THE CRISIS (MOCK DISASTER).....	61
4.6	HOW DOES CRISIS MANAGEMENT TEAM FUNCTION? A QUICK SUMMARY	64
5	EARLY WARNING SYSTEM.....	68
5.1	WHAT IS EARLY WARNING SYSTEM?	68
5.2	EARLY WARNING INDICATORS.....	69
5.3	CONSTRUCTION OF THE EARLY WARNING SYSTEM.....	71
5.3.1	THE FIRST STAGE.....	71
5.3.2	THE SECOND STAGE.....	72
5.3.3	THE THIRD STAGE.....	73
5.4	A SMOOTH EARLY WARNING SYSTEM	73

6	CRISIS MANAGEMENT PLAN.....	77
6.1	PURPOSE.....	77
6.2	SCOPE AND OBJECTIVE.....	78
6.3	ASSUMPTIONS	79
6.4	CRISIS MANAGEMENT TEAM.....	79
6.5	CRISIS RESPONSE TEAM	80
6.6	BUSINESS UNITS.....	80
6.7	INDIVIDUALS WITH CRITICAL RESPONSIBILITIES	81
6.8	OVERALL ORGANIZATION	83
6.9	PLAN ACTIVATION - LEVEL OF RESPONSE	84
6.10	SECURITY	84
6.11	BUSINESS RECOVERY	84
6.12	ACTIVITIES AND RESPONSES OF TEAMS	85
6.13	CRISIS OPERATIONS CENTER (COC).....	86
6.14	WHY CRISIS MANAGEMENT PLAN? SHORT SUMMARY	87
7	THE ALGORITHM OF CRISIS MANAGEMENT OPERATIONS.....	91
7.1	CRISIS PREVENTION	91
7.2	CRISIS IDENTIFICATION	94
7.3	BUSINESS BASIC FUNCTIONS RENEW	94
7.4	DIAGNOSIS OF THE BUSINESS STATE	94
7.5	CRISIS STABILIZATION	94
7.6	BUSINESS RECOVERY STRATEGY	95
8	PHASE OF THE CRISIS.....	99
8.1	CRISIS MANAGEMENT AND STANDARD MANAGEMENT IN A 'NORMAL' PERIOD.....	99
8.2	CRISIS MANAGEMENT AND STRATEGIC MANAGEMENT	100
8.3	PHASE OF THE CRISIS	100
9	DEVELOPMENT OF THE CRISIS IN THE ORGANIZATION.....	107
9.1	CONTINUITY AND CAUSAL CONNECTION OF DEVELOPMENT PHASES .	107

9.2	SYMPTOMS PHASE I.....	108
9.2.1	THE CAUSAL LINKS.....	108
9.2.2	CONCLUSION OF THE PHASE	110
9.3	SYMPTOMS PHASE II.....	110
9.3.1	THE CAUSAL LINKS.....	111
9.3.2	CONCLUSION OF THE PHASE	112
9.4	DIAGNOSTICS PHASE	112
9.4.1	THE CAUSAL LINKS.....	112
9.4.2	CONCLUSION OF THE PHASE	115
9.5	ACTION PHASE	115
9.5.1	THE CAUSAL LINKS.....	115
9.5.2	CONCLUSION OF THE PHASE	116
9.6	PREVENTION PHASE.....	117
9.6.1	THE CAUSAL LINKS.....	118
9.6.2	CONCLUSION OF THE PHASE	119
10	BUSINESS RECOVERY STRATEGY.....	123
10.1	SEVEN KEY ELEMENTS	123
10.2	CRISIS STABILIZATION	124
10.3	NEW MANAGEMENT.....	126
10.4	STAKEHOLDER MANAGEMENT	128
10.5	CHANGE OF ORGANIZATION STRATEGY (STRATEGIC FOCUS).....	131
10.6	CRITICAL PROCESS OF IMPROVEMENTS	132
10.7	ORGANIZATIONAL CHANGES	133
10.8	FINANCIAL RESTRUCTURING	133
11	AFTER THE CRISIS.....	137
11.1	EVALUATION OF CRISIS MANAGEMENT RESULTS AND THEIR USE FOR PREVENTION.....	137
11.2	INFORMATION	138
11.3	PREPARATION FOR THE MANAGEMENT OF UNEXPECTED EVENTS.....	138
11.4	RESTORATION OF CREDIBILITY.....	138

11.4.1 PHASE 1: REVELATION OF AN ORGANIZATION'S GUILT.....	139
11.4.2 PHASE 2: EXPLANATION.....	140
11.4.3 PHASE 3: REGRET.....	140
11.4.4 PHASE 4: REHABILITATION.....	141
1 APPENDIX 2.1 TYPOLOGY OF CRISIS RECOMMENDATION.....	145
2 APENDIX 3.1 THE VULNERABILITY OF THE ORGANIZATION – CASE.....	147
3 APPENDIX 3.2 CASE - BUNCEFIELD, UK, OIL TERMINAL DISASTER.....	149
4 APPENDIX 3.3 BUSINESS IMPACT ANALYSIS OF CBA INDUSTRIES, INC.....	151
5 APPENDIX 6.1 CRISIS MANAGEMENT PLAN.....	163
6 APPENDIX 8.1 ROUTINE AND CRISIS MANAGEMENT (CHARACTERISTICS).....	186
7 APPENDIX 9.1 DEVELOPMENT OF THE CRISIS.....	187
BIBLIOGRAPHY.....	189
LIST OF FIGURES AND TABLES.....	195
INDEX.....	197