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“Building a robust crisis management plan”

July 7th 2023



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Bayo Fakorede

“Building a robust crisis management plan”

Friday 7th July 2023: 12:00 - 13:00 (WAT)

Register: <https://www.agoranexus.com/register>



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Bayo led an insightful, engaging and interactive discussion under Chatham House Rule to explore building a crisis management plan in the 21st Century. The discussion was based on full alignment with ISO 22361:2022



Agenda:



- Crisis
- Types of Crises
- Principles and Paradox of Crises



- Stages of Crisis
- Identify Potential Crisis



- Roles and Responsibilities
- Response Protocols
- Communications



- Training Procedures & Drills
- Crisis Maintenance
- Crisis Management Benefits



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DISCUSSION /TOPICS COVERED



We started off the discussion by gaining thoughts and perspectives from our Security leaders:



DOES YOUR ORGANIZATION HAVE A CRISIS MANAGEMENT PLAN?



Results:



Yes	100%
No	0%
I don't know	0%



WHERE DOES THE CRISIS MANAGEMENT PRACTICE SITS WITHIN YOUR ORGANIZATION?



Results:



Risk	14%
HR / Leadership	20%
Security	46%
HSSE / HSSQ	20%
I don't know	0%





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PLEASE TELL ME IF YOU THINK THAT THE WORLD IS A MORE DANGEROUS PLACE TODAY THAN WHAT IT WAS YESTERDAY?



Results:

Yes	100%
No	0%



"A method without training or practice is only a "good idea".



What is a Crisis

Abnormal or **extraordinary** event or situation that **threatens** an organization or community and requires a **strategic, adaptive** and **timely response** in order to preserve its **viability** and **integrity**.

Using the chat box, write the words that you believe define the context, the atmosphere and the environment of a crisis?

ISOS 22361:2022

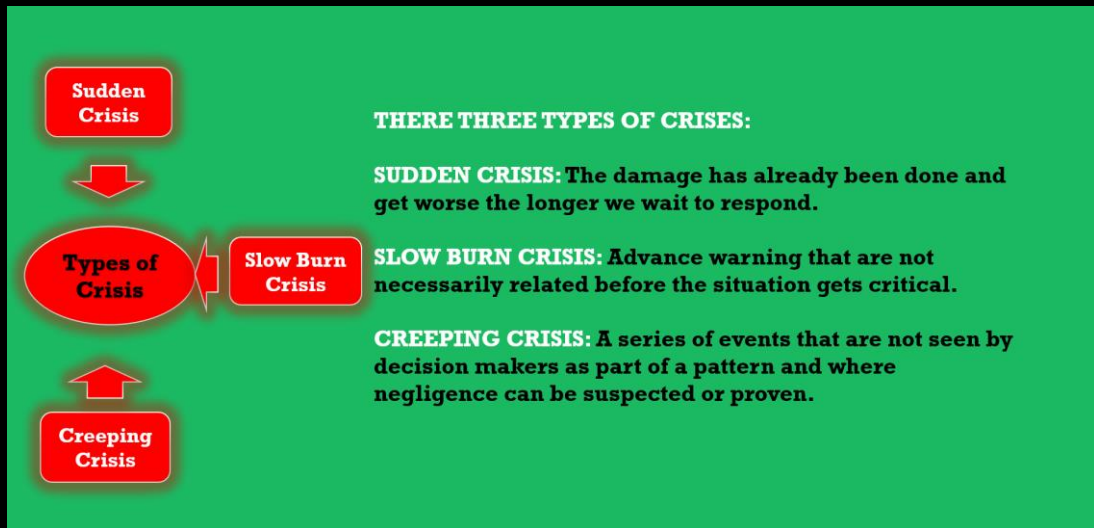


Results:

Threatens	42%
Extraordinary	33%
Abnormal	17%
Strategic	8%



DISCUSSION /TOPICS COVERED



In the last 5-10 years we have seen a large influx of crisis that fall into the 'creeping' category

Two Principles and One Paradox

Principle of Interest	Principle of Acceptance	Prevention Paradox

Example:

- Principle of Interest - Carrying over leadership interest
- Principle of Acceptance - Now that an incident has happened what can we transfer and accept as a loss
- Prevention Paradox - i.e. During COVID-19 a certain age group were prone to death - How do you ensure you introduce a process to combat?

It is important to remember that it is not a group of people or activities, it is a group of processes to ensure organisations and individuals are not exposed to threat.



DISCUSSION /TOPICS COVERED



Stages of Crisis management



➔ Pre - Crisis

IDENTIFICATION: RECOMMENDATION ACTIVITIES



Predict the potential future(s) that may occur in the long term enabling organizations to device strategies

Examples: Geopolitical analysis, Environmental scanning, Trends analysis, Market strategy, Supply Chain, Upcoming shortages.



Identify and map potential crises that can emerge in the short to medium term and those which can emerge with very little warning.

Horizon Scanning (possible) deliverables.

- Systemic Risk Mapping
- Crises training scenarios
- Early warning system inputs

ORGANIZE : SUGGESTED DOCUMENTATION



Governance's commitment to the Crisis management Program



How to respond and manage a crisis.



How to strategically communicate in a crisis.



Crisis Management Team members and its organization.



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TRAIN : VARIOUS APPROACHES



AWARENESS SESSIONS
Enhance understanding of crisis and the organization's response.



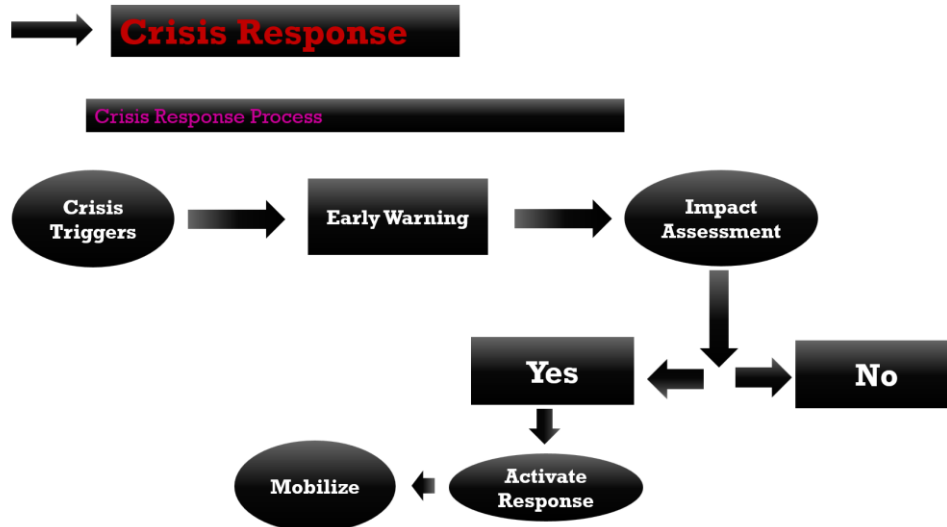
TABLETOP EXERCISE
Facilitated dialogue to evaluate a crisis organization.



CRISIS SIMULATION
Immersive training to assess a crisis organization and its leadership



MEDIA TRAINING
Specialized training to prepare individuals for effectively communicating.



Post Crisis:

- Crisis Management is a continues process
- Each crisis situation must be reviewed and evaluated
- Studying the media coverage
- Understanding the company's image post the crisis
- Short- and long-term programs to rebuild image
- Review the position statements for relevance and necessary revisions
- Evaluation and effectiveness of the crisis management team



DISCUSSION /TOPICS COVERED



→ Crisis Maintenance

Regularly Review Processes & Plans

Conduct Training & Exercise

Engage Stakeholders

Monitor & Analyse Emerging Risks

Conduct Post-Incident Reviews

Establish a Culture of Preparedness

Seek External Expertise

Please write in the chat box which Maintenance Stage are you currently practicing in your organization?



Crisis Management Benefits:

RESILIENCE AND SUSTAINABILITY

1 Minimize the Impact of the Crisis

2 Ensure Business Continuity

3 Protect the Reputation of the Business

4 Improve Employees Confidence

5 Compliance with Regulatory Requirements

- Crisis Management seeks to minimise & mitigate systematic risks in the life of a firm
- Sustainable development seeks to ensure that the resources available to the firm and society are well stocked and replenished, and then made available to the next generation of users
- A framework for managing crises to ensure long term resilience of an organisation within the context of sustainable development is complementary

Content Credit: Bayo Fakorede



DISCUSSION /TOPICS COVERED



Additional Value Points & Takeaways



- It is important to identify and have foresight beyond the security lens – We need to think wide and speak the business language
- BCP needs to emphasize the continuity of business / operations and how it minimizes impact when crises occur
- At pre-crisis level level on BC i.e back up plans in other locations



AAR – After Action Review



- Anytime a crisis occurs, assess the impact, resources and any shortcomings in the review
- Update Crisis Management Plan to be more effective and include additional countermeasures



“History can help to define the future”



Q. There are some recent events globally (COVID-19 , Global recession) that you can never imagine – What is the global best practice on reviewing CMP?



A. Yearly review is the standard, however revise based on incidents



Reality vs. Policy document



- There is a lot of emphasis on a perfect situation, however this is often not the case
- ✓ Agility is needed with ability to adapt
- ✓ It is important to conduct drills, designate role and enforce awareness of what needs to be done in a crisis
- ✓ Embed this culture into the business and system

