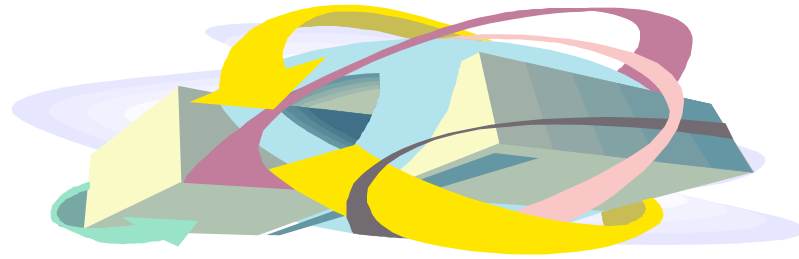


## MANAGING CRISES



- ◆ Even the best prepared manager finds themselves in awkward situations from time to time!
- ◆ There could be a major crisis that could threaten the very survival of an organization.
- ◆ But smaller-scale acute crises can be equally difficult to handle

# PRINCIPLES OF CRISES MANAGEMENT

- ◆ A certain type of manager thrives on crises.
- ◆ Some pride themselves on their fire fighting but any successful manager must have an optimistic approach to solving problems.
- ◆ Most find the management of crises stressful.
- ◆ You cannot prevent crises from occurring but management must aim to stop them recurring.
- ◆ There is the need to analyze the causes and take steps to reduce the likelihood of such a crisis recurring.



## THE NEED FOR OPENNESS

- ◆ A second general principle of serious crises management concerns openness, but the tendency is to try and confine knowledge of a serious crisis to a few people.
- ◆ Rationale being that only experience managers are equipped to deal with the bad news.

- ◆ However, employees are so interconnected and interdependent that the disadvantages of excluding them are often outweighed with the problem of frightening them.
  
- ◆ You may need all the help you can get and excluding some people may mean that you lose unity – just when you may need it most!
- ◆ Major crisis can stem from external factors such as economic downturn or from internal ones, such as reorganisation and disputes with staff.
  
- ◆ But a medium-size problem can escalate into a full-blown crisis, if management attempts to mislead others or conceal the facts from them.



## TEN STEPS TOWARDS MANAGING A CRISIS

- ◆ Do not panic !
- ◆ Line up a trusted confidant – you will need one
- ◆ Relegate items with no bearing on this crisis
  
- ◆ Look down on the scene and ask: What is really happening, why?, what will happen if we take no action, how quickly do we need to act

to stop some damage, who else is involved, what resources do we have or need, who is likely to get involved and has anything like this happened before and if so – what resulted.

- ◆ Line-up a special team to deal with this crisis.
- ◆ Set up communication channel for feedback
- ◆ Draw up a step-by-step plan of action.
- ◆ Develop a detailed plan including: time scale, with short and long term solutions.
- ◆ Continually monitor what is happening and ensure you are getting the correct information.
- ◆ Evaluate actions and reactions constantly . If the thinking behind the proposal and tactics/strategy were sound, then the chance of success may be great indeed.



## CONCLUSION

- ◆ Difficult situations are inevitable, however well your organization is run. So being as open as you can is usually a good first step.
- ◆ When problems are very delicate or even seem intractable, having in place some broad strategies and guidelines, should help you keep your head and set to find a solution.
- ◆ At least minimize the overall damage.