Building Crisis Leadership Capability

How the EPC Prepares People to Lead in a Crisis

Deborah Higgins – Head of EPC
What is the EPC?

Who we are…
- The Cabinet Office Emergency Planning College (EPC)

What we do…
- Build resilience capabilities in individuals, teams and organisations

Why we do it…
- HMG and CCS strategy to improve UK resilience

How we do it…
- Training & Exercising
- Advisory services
- Professional Leadership
Our Approach To Preparing People

Anticipate

Assess

Prevent

Prepare

Respond

Validate

Learn

Recover

Evolving Integrated Emergency Management
Our Agenda

We must define what crisis means

Crises as an opportunity?

Understand crisis leadership capability

Tools for the job

Making the difference

Professional Leadership - The EPC Insight Programme
Crisis management capability is the organisation’s capacity to avert or respond to and learn from crises.
Tame Problems and Wicked Problems

What’s the difference?

Why is it important?
Cabinets Office

Crisis Are...

- **Strategic**
- **Ill-structured and complex**
- **Less foreseeable**

- **Volatile, with few ‘win-win’ outcomes**
- **Critical to reputation and survival**
- **Characterised by dilemmas**

- **Qualitatively different, not just ‘bigger incidents’**
- **Run by the top layer of management**
- **Critically dependent on communications (perception is all)**

EPC Tools and Templates

‘How Do Incidents and Crises Differ?’
## Crises as an Opportunity?

Can organisations emerge stronger from their worst crisis?

1. **It’s not if. It’s when: no one is immune**
2. **The diversity of crises keeps companies guessing**
3. **The most disruptive crises aren’t necessarily the most newsworthy**
4. **Who’s responsible for crisis management?**
5. **Companies that emerge stronger from crisis do specific things**

*Source: PwC Global Crisis Survey 2019*
“The secret sauce…..?"

1. Allocate budget to crisis management – before it hits
2. Have a plan – and test it
3. Adopt a fact-based approach – and don’t neglect key stakeholders
4. Perform a root-cause analysis – and follow up
5. Act as a team and hold to your values

Source: PwC Global Crisis Survey 2019
Crisis Leadership Capability

1. The Intellectual (doctrine, shared concepts, frameworks & the intellectual ability to analyse, strategise and learn)

2. The Structural (structures, processes, procedures and plans)

3. The Human (‘buy in’, skills, confidence, commitment and experience)

4. The Physical (resources, ‘stuff’)
So, the First Principle is… Stay in Role

Understand the issue, the strategic implications & risks for the organisation

Set the strategy, aim and objectives to drive and assure the tactical level of response

Act quickly and confidently, make decisions rigorously and defensibly

Focus on the strategic dimensions and issues: people, reputation, brand, communications (internal and external) media, key stakeholder management, national liaison, mutual aid, continuity of key services…
Leadership in Crises: Situation, Direction and Action

3 core functions

1. Create and maintain strategic shared situational awareness

2. Determine your strategy, strategic aim and delivery objectives

3. Make timely and defensible decisions
The Scoping Tool

An easy to remember way to consider the situation in its wider context and assess the potential severity

<table>
<thead>
<tr>
<th>Scale</th>
<th>Duration</th>
<th>Impact</th>
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<tr>
<td>How big? Geography, how far might this thing extend</td>
<td>How long? How long might this last, in terms of both acute, chronic and legacy impacts</td>
<td>Doing what to whom and where? It is often easy to identify the immediate consequences, but tracing the wider impacts can be extremely difficult</td>
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In the first place, gets the ‘facts’ as right as possible with K, U & P analysis.

Think in terms of 3 broad divisions:

But what about the ‘unknown unknowns’?
The Factors Tool

STEEPLE is recommended in the ACPO Guidance on Emergency Procedures (2009: 22)
The Situational Awareness Tool

It has three elements

- Perception
  - Seeing

- Comprehension
  - Understanding

- Projection
  - Predicting
The Persistent Questioning Tool

What has happened?
What is happening?
What is not happening?
What does it all mean?
What might happen?
What if it did happen?
**Micro case study** – Foot and Mouth Disease 2000: planning assumptions about the nature and rate of the spread of the disease depended on completely obsolete assumptions about the rate and manner of the spread of the infection.
The Impacts Tool

Flooding
- Displacement of people
- Transport disruption
- Denial of premises
- Loss of essential services
- Contamination

Health
- Comms
- Electricity
- Water
- Sewerage

Info/Comms
- Health care
- Retail
- EFTPOS/ATMs
- Heating
- Cold storage
- Food preparation
- Water treatment
- Water supply
- Transportation
Responsibilities, Behaviour & Activities

Your CMT is:

**Part machine**
This is the structure, process and procedure element, including the “battle rhythm”

**Part organism**
This is the people element, including knowledge, skills, attitudes and individual & team resilience
Being Comfortable in Uncertainty

"Zone of greatest uncertainty" where most early critical decisions have to be made

You can't always get what you want…  Jagger, M. & Richards, K. (1967)
Delay Your Decision?

Data Produced

More Data ≠ More Information

Find

Sort

Process

Integrate

Filter

Information needed

“Noise”

Situation Awareness Analysis and Measurement, Lawrence Erlbaum Associates
Decision Traps – The Key Ones

- Confirmation bias
- Availability bias
- Sunk cost bias
- Framing
The Joint Decision Model

1. Gather Information & Intelligence
2. Assess Risks & Develop a Working Strategy
3. Consider Powers, Policies & Procedures
4. Identify Options & Contingencies
5. Take Action & Review What Happened

Working Together
Saving Lives
Reducing Harm
The EPC Insight Programme

Publications this year:

- Horizon Scanning Methodology Paper
- Top Texts & Book-of-the-Month
- Resilience Round-Up
- Personal & Community Resilience MOOC
- Solar Weather
- Personal & Team Resilience
- Tools & Templates Resource
- Disaster Database
- Quantum Computing
The EPC Insight Programme

Forthcoming:

- Expert Teaming
- The Resilience Calendar
- New Learning Technologies
- New LMS
- Full Incorporation of RD into EPC products
- Top UK Risks
- Collaboration with LRFs – Free Conference Seminars
- E-Learning Modules
- New Website
- Crisis Leadership TNA
National Resilience Standards
Especially #11 Strategic Co-ordinating Groups

BS11200 Crisis Management
Chaired by CCS & authored by EPC

EPC Insights Top Texts
https://www.epcresilience.com/services/thought-leading/knowledge-centre/epc-top-texts
More Reading!

EPC Occasional Papers

EPC Position Papers
Thank you!