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**

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**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**

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