

Responding to a crisis: Immediate and tactical considerations to set up an effective Crisis Command Centre (CCC)



- 1. Lead decisively:** Act with authority; taking no action too, is in essence, a decision. Always keep in mind your goals and objectives. Focus on what you can control; accept what you cannot. Avoid “analysis paralysis”; you will never have all the information. Establish a clear, ongoing decision-making process. Prioritise decisions based on their impact. Record best practices and lessons learned; implement these to perform business as usual.
- 2. Derive actionable intelligence:** Deliver actionable insights; do not confuse data and intelligence. Focus on who needs to know what, and by when. Cast a wide net; important information can come from anywhere. Qualify your sources; misinformation is as prevalent as information. Ramp up your ability to process data; do not let it bury you. Record what you knew at the time of the decision; in hindsight, you have 20/20 vision.
- 3. Continually frame the crisis:** Quickly diagnose the crisis with the available information. Think ahead; anticipate how the crisis might progress. Reassess your stance every day; a crisis continuously evolves. Do not let individual incidents distract you from the larger crisis.
- 4. Actively communicate:** Own the story; don’t let anyone narrate it from their perspective. Be candid; communicate with honesty and personal commitment. Convey consistent messages internally and externally. Back your words with action. Control the narrative; maintain a regular cadence for communication. Choose your spokesperson wisely; they will be the face of the company.
- 5. Expect the unexpected:** Know that individuals may act differently under extreme pressure. Realise that normal organisational roles may not apply to a crisis. Avoid relying on a single person for the success of crisis management. Anticipate when and how external parties may steer the crisis story. Recognise your limitations; a crisis can test everyone’s breaking point. Prepare to work with limited (or no) technology.