

IPRS WORKSHOP

DEMYSTIFYING CRISIS MANAGEMENT.....

identifying, understanding, preparing and responding to Corporate Crisis situations.

In the most settled of times, in any field of business, one can almost always expect to have to deal with unplanned emergencies and even crises. There is no such thing as a “crisis-free” business – it will invariably happen in one way or other.

Here in Singapore, we have our fair share of corporate crisis situations. Many of these are linked to the present world economic turmoil but there are many others which are not. Prominent corporate entities and brands, such as SIA, DBS, OCBC, UOB, AIA, Prima Deli, Bank of East Asia, Dutch Baby, Julie, Khong Guan, SPC, Keppel Corp and many others have been or are potentially being saddled with sudden and unanticipated issues which can or have grown to crisis proportions. Some of these have responded successfully but many others have not or could not.

Your ability to respond decisively to a crisis can have a direct effect on the health and well-being of your corporate reputation and your company. It is vital that you are well prepared!

Participants of this fast paced interactive day-long workshop will learn how to

- identify issues and situations which could lead to a crisis
- understand the difference between Emergency Management, Crisis Management, Business Continuity and Issues/Risk Management
- prepare for proactive response
- develop practical and effective crisis response plans
- set up emergency and crisis response teams from the existing workforce
- use various proven and effective crisis response tools
- engage, train and practice crisis management teams
- set up trigger, activation and response mechanism
- manage the crisis to achieve BAU (business as usual) situation.

These will be done through **lectures, discussions** and **hands-on exercises**.

Who should attend this workshop?

This is a compact one-day workshop aimed at all corporate executives from either the business or support activities who have an interest in or responsibility for Reputation Management, Branding, Communications, HSE, Human Resource, Emergency Response, Crisis Management and other related fields.

The workshop is aimed at executives who are,

- presently not yet into Crisis Management but who will be or
- already involved but seeking to engage/benchmark with fellow practitioners or
- seeking to improve their understanding/competence in Crisis Management or
- generally interested in the topics in one way or another.

Participants will have to bear in mind that this is a compact one-day workshop with relatively broad treatment of the topics. Those seeking in-depth knowledge or consultation specific to their company's circumstances can consider a separate workshop later on.

***Date: 3 December 2008 (Wednesday)
Time: 9.00 am – 5.00 pm
Venue: Hotel Rendezvous, Bras Basah Road
Price: \$550 (Members); \$700 (Non-Members)***

CPE: 3 POINTS

Workshop Program

Session 01

An overview of Crisis Management in Singapore by Ms K Bhavani, President, IPRS

Session 02

SELF INTRODUCTION & SHARING OF EXPERIENCES

This session aims to bond and energize participants by giving everyone the opportunity and obligation to speak and share experiences. The outcome is a more relaxed and participative group that can also benefit from the varied background and wealth of experiences.

- Participants to individually share Name, Company, Position, Role in Crisis Management & one significant Business/Personal Crisis Encountered
- Key Message/s?

Session 03

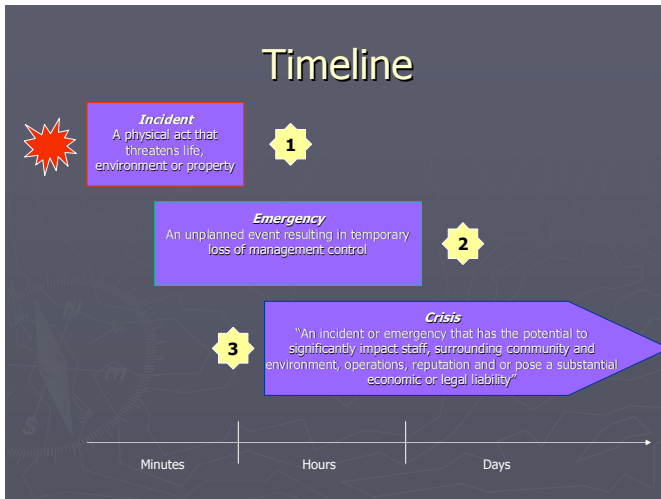
WHAT CAN POTENTIALLY CAUSE A CRISIS in a COMPANY and WHAT ARE THE STRATEGIC RESPONSES?

This session brainstorms the many situations which can lead to a Crisis and what the strategic responses might be. It will start with the inputs from Session 02 and expand/develop on the list.

Session 04

RESPONDING TO AN INCIDENT, EMERGENCY OR A CRISIS?

Abrupt, non-normal disruptions to a company's operations result in situations which are variously described as Incident, Emergency & Crisis and combinations thereof. These are different in intensity and focus, requiring different response. This session will explain the differences and how they interact and interface.



- Defining and understanding differences between and linkages of Incident, Emergency & Crisis Management & Business Continuity.
- Difference between Tactical and Strategic Response
- Typical Structures & Responsibilities of the various Response Teams
- Roles of Individual Key Members
- Manpower and Resourcing Issues



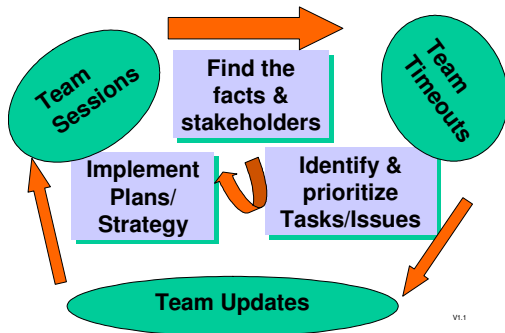
Session 05 RUNNING THE CRISIS MANAGEMENT TEAM

On activation, the Crisis Management Team will function through a recommended process,

- **Actions.** Activation and notification; finding the facts; identifying and prioritizing crisis issues; developing and implementing business continuity, reputation and liability strategy

under pressure; and the conduct of virtual crisis meetings.

- **Team Processes.** Achieving deadlines through team sessions, time outs, updates and using leadership and teamwork to return to Line Management.



All executives emerge with cohesion when they participate in extreme leadership sessions and prove that they can align their communications with the operational response.

Session 06

EMPLOYING SUPPORT TEAMS IN CRISIS MANAGEMENT

The composition, structure and roles of various vital support teams in crisis management will be discussed.

- **Media/Stakeholder Support Team** will monitor and analyze media, preparing media releases, optimizing media coverage, making use of websites. They will also deal with media enquiries and set up appropriate interviews and conferences. Team will review, recommend and implement communications with other Stakeholders.
- **HR/NEC (Nominated Emergency Contact) Support Team** will be responding to relatives and friends of affected people, and in managing employees, contractors and ER personnel. There could be considerable emotions and trauma involved. Team will also provide support on all other HR issues, including impact on existing workforce and manning requirements/implications of Crisis.
- **Technical Support Teams** will focus and support the CMT on their particular areas of specialty, including Security, IT, Environmental Contingency Plans, Oil Spill Response and Construction.
- **Crisis Administrative Team** will provide key secretarial and administrative support, including log keeping, information management, catering, and stakeholder calls management, catering, utilities, office supplies etc to keep everyone administered.
- **Call Centre with Telephone Responders** will be set up to handle high volume, overwhelming/emotional inquiries from media, next of kin and any other stakeholders, including internal and external “VIPs”. The Call Centre operation is also a vital aspect of Product Recall Programs.

Session 07
DESKTOP EXERCISE
Crisis Simulation – The Corporate Eskimo Roll



Participants will benchmark their skills with fellow delegates by participating in this Workshop Crisis Simulation Exercise. In this fast moving session, participants will work as industry aligned Management Teams to develop and implement Business Continuity, Liability and Reputation Strategy under pressure.

We will step through a scenario requiring each Management Team to find and check the facts, identify stakeholders and prioritize issues, brainstorm potential strategies and develop a path way to the future. We will show how the best Management Teams focus and multi-task, using plenary sessions and timeouts to achieve team and time discipline.

SESSION 08
WORKSHOP REVIEW

Hot Debrief of Corporate Eskimo Roll exercise and lessons learnt.
Overall workshop review and the Next Steps
AOB

Close

Workshop Leader



Albert TAN is General Manager, Global Clients, of Truscott Crisis Leaders, a leading regional firm of Crisis Management consultants headquartered in Perth, Australia. He has worked from the boardrooms to the shop floors of a wide range of national and trans-national clients across the Asia Pacific and has also lectured at or conducted conferences and seminars on Crisis Management, Reputation Management and Crisis/Media Communications.

Presently based in Singapore, Albert is well traveled and have lived and worked in varied environments worldwide. He has more than 30 years of commercial and business support experience, mostly with Royal Dutch Shell but also with the Straits Times (Singapore) and General Motors (South East Asia). His last 10 years of corporate life prior to his present role was as General Manager, External Affairs, responsible for defending and promoting Shell Eastern's Reputation.

Albert holds the Joint Certificate of the UK Advertising Association and the Association of Accredited Advertising Agents as well as the Diploma of the Communications, Advertising and Marketing (DipCAM) Foundation, UK. He is an Accredited Member of the Institute of Public Relations, Singapore (AMIPRS), where he also serves as a Council Member. He is active in community affairs, leading and serving in advisory councils and committees in education, the environment and community dialogue.

Register by 25 November 2008 with shan@iprs.org.sg

**Include: Name, Designation, Company, Billing Address, Contact Details,
Membership No (if applicable)**

**For Further Details please contact the IPRS secretariat @ 65341841 or
Visit our Website @ www.iprs.org.sg**

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