

So hi, everybody. Welcome to our governance made easy webinar today titled The Board and Crisis, Key Elements for Successful Crisis Response.

And today, we are having another discussion with, Miranda Flury, president of Hawkeye Strategies, the senior consultant, Alex Frieson, and, of course, our very own Simon Telfer of Appoint Better Boards.

My name is Sean McDonald, and I shall be on the tools in the background for this session.

Firstly, thank you as always for attending today. We always appreciate the effort you make to be here for our live events.

During the session, as Simon said, if you have any questions for our panel, which we hope you will do, please use the q and a button, at the bottom of your screen, and we'll answer as many of these as we have time for.

And finally, if you stay through till the end, which we, of course, hope you will do, and as is customary for our BoardPro webinars, we have a special treat for you. By answering a really short one minute survey at the end of the webinar, you'll go into the draw to win our beautiful gift hamper worth over four hundred dollars.

Now let me just share my screen here so we can get cracking.

You see that, Simon?

We do. We're a BoardPro through and through.

Alright stuff. So for those not too familiar with BoardPro, we're a, board software provider sometimes called a board portal, and we serve just over thirty thousand users around the globe. We are represented now in, would you believe it, over thirty two different countries.

And we enable organizations to prepare for and run their board meetings more efficiently and effectively with clever software with less time and deliver more impact and value for the organization.

And as much as we are a software provider, a board software provider, part of our wider mission is to make the fundamentals of governance free and easy to implement for all organizations, especially those organizations with resource constraints.

So for today, I would like, Simon and Alex to introduce themselves starting with you first, Simon.

Kia ora. Koutou. Nga mai haere mai. Welcome, everyone, to today's session. I do a lot of board appointment work here in Aotearoa New Zealand.

A lot of it's with privately owned businesses. Otherwise, it's with council. So I've got a strong sort of board appointment, recruitment background. I also do a lot of board evaluations and board reviews, and I walk the talk.

So I chair the local community board, and I, chair and are on the board of a number of privately owned businesses in New Zealand. So I come from both an applied practitioner, role, background and also as a as an experienced governor as well.

Fantastic. Thanks, Simon. Alex, over to you.

Hello, everybody. I'm Alex Frieson, and I am a senior communication strategist with Hawkeye Strategies.

I'm bringing to the table just about twenty five years of communications experience.

I've worked at a variety of different industries, in a variety of different roles, and I've touched all aspects of communications and stakeholder engagement, including crisis. So what we will be talking about today. I've also had the opportunity to participate, in various roles on, various different strategies, and I've also taught communications at a local university here in Calgary, Alberta, Canada.

Thanks, Alex.

Okay. So I have the distinct pleasure to present to you our lead presenter for today's webinar, Miranda Pluri, who has been listed as a top rated speaker for multiple conferences around the world. Miranda's reputation as a governance strategy expert has spread, and she's become one of the go to consultants for boards and executives worldwide.

She has clients in the United States, Canada, Ireland, England, and even New Zealand to name just a few countries. And Miranda has been a board director on one of the largest and most complicated co op boards in North America, which means she not only consults on governance, but she practices what she preaches at the boardroom table. When she isn't working, you'll find her with her family traveling or exercising, and she also enjoys I didn't know this about you, Miranda, also enjoys a few quiet gyms.

So, send her your recommendations.

So let me hand over now to you, Miranda, to get us started.

Thanks, Sean. Okay.

I'm gonna start just by sharing my screen here, and then I'm gonna make all of you just a bit bigger.

There we go.

Okay.

Alright. Well, welcome back. For those of you who that were here last week, super happy to see you again. For those of you that this is maybe your first time, welcome.

We're gonna be talking about boards and crisis, and we've got two aspects to this presentation today. And, again, while it's gonna be presentation style, we're gonna have quite a bit of conversation in the middle of it. So please, please ask all those questions because it actually makes this presentation so much more engaging, for for all three of us who are here. So I so we've got two aspects, as I said.

The first aspect is we're gonna be talking about key elements for effective crisis management, and the second aspect is gonna be talking about a toolkit. We're gonna spend most of our time talking about these key elements because that toolkit that you'll have at the end is a one slide toolkit. You'll get a copy of these slides, and you'll be able to take everything that we summarized from these key elements and actually go back to your board and apply it right away.

So why don't we start off with a nice quote here.

Today's crisis response demands more frequent moves from business as usual to a crisis management mode of working. The board needs to understand why, when, and how the organization moves to a crisis response and to be reassured that the response is effective. And so I think everybody on this call recognizes that you have a fiduciary responsibility to protect the interests of your stakeholders. And in certain countries, that happens to be shareholder specific, and in other countries, that happens to be multiple stakeholders like your employees, your customers, your shareholders, and so on and so forth.

But your responsibility is to act in the best interest of the organization, and this is why the board's role in crisis squarely falls within that mandate and is so, so important. So I want you to think about we're gonna talk a lot about crisis management and being prepared for crisis management, and I want you to think about the buffers that you have set for your organization that relate to financial buffers because it's actually akin to what we're about to talk about. So you typically have financial buffers like excess capital or excess liquidity in your organization in order to prepare and withstand for a shock that you don't know is coming.

Right? Now on the same side, being prepared for crisis is actually akin to the financial buffers that you have. And so when we start talking about that preparedness component, it's so integral so that you can withstand a potential crisis coming your way, and so it doesn't take out your organization.

So let's talk about the six key elements for effective crisis response. We're gonna go through each of these. And on every slide, what you will also see is there are key questions that you can take away and you can actually go and have conversations with your board about, and I presume that might stimulate some of our conversation today as well.

So let's jump. I wanna start off with key the key element number one, which is establishing a readiness mindset.

And as a board, you really need to be able to ask yourself, is both your board and your management team prepared for a crisis? And if your answer is, I'm not really sure, then I would be taking notes at this presentation thinking about the key components that are involved in crisis management so that you can be better prepared when a crisis hits. And that readiness mindset means that as a board, you're confident that your management team has actually developed a really robust enterprise risk management system and crisis management plans. Now I'm not gonna sit here and we're not gonna talk about enterprise risk management in quite a bit of depth because that would require a whole other session.

However, it is really important for you to be thinking about what are some of those key risks that you need to be monitoring so that they don't actually turn into a crisis. And then you should have crisis plans that are in place that enable you to respond effectively when a crisis hits. And in addition to that, organizational culture is so so important and having a mindset around crisis management and being very prepared around reputation management is crucial. So if you were with me last week and we were talking about fostering strategic culture, the same concept applies to crisis management in that you can have the best plans possible.

So I don't care if it's a strategic plan or a crisis management plan. If you don't have a culture that enables that plan to be successful, the plans are rendered completely useless. And so thinking about that culture and fostering that culture is absolutely important. So let's move to some of these questions that you see on the slide here.

So first question, does your organization have an enterprise risk management framework that identifies the material risks facing the organization and is it systematically evaluated and refined? And so of course I don't want to go down a rabbit hole but that is a really important question. If you don't have the basics in place in terms of risk oversight, you should probably start here.

Next question for you, once you have that in place, is to what extent does the current crisis management approach take into account how different risks may be interrelated and impact one another? So let me give you an example. I have clients in multiple industries and one of them happens to be financial services. I am sure a number of you heard a couple years ago about Silicon Valley Bank.

And Silicon Valley Bank ran into what you would have called an interest rate risk issue with the way in which their balance sheet was positioned. I'm not gonna get into all the nitty gritty about asset liability management and all that, but they ran into an interest rate risk issue. That interest rate risk caused really smart depositors to actually pull out all of their money and create the bank run, which impacted the liquidity risk for the organization and actually shut down the entire bank and caused it to fail. So what I'm getting at is there's a relationship during crisis between interest rate risk and liquidity despite the fact that they're mutually exclusive normally.

And so this recognition that you have some of these risks can be related is in a really great exercise for you to go back, look at your enterprise risk management framework, take out your risk register, and think about the relationship between some of these risks during crisis.

I'll go on to the next question. What is your approach to crisis management, and how are processes or playbooks built and triggered today? And I think, Alex, maybe you wanted to jump in.

Yeah. Thanks, Ronda. This one's actually really important. And sometimes, with the organizations I have worked for, the playbook and the processes that are involved around crisis management tend to be looked at as a management responsibility, and they are. Management is responsible for developing a crisis management plan and all the various components that are part of that. But it is incumbent upon the board for exactly what Miranda was talking about before in terms of fiduciary responsibility.

You need to be aware as a board what are those processes, what are those playbooks.

So if you aren't aware of how whether your management team actually has a crisis management playbook or has processes in place. This is something that you really have to be aware of because you are part of that process. The board plays a role in that process. And when a crisis hits, the last thing you wanna be thinking about as a board or asking as a board is, well, when do we get communicated to?

Who communicates to that particular stakeholder? What do you want me to do? You need to be aware of that playbook. You need to be aware of those processes so that you can make sure that you're providing effective governance and that you're providing effective oversight.

It's also gonna help you as a board when you're aware of the processes that are in place, make more effective decisions and make them quicker. Because when you're in the middle of crisis, as I'm sure everybody knows, things happen quickly. And so if you are aware of the playbook, you're aware of the process, you're not getting in the way. You're a successful part and partner in that process.

So it's really critical that the board has awareness around that.

Thanks, Alex.

Let me just go through the last couple of questions here, and then we'll see if there's, any anything from the audience.

So next question here is how does the crisis response plan encourage decisions to be made in alignment with the organization's mission, vision, values? And so think about this. If your organization has values of integrity and accountability, and yet during crisis, you lie to your customers and you don't own your mistakes during a crisis, you're not living up to your values. And so it is a matter of understanding how that crisis response plan that Alex was just talking about in quite a bit of detail there, how it's actually aligned, and what it looks like decision making processes even if some of those decisions are really, really difficult to make.

The last question that we've got on the screen here for you to think about is, does your organization consistently work to build a positive reputation with stakeholders outside of crisis?

So I'm going to make the assumption that everybody on this webinar has been in a relationship before and if you've been in a relationship you know that you absolutely try and get as many brownie points as possible so when you screw up, which is inherently going to happen, that you can actually pull from the jar and and and you're not going into the red. As a result, this is the exact same concept when you're thinking about having a a positive reputation with your stakeholders and ensuring that that's actually in place.

Thank you, Miranda. The look. We've got some questions coming through, and I encourage everyone to keep populating them. And, some of them will link to, the, topics that Miranda's about to talk about. How do you develop I'm I'm just a bit confused about this developing a crisis culture or a a culture that's accepting of crisis or accepting of a response to crisis. What what can you just go dig in up just a tiny bit more around what what what you would see in a culture that wasn't ready and one that you would see in one that was crisis ready?

Alex, did you wanna jump in first, and I'll jump in after?

So a crisis ready culture is is really about an organization that embraces embraces the desire to have conversations around impacts, incidents, and crisis that are that are going to come their way because we all know it's not it's not about whether or when a crisis is or if a crisis is gonna hit. It's about when. So you need to have a culture that supports learning, that supports, failing forward, that supports the ability to ask questions, that supports, the development and the training of resources. Right? Because when you're in the middle of a crisis, you wanna make sure that you've got the systems and the people in place who are able to deal with that. So if if your culture is very or your organization's culture is very punitive or very closed off or they operate in silos, it's gonna be really difficult for them to navigate a crisis effectively. So crisis has to be talked about.

Right? It has to be seen as a as a very a very, important, strategic initiative almost, if you will, because you have to you have to be ready for it. And so you have to create a safe culture to allow for that preparation and that collaboration to exist.

Thanks, Alex. Marina, I'm not gonna get you answer that question, but I there is one, q and a that's come up a couple of times. Do you wanna just define what a crisis is? It was, the term crisis can be overused. It can be bandied around. What's the difference between an incident and a crisis?

Miranda, do you just wanna address that before we flip over to the next slide?

Yeah. And and so my perspective when I think about a a crisis is it has the ability to potentially take out the organization if it's bad enough and likely impacts multiple departments, if not the entire organization. When I think about an incident, an incident could it could it could be an impact to the entire organization, but it's likely more specific.

And and you're not questioning, you know, the existence of the organization. So crisis has a greater magnitude of impact than an incident.

Nice.

Let's kick on.

Okay. Alright.

So let's jump to key element number two and please keep the questions coming in. I can see a number of them by the way so we're hoping to get to a lot of them today.

So key element number two, understanding roles and responsibilities.

So in order to be really prepared, it actually demands that both the board and the management team understand their respective responsibilities in crisis. And that's not only during when you're preparing and building your crisis management plans, but also when you're actually navigating the crisis itself. So as you heard Alex speak to briefly and I'll just reiterate, management has a responsibility for developing and implementing the overall crisis strategy and for developing the plan and preparing your crisis team. Whereas typically it's more the board's role to actually oversee these key elements and, to be able to monitor that progress.

Directors absolutely should be resisting the urge to jump in and possibly impede management's ability to do its job. So as you see on the slide here, please curb your enthusiasm.

That is a really important piece. So I will say I have sat on a board, well several boards before for that matter, but I have sat on a board that has been through a significant crisis and we actually had a cyber security incident happen that actually shut down all of our systems and our ability to effectively do our work for a month, a full month. This is an organization that makes billions with a b of dollars, and I apologize about the currency, but the reality is it's a lot of money, that that an organization is making and was completely halted by a cybersecurity incident. And I can tell you my enthusiasm to want to jump in and to try and help fix things.

As a sitting director, it's very natural to have, but I actually had to stop myself from trying to do it given the fact that we had very competent executive teams that that needed to be able to focus on that. So I just throw that out there. I'll continue to reference that cybersecurity incident as I go through. One other piece before I get to the questions on the slide here is that the board may actually play a greater role when management is unable to do so when you're thinking about their role in crisis.

And so for example, when a CEO or your executive team happens to be implicated in crisis, then the board is not just going to state a fifty thousand foot view, they're actually going to be executing on the crisis management plan itself. So just just something to think about as well. So, some questions to consider is how is the board educated on their role in crisis? I can tell you when I was a sitting director for that organization, I was not educated in crisis.

So when that hit, I actually had no idea what was my role, who was I not supposed to communicate with, who was I supposed to communicate with, what did that look like, and understanding the difference between what management was doing versus what the board was.

I just went with the flow as a director because I didn't have education on it and that made that gave me a lot of anxiety as a director given the magnitude of impact.

And so last question here is what systematic processes does your board have in place to review and approve a crisis response plan. So just thinking about how often are you doing that. And so Simon, I'll hand it to you.

It's really interesting because I've some crisis that have been in New Zealand and you see the CEO fronting it, but there is a time when the chair needs to stand in because it does feel like that sometimes public opinion turns or the media turns and go, my gosh. The CEO is absolutely copying it here. Where is the chair? And the chair is missing an action.

So there's that really nuanced balance there between, yes, not getting in the road of the CEO who's fronting the immediate side of things, but then knowing when to come in as the typically the chair of the board and provide a slightly different perspective or just take some of the heat off the CEO. Got a couple of really good questions here. And Sandra's asked, Miranda, can you give an example of how directors can get in the way of managing management operating efficiently, and effectively in a process? Is it just one example that comes to mind when you're going, yeah, this often happens?

I have many, but I feel like Alex would really love to jump in here.

So yeah. So Miranda gave a great example from the director perspective. I can give a great example from the communications, lead in a in a very, stressful cybersecurity, incident.

So when a director knows process and when they're aware of the playbook, so they've done all that work upfront, they understand that their role is not to start reaching beyond the CEO and actually talking to people in the organization who are trying to manage the crisis. K. So that's a very that happens more than you think. And that's the example. You'll have a board director who actually says, well, I know the communications director. I'm just gonna shoot her an email, and I'm gonna start talking to her about how how I didn't like the way she phrased this sentence, or I didn't like the, you know, the amount of details she put in there.

Or I know the IT director, and I'm gonna get I'm at you know, I have a technical role in my day life outside of the board. So I'm gonna get all the more technical information that isn't in the communications that's being shared. That is really it impacts the people who are trying to navigate a crisis in a really negative way. Crisis is stressful. Everybody's cortisol levels are running really high. And so to have to manage the a board director who's a very important stakeholder who's asking for specific information or giving direction directly and going over the process that's been outlined, is very it's very difficult. So that is an example of how a director might step outside of the boundaries of where they should be playing in in in times of crisis.

Nice, Alex. Miranda, two two quick fire questions for you before we kick on to the next slide.

What's the role of an external, agency or PR person or a catalyst, to be a catalyst for this? How much do you have to sort of keep in house, and how much can you just sort of say, right. We've



got a direct line, and we've got these guys on a retainer. Crisis happens. We're just gonna throw it over to them.

Well, whoever asked that question is about a couple slides ahead from me because I'm going to speak to that, but I I can speak to it now real quick if you'd like, Simon.

Well, yes. Difficult to well, let's do it. What what's the high level answer for that one?

Super high level answer is it depends on the organization's resources, whether they can actually have the skill in house versus external.

And it probably also likely depends on the industry and the complexity of your organization.

And so so high level is it depends. That's my lawyer answer, and we can talk about that in a couple more slides.

One other quick question that's been asked here is that difference between the risk matrix and the crisis matrix matrix. Is, are they inter interchangeable?

Would you expect to see the same sort of crisis going through the same process as you do a risk matrix? Would they be part of the risk matrix? How how does that what's the interrelationship between those two?

How about this? Let me start my next slide, and I'll answer that question.

I I thought I'd give you a segue and, Miranda, to your next slide.

Awesome.

Okay.

So so let's actually talk about our key element number three, which which is, yeah, a direct segue into crisis scenario planning, tabletops and simulations.

And so when I'm talking about scenario planning, just for clarity, this is different than scenario planning and strategy work which you often see. We're actually thinking about what are the different scenarios by which crisis can happen for your organization. And obviously this looks different from company to company. And so what I would say here is if you're looking at different scenarios in crisis relative to a risk register or a risk matrix, they are they are different because you are setting a different set of risks.

Or sorry, you've got a number of different risks that you're labeling. You're trying to think about the impact and the probability and you're trying to wait out what type of mitigation strategies that you need to have. Some or possibly a number of these risks could turn into crisis. That is different than saying a cybersecurity incident has happened and it takes out five of our systems and we no longer are able to operate.

So so there is there is a difference. There's a relationship between them obviously because you would have cyber related risks on your risk register, but how they are described on a risk register versus a crisis scenario plan looks different.

And so when we're talking about, scenario planning, it's really important for for the board to ensure that this is in place and that's part of your crisis management plan itself. And the board should actually be pushing the management team to really think about some of those true worst case scenarios to avoid some of that optimism bias that can often creep in. And now when I'm thinking about tabletops and simulations, for those of you that are not familiar with the two, I also have clients in the aviation split in the aviation space, which is quite frankly timely given all the plane crashes that are happening.

When you're thinking about simulations in aviation, that would actually be having a fake plane crash happen on your runway and the entire team is mobilized to do an emergency command response center and you have your firefighting team that is actually going and putting out the fake fire that is happening on that aircraft and pulling out passengers off the aircraft and what that looks like. Simulations is where you're actually immersed in the actual crisis itself. A tabletop exercise is merely about sitting around the table and having conversations about that exact same situation or another crisis as example and working through what it would look like.

And regardless of which one you're talking about, it really helps to clarify roles and builds confidence within everybody who's participating, which by the way should be both board and management, and also helps to improve communications as well. And then doing these types of exercises helps to the organization to have better response strategies, ensures that they're tested and aligned with your organization's values as well. And then lastly, it drives this continuous improvement mindset which is really key because you have a lot of learnings that come out of either tabletop exercises or simulations themselves.

And so just some questions to consider is is your crisis management, in your crisis management plan, are there key scenarios that your management team has identified? So do you actually have scenario planning happening around crisis? That's your first question. Right?

And then, you know, how is the board involved in it and how are you able to challenge management? And then number two, how often it is or if at all is your board included in the tabletop or simulation exercise? I can tell you for the organization that I sat on which had a very large magnitude and very complex, I didn't sit through a tabletop or a simulation exercise. I didn't see a crisis management plan once.

And so, I would strongly recommend going back and having a conversation because something that Alex said earlier, which I'm going to iterate a couple more times, it's not a matter of if a crisis is gonna happen. It's a matter of when it's gonna happen.

Alex, how do you find Alex, how do you find in those situations where you you you're an organization that doesn't have corporate resources and crisis management is always on the, important but never on the urgent list? Is there anything that you've seen that can actually act as

a little bit of a trigger to to tip it over and go, yes. We we we've got to get around to doing this, and we've got to do it now?

A crisis.

Yeah. Yeah.

It's actually happening. It's when people go, oh, okay. We need to take this seriously.

Yeah. But have we had but but have we had that with COVID? I mean, isn't COVID sort of been in everyone's mindset?

Yeah. I mean, it it definitely. But I would say that COVID I mean, you could also look at at at COVID as a business continuity issue as opposed more so than a crisis. Right?

Because people had to get their business continuity plans in place, and if they didn't have them in place, that was a perfect opportunity to develop one. I think the thing is is incidents can actually lead to that. And and and I I will you know, Miranda defined the two earlier on, and and and she was correct. I think that whatever your organization has to do is they have to identify a definition for crisis, and they have to identify a definition for incident.

And everybody in the organization has to be following that same definition.

So that's really important. But I will say an incident can trigger you as well. You start there's an issue that's happened, an incident, and you're like, oh, we're not really prepared. So then that will trigger people to start to do the work for when a crisis actually hits. The one thing I just wanted to add on when your scenario planning is a lot of the times too, we talk about optimism bias, but I think another thing that's really important is I is really going outside of the box when you're identifying your scenarios.

We pick the obvious scenarios.

That's just we're creatures of habit and that's what we do. We say, oh, well, in our line of business, this is for sure gonna happen or or that's for sure gonna happen. You have to force yourself to think outside of the box and sometimes pick scenarios that you think would never happen because they just might.

The other thing as well that I would I would, I would offer to everybody is, in your in your tabletop testing, build on scenarios. Don't just have one and say we're gonna tabletop just cyber. Throw in as you progress. Throw another injects because that helps you keep on keep yourselves on on on your toes. And the tabletops are also amazing for helping boards understand their roles. That's such a great way to get clarity on what your role is.

So, yeah, I just wanted to offer those points.

Right.

Miranda, would you like to maybe share some ideas around supporting the CEO and and management is your next slide.

Yeah. And sorry. In advance or during?

No. No. I think next slide four is around supporting the CEO and and management. So I'm interested around that because a lot of us on this call will be obviously in the in an executive roles as well. So just really keen to hear how how you think that should play out.

I I would also be curious as we're going through this slide for those of you that are CEOs or senior leaders in the organization, by all means, please feel free to put in the chat what would be super helpful from your board. It would be great to actually see that flow in. And so, this is where whoever asked the question regarding the resources, this is where it's coming in. So that was good that they were ahead of the game. And so having the right resources in place is absolutely a non negotiable. We know that we continue to experience a lot of volatility and crises and so having the resources is imperative.

And as I mentioned before, for some companies and specific industries, they might actually have crisis management centers. So when you think about, in aviation, they have this. This is a requirement. This is regulated. Right? This makes sense that they have this.

And in other situations, it might mean having maybe just individuals in the organization that are responsible for it or even having third parties or advisers, that are at the ready to be able to mitigate some of your risk and respond accordingly during, operational issues.

And so as Alex also stated as well, and I'm going to reiterate, is that the board needs to remember that crises are highly emotional and very stressful, and please try not to contribute to that. And I will admit when I was a sitting director with that cybersecurity incident, I was sitting there and you're and you're you're upset. You're upset with the situation because how is it that this could have happened? How did management enable or support or didn't protect enough a cybersecurity incident?

These are things that will literally run through your mind. Now if they run through your mind, fine. If you actually act on them and and start being punitive with your executive team, not helpful. You need to be that stabilizing force that offers calm and rational counsel.

And when we get to key element number six where we talk about a post crisis review, that's where you can have that conversation, but not during the crisis. You need to you need to be helpful. So questions on the slide here, for you to think about is what skills or experience is required to execute your crisis management plan, and do you have them internally or do you need a third party? And then how does the board avoid being both emotional and punitive towards the CEO and management during crisis?

So I'm not sure if any ideas came in, Simon, from in the chat at all.

Well, I think, Henry mentioned sort of role descriptions. It's it's it's coming back to ahead of the incident or the crisis, understanding which role everyone will play. So that is all about that tabletop exercise. It's all about that role play and scenarios here and just making sure people aren't stepping over each other. So from an executive leadership perspective, I think he would've wanted clarity around around that.

So just one other question that probably related to an earlier slide. Is there any software, any cloud based software, that is typically used for this, or for, you know, someone said risk register. But is there anything that you use as an external tool rather than an external agency to support crisis management preparation?

Alex, go for it.

So in terms of crisis preparation, I mean so one of the things here when we talk about resources is you wanna make sure you have a crisis management team in place. And so you wanna make sure that the people who are sitting on that crisis management team know their areas and their responsibilities really well. In terms of a tool that you can use, during a crisis, there's nothing that's gonna help you respond, that's gonna write responses for you or anything like that. But you should be implementing tools like social media monitoring, media monitoring. Those are tools you can use to help you evolve your response and understand how people are reacting to the way you're managing the crisis.

But in terms of, you know, is it an organizational tool? I'm not sure quite if there's a little bit more detail that can come in that question. But is there a crisis management software tool?

If there is, I'm not aware of one. I've never used one. But definitely during the crisis, you wanna make sure that you're using monitoring tools and social listening as much as you can.

Karen, Karen just asked, Alex, before we move on to the next slide, is do you have experience with CEOs who have minimized the crisis and have are refusing to act according to the plan?

No.

Yeah. That one's a little bit tricky. So so that kinda goes back to that culture of of that that's really important. Right? So the CEO in particular, as the leader of the organization and is the one who's steering the ship absolutely has to recognize the value in the expertise that people who are working the crisis are bringing forward and has to realize that sometimes the CEO, very important role, I'm not diminishing it, but is not always the subject matter expert in dealing with a crisis. So that's that's where that doing that preparation in advance and making sure that there is that, you know, culture culture positive, you know, crisis culture positive approach, making sure that the processes and that the roles and responsibilities are clearly understood and, frankly, respected.

That's so important, have to be in place. And then, hopefully, you won't get to that point, but that's where the board chair is gonna have to come in. If you have a CEO who's starting to go a

little bit roll rogue, the board the board chair and the board are gonna have to mitigate that behavior because that brings on a lot of reputational damage. It's not just managing that during crisis. It's once a crisis ends, there's a ton of work that still has to be done. So it's not that easy.

And we'll head towards that. Miranda, we're just, yeah, you're edging up towards, quarter of the hour. And, yeah, let's talk about monitoring communications and stakeholder management.

Beauty. Thank you.

So we know that a crisis response is gonna mandate frequent and transparent communication to all stakeholders, including the board. And so there are multiple ways in which a board can be communicated to, and this is actually on the slide so you can take that away. The cadence by which a board is communicated to can actually vary quite a bit depending on the severity, the magnitude of the organization, and so on and so forth. So if it's incredibly severe, you might get things on a weekly, maybe even on a daily basis. If it's not as severe, maybe it's an update at your board meetings. I can tell you for me, when I was a sitting director, I received daily communication updates for six weeks direct from the CEO every day at four PM. Every day at four PM, I had a long email that I read and understood what was going on and what they were doing.

It's also incredibly important when you're thinking about, stakeholder management is that the board understands the key relationships that it needs to manage. And I can tell you as a sitting director myself, I actually didn't know who I was supposed to talk to or who I wasn't supposed to talk to, and that created a lot of angst and a lot of back and forth. So if you actually just looked at just the board emails, which we left the poor CEO off of, all of us going back and forth, and there were fifteen, by the way, trying to figure out what, you know, who we're supposed to communicate with, what this looks like, it would have been way better if we were just prepared and we knew exactly what we're supposed to do. And so there are several, questions that you've got on the slide, but for the sake of timing, I'd like to just cover the last key element if you're okay with that, Simon.

Right. Thanks.

Yeah. And then we'll we'll jump in if we've got a little bit of time for questions after, we will go for that. And so what I want you to take away from key element number six is the post crisis review is absolutely integral. You need to have a lessons learned component so that you understand where some of your operational gaps, even some of the board gaps, and some areas for improvement. You will also note that after a crisis, there are going to be business as usual, but there's also going to be items that maybe within your business briefly change and temporarily and it goes back to normal, but there's also going to be items that are permanently disrupted too. So maybe it's consumer behaviors permanently disrupted, public expectations, supply chain, operating model.

I actually found that myself as a sitting director. I could watch what was a temporary change versus permanent. So, like, there were things that were built into our IT systems that became

permanent changes. We actually had changes to our supply chains as well because we were a wholesaler.

There there was multiple pieces there. And so it's just something to think about as a sitting director what new risks come as a result of some of these permanent changes post crisis. And what I do want to emphasize here as well is that when you're in crisis it forces a board to very much be in the present moment. And and in a lot of cases, that makes sense to be having conversations in the present moment, but don't forget to look forward because that is ultimately the board's role and prioritize some discussions that contribute to your company's recovery narrative, which I actually saw somebody reference in in the questions as well, and also seizing opportunities to better meet stakeholder needs.

So when there's there's a crisis, there's an opportunity as well. And so thinking about this question on the slide here, which is, you know, how is the board ensuring that lessons learned from the crisis management efforts are actually applied in the future? What conversations are you having after your crisis?

Nice. Time for a couple of quick quick fire questions. How do you prepare for knowing crises like you can envisage them happening, and unknown crises that came from the field that you just never expected? Or is every crisis realistically a possibility and knowing?

I love that question. And so so the way that I think about that is I think about there's a risk management piece and then there's a strategic resilience piece, which is a whole other topic that I talk about, Simon. And and so to me, when you're looking at your crisis management plan, yes, you have multiple scenarios that you're working through, but at the end of the day, you have principles by which you are operating so that you are prepared to deal with any crisis. You are not going to be able to predict every single crisis. And even if you can predict the crisis, you have no idea about the ripple effect that's going to happen because it's gonna be very dynamic. And so the reality is it's not about trying to predict it. It's more about what are the principles that we need, what are the skills that we need to be able to respond accordingly, and thinking about that culture.

Lovely. We're gonna leave it there. I mean, we have a number of other questions that we could have gone through and apologize. We tried to wave in about sixty percent of them, and so we're we're very happy with that. But, Sean, we always try and finish on time to have respect for our our audience. So over to you.

You're right here.

So feel free, everybody, to connect in with our team, Miranda, Alex, and Simon, on LinkedIn with those details you see on screen.

I won't go into this too much other than to say we have a great webinar program coming up this quarter. So some really cool topics.

So please, visit our website for all that information.

You will receive an email from us, it'll be tomorrow now, which will include a copy of the slide deck and also the checklist, Miranda.

Yes. Correct. It's there. It's in the slide deck.

Right. Fantastic. So, just as you leave the webinar, everybody, don't forget to complete our one minute survey to go in the draw for our gift hamper.

Thank you again, everyone, for your attendance. Miranda, Simon, Alex, thanks so much for your contribution today. It's been fantastic as usual. We look forward to seeing you all at our next webinar. Everybody, have a great day.