



# Crisis Management Workshop

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# What We'll Cover

- **Vulnerability Analysis**
- **What is a crisis**
- **What you need to have in place**
- **Crisis Management Tool Box**

# It's all about

***Speed.***

***Decision-making.***

# Vulnerability Analysis

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

# Definition of a Crisis

**A crisis is a generally unexpected company-related event of a nature or magnitude that meets all the following conditions:**

- **Interrupts normal operations or conduct of business**
- **Requires an immediate, coordinated management response**
- **Has the potential to quickly focus extensive media and public attention on the company**

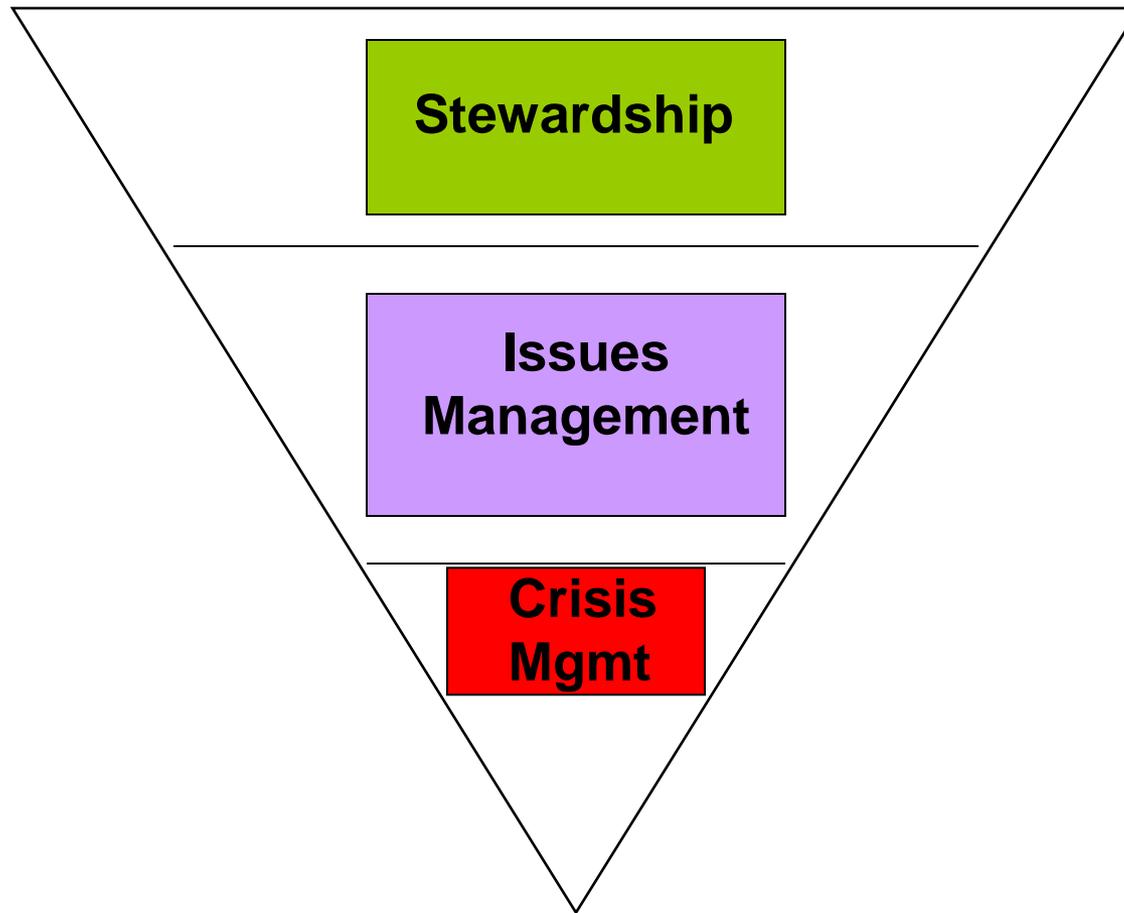
# Shorthand Definition

**A high profile situation wherein you are faced with a range of bad choices and too little time.**

***If there was an obvious, good choice, the business would do that, and it wouldn't be a crisis.***

***The building is on fire, and all the exits are blocked.***

# Stewardship is the Best Investment



*The goal is always crisis prevention.*

# DuPont Core Values



Safety and Health

Environmental Stewardship

Highest Ethical Behavior

Respect for People

***Firm footing increases your speed.***

# What You Need to Have in Place

- Crisis team
- Alert system
- Resources
- Spokespersons
- Relationships with stakeholders
- Crisis Plan(s)
- Plan maintenance

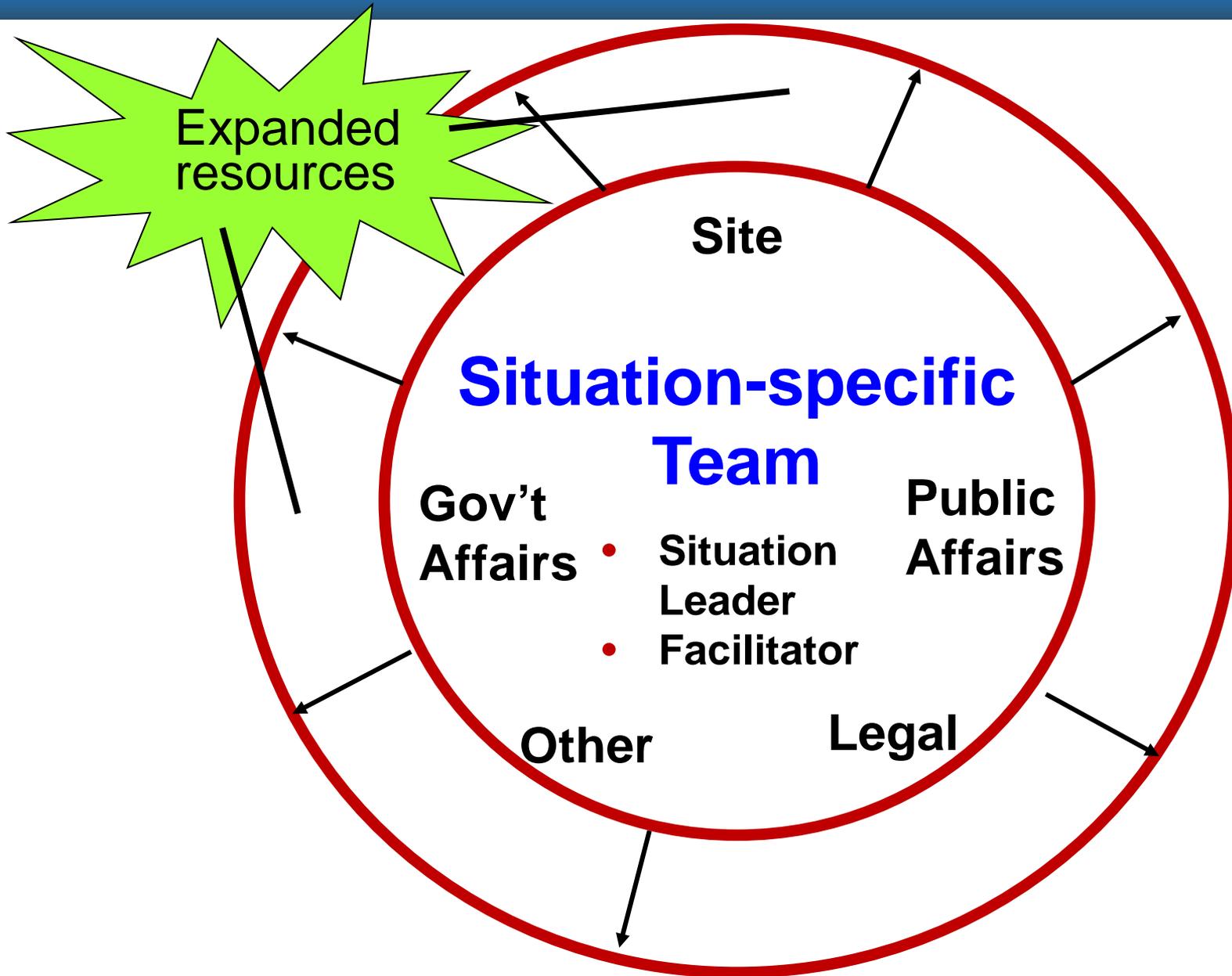
***It's easier to install smoke detectors and sprinklers  
before the fire starts.***

# The Crisis Team

- **Crisis Leader (process facilitator)**
- **Situation Leader (decisions)**
- **Public Affairs**
- **Legal**
- **Employee Relations**
- **Technical**
- **Other?**

***Establish a Core Team for the specific situation.***

***Support it with an extended team of resources.***



# The Tool Box

Set a pace



# Setting your pace

- **Meet – Break – Meet**
- **Drive a tight agenda**
  - One general update
  - Updates from each function
  - Group decisions needed
  - Checking the horizon
- **Mobilize the appropriate resources**
- **Prioritize and delegate**

***“Never mistake motion for action.” Ernest Hemingway***

# The Tool Box

Collect your thoughts



# Collecting Your Thoughts

## Situation Assessment

- Positive points
- Critical unknowns
- Vulnerabilities
- Time drivers
- Who needs to know

**Don't be distracted by *"How did we get here?"***

**That's a topic for another room on another day.**

# The Tool Box

Make nothing happen



# Making Nothing Happen

- **Address the problem**
- **Get in the first information cycle**
- **Speak to all your audiences**
- **Use the right channel (Twitter, YouTube, etc.)**

# The Tool Box

Choose among bad choices



# Decision-making Tool

- What are our objectives?
- What are our options for addressing the situation? (Be creative)
- Create a matrix that assesses which option has the greatest potential for success in reaching the objectives.
- Capture the insights from the discussion.

## Outputs

- Clarity and creativity among the options
- Insights from the conversation
- Elimination of some options & perhaps selection of one or a combination

**Classic Pitfall: Defining your objectives too narrowly.**

# Decision-making Matrix

	Option 1	Option 2	Option 3	Option 4
<b>Adhere to/ enhance our Core Values</b>				
<b>Minimize impacts</b>				
<b>Meet customer needs</b>				
<b>Protect image and brand reputations</b>				
<b>Manage resources wisely</b>				

# Recovery

- **Brand or category damage**
- **Customer relations**
- **Community relations**
- **Employee relations**
- **Post-incident debrief**

# Debrief Agenda

- **Welcome & Introductions**
- **Ground Rules**
- **Process Overview**
- **Situation Recap**
- **Debrief – Open Discussion**
- **Key Learnings**
- **Next Steps**

# Ground Rules

- **NOT “finger pointing”**
- **Must adhere to Core Values**
- **Must adhere to legal and ethical guidelines**
- **Remember – There is always room for improvement**

# Simple Debrief

***Was there a process in place which was intended to address/prevent this sort of situation?***

If YES

- Was it followed?
- Did it work?
  - Did we operate at an optimal level?
  - Were the right people involved?
  - In a timely manner?

If NO

- Is one needed?
- What elements should it entail?
- Absent a formal process, was our response appropriate?

Note that some situations will require a more extensive review.

# Checking the Process

## by which the situation was handled

- Was a team clearly designated?
- Was a leader designated?
- Was the decision-making process clear and efficient?
- Were objectives clearly defined?
- Were appropriate resources brought to bear in a timely fashion?
- Were roles clearly defined?
- Was there minimal, inappropriate duplication of roles?
- Was an appropriate schedule of meetings lined out?
- Did the team have an appropriate place to meet?
- Did the team make a conscious effort to look forward in time and anticipate possible developments?

Note that not every item will be applicable to every situation.

# Communications

- Was a system established for monitoring developments?
- Was a system established for sharing information, including an efficient approval process for communications?
- Was management kept appropriately informed and involved?
- Were other stakeholders kept appropriately informed?

Note that not every item will be applicable to every situation.

# **Actions for the Calm Before the Storm**

- **Stewardship**
- **Collaboration**
- **Listen for early warnings**
- **Don't over-reach on rhetoric**
- **Crisis preparedness**



*The miracles of science™*