



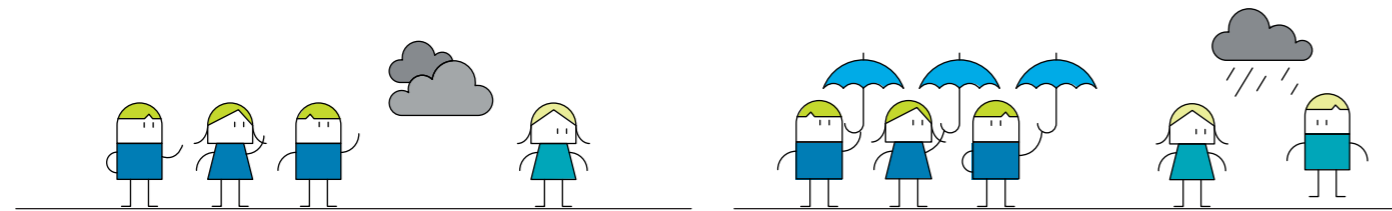
# Organisations are not making themselves resilient to crises, despite the warnings

We asked more than **250 senior executives** involved in their organisation's crisis management how they approach and manage crises.

## Three quarters

(74%) agree there are warning signs for most crises...

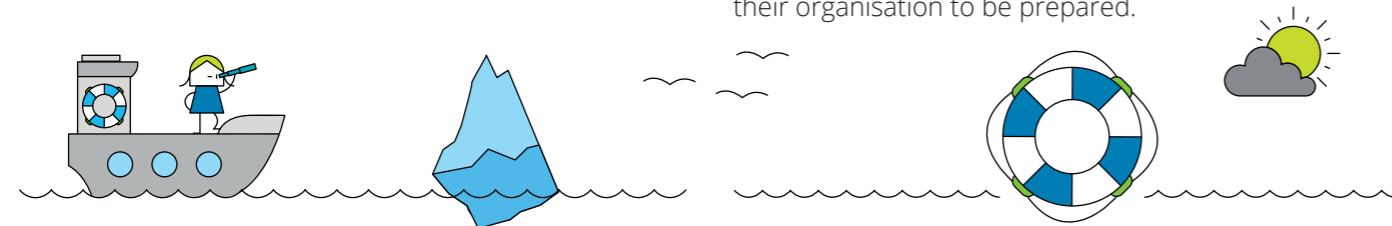
...yet only **62%** say they act on them.



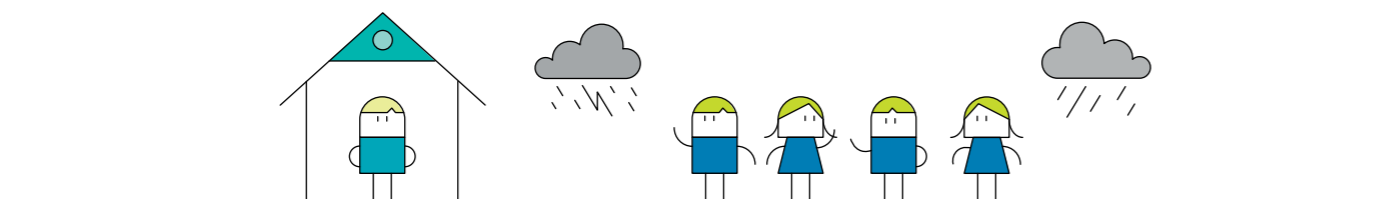
## Nearly all

(93%) believe organisations can prepare for a crisis...

...yet **just over half** (56%) consider their organisation to be prepared.



And crises happen – **nearly four-fifths** (79%) – said they faced a crisis event in the last year.



**This suggests that organisations are missing a trick. They know they could be more resilient to crises, but aren't taking the measures to do so.**

Why might this be?



**Unrealistic optimism**



**Aversion to change**

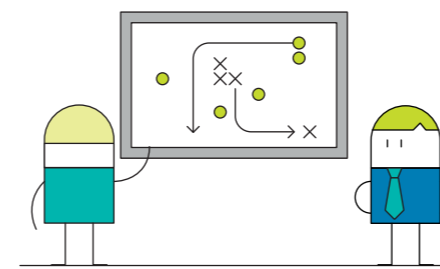


**Focus on cost rather than value**

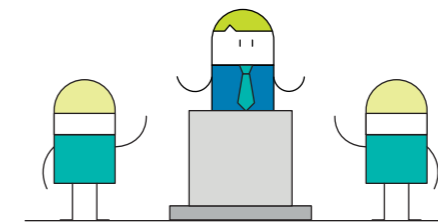


**Cross-functional silos**

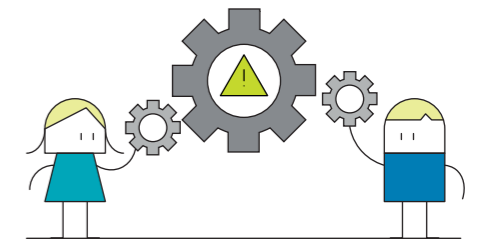
## Make your organisation crisis resilient



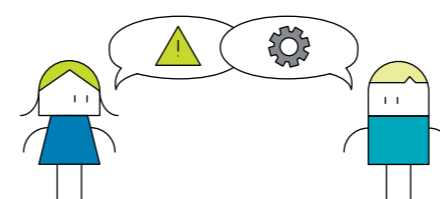
Approach resilience **holistically**



View crisis management as a **strategic capability**



**Listen and act better** on risk intelligence



**Challenge senior leadership** on non-familiar and uncomfortable risks



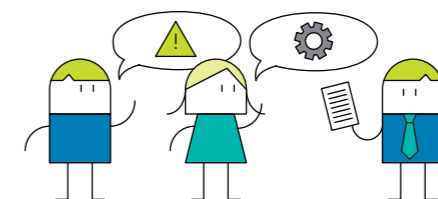
Ensure appropriate focus is given to **mitigating controllable risks**



Understand the long and short term **consequences of big strategic decisions**, major changes and possible crisis scenarios



Consider the **financing risks** of certain crisis scenarios



**Learn lessons** from the past