

# A Phased Crisis Management Framework

*From P: Nathaniel and L. Van der Heyden, INSEAD Working Paper 2020, Crisis Management: Framework and Principles*

- Remain Yourself
- Trust your Instincts and Talents
- Don't Agree to Anything you do not Understand
- Remain open to Feedback and Criticism
- Reassess continuously
- **ADMIT MISTAKES & KEEP LEARNING**
- Know how and when to Exit the Crisis
- **ADAPT TO AVOID A REPETITION OF A SIMILAR CRISIS**
- Crisis is a call for Method and Leadership

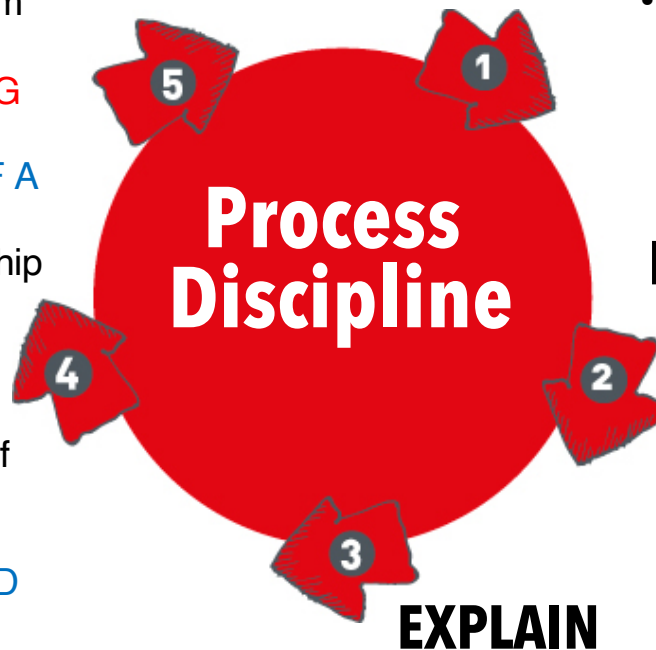
## EXECUTE

- Indicate that the battle has now started
- Remind Stakeholders of Purpose and of the Results to be Expected
- Execute what you have decided
- **SHOW THAT SCENARIOS WORK AND EXPECTED RESULTS REALIZED**
- Build Trust and Credibility with stakeholders based on objective Measurement
- **SHOW THAT YOU ARE RESOURCED FOR CONTINGENCIES**
- Follow the Cash and the Critical Resources
- New Money and Resource set the Terms
- Negotiate
- Communicate the Progress ... or Retreat

## EVALUATE

## ENGAGE

- **HAVE MEMORY**
- Look for Patterns
- **FRAME THE CRISIS CORRECTLY**
- Engage People early
- Present your Method to conquer the crisis



## EXPLORE

- **SEGMENTATION AND TRIAGE**
- It is, what it is
- Assess downside
- Understand people's motivations
- **NO SUCH THING AS ALL INFO**
- Stay objective and Independent
- How you got here is not the way to get out
- Most should fight the crisis, another team should be looking ahead at exit and post-crisis

## EXPLAIN

- Time is your Enemy
- Maintain a Bias to Act
- The vital decision: Stay or Leave?
- **WHAT IS YOUR BIGGER STRATEGY?**
- What is your narrative?
- Clearly Communicate your Purpose
- **PRESENT ONE OR MORE SCENARIOS THAT WILL WORK (3 LODs)**