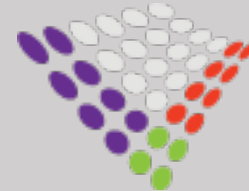## Does your team have what it takes? Improving your plans and training by understanding the psychological impacts of crisis events

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VIRTUAL CORPORATION

DRJ SPRING 2020
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Virtual Corporation Professional Services

BUSINESS CONTINUITY	CRISIS MANAGMENT	IT DISASTER RECOVERY	CYBER SECURITY	SUSTAINABLE PLANNER (SP)*
Maturity Model (BCMM)	Crisis Management Plans	DR Program Design	Program Assessment	Design
BC Program Design	Hazard Vulnerability Analysis	DR Planning	Data Breach Planning	Implementation
Risk Assessment	CM Exercises	Program Maturity	Managed Services Selection	Training
Business Impact Analysis		DR Exercises	Testing & Exercising	Improvements(?)
Business Continuity Plans				Support
BC Exercises				

* Virtual's BCM software planning tool

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What happens in a crisis?

COMMON CRISIS MANAGEMENT CHALLENGES THAT TEAMS FACE IN A DISASTER

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What is a crisis?

Conventional Incident	Crisis events
• A well-understood event, of limited scale	• The type of breakdown had not been imagined
• Clearly defined emergency procedures	• The breakdown strikes a vital nerve center.
• A limited number of actors	• The breakdown strikes one or more vital networks.
• The organizations involved know one another	• Instead of a single problem, the breakdown combines several failures.
• Clear-cut roles and responsibilities	• The problems to be dealt with are immediately massive.
• A well-acknowledged authority structure	
• A situation that is perceived to be manageable	
• A breakdown that is quickly brought under control	

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The typical approach to Crisis Management

- The creation, maintenance and progressive adaptation of effective and shared situational awareness

- The selection and maintenance of an effective strategy that articulates provides the ends, ways and means by which the crisis will be resolved

- Effective and timely decision-making around choices of direction and action

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Corporate crisis environments

- Key figures will almost certainly be absent or unavailable
- Necessary to coordinate work with a large number of people (Everyone and anyone will come knocking at your door)
- High-ranking figures demand to be involved (Although you will be scarcely acquainted, if at all)
- Extraordinary Pressure (E.g. Requests may come down directly from the company's CEO which short-circuits usual chains of command; Puts individuals in an awkward position)
- Requests may be contradictory
- Crisis may produce conflicts between private and professional life

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Six psychological impacts to Crisis Management Teams
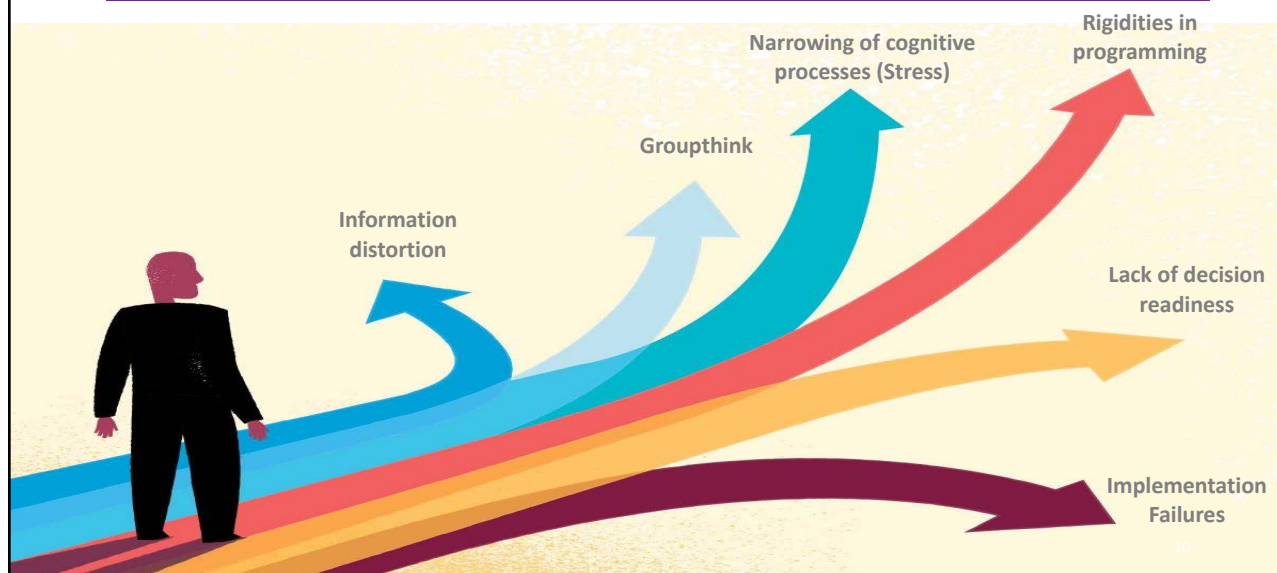
Crisis event impacts

Narrowing of cognitive processes (Stress)	Preferred solution promoted by strong central leadership
	Reduced cognitive abilities as a result of increased stress
	Limited information from fewer sources as a result of pressure and stress
	Reduction in the decision-unit size; fewer alternative points of view from all parts of the organization
	Functional fixedness in problem solving
	Attention to short range issues at the expense of long-range issues.

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Crisis event impacts

Information distortion	Information overload
	Time delays in intelligence reports
	Preference for agreeable information
	Stereotypes of the adversary, cultural blocks

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Crisis event impacts

Groupthink	Illusions of invulnerability of decision groups and high risk propensity
	Rationalization of warnings which may force a reassessment of current policies
	Believe in the inherent morality of the group
	Pressures on members to confirm to accepted group policies
	Suppression of personal doubts
	Cognitive biases and faulty conceptualization

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Crisis event impacts

| Rigidities in programming | Responses made in fixed patterns which may be unsuited to the situation |
| | Resistance to changing established procedures |

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Crisis event impacts

Lack of decision readiness	Surprise leading to increased levels of stress

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Crisis event impacts

Implementation Failures	Information overload
	Unit alienation and lack of understanding
	Role conflicts and political games

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How do we fight these challenges?

LEARN PROVEN METHODS FOR IMPROVING YOUR PREPERATIONS

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Build a great team

- Prior Interactions
- Team Composition
- Task Knowledge
- Leadership Ability

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Build a great team

- Prior Interactions: CMT composed of members with prior interactions may be more likely to generate and share ideas with one another than CMT whose members know less about one another

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Build a great team

- Team Composition: CMT whose members are heterogenous may be more likely to generate better ideas than teams whose members are homogenous

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Build a great team

- Task Knowledge: CMT whose members are knowledgeable of the task at hand my be more likely to generate better ideas than members how are not knowledgeable

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Build a great team

- Leadership Ability: CMT whose leader demonstrates charismatic style of leadership may be more effective in controlling and eliminating an organizational crisis

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Build great tools

- Data Gathering
- Decision Making Framework
- Checklists
- Forms
- Pre-Built Risk Scenarios

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Build great tools

- Data Gathering

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Build great tools

- Create a Simple Decision-Making Framework

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Build great tools

UNDERSTAND
Understand the situation
Clearly define the problem statement
Gather critical information requirements

VISUALIZE
Develop a list of goals to reach a desired outcome.

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COMMUNICATE

DIRECT
Assign/adjust task control measures or timeframes

4

3

DESCRIBE
Describe the path to resolution
Outline information that must be shared

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Build great tools

- Checklists
  - Precise
  - Efficient
  - To the point
  - Don't try to spell out everything
  - Provide reminders

START HERE WHEN THE INCIDENT OCCURS (CHECKLIST)

NOTE: These steps are a guide to be followed by the Incident Management Team (*IMT*) Informed Captain or GSOC Watch Officer

ACTIVATION & NOTIFICATION		Completed?
Step 1:	Obtain all information from the reporting source. • What has happened and where? • Who is impacted? • Is there access to the buildings at the site? • Who has been contacted? (Emergency services, core response teams, IMT, onsite work unit leaders/supervisors, etc.) • Details of any immediate injuries, etc. to staff.	
Step 2:	Determine if this is a Life Safety Incident. If immediate action is warranted by first responders, contact 911 and provide information about the incident. • Verify that the site's Emergency Action Plan (See <<Insert link to Site EAP>>) has been initiated.	

Step 3:	Determine if this incident meets the escalation criteria which warrants activation of the Incident Management Team (IMT). See Incident Evaluation Matrix
	• If immediate action is warranted, contact the GSOC Emergency Hotline (X-XXX-XXXX or XXX-XXX-XXXX)
	  ○ If unavailable, initiate a notification via the dedicated IMT email address [Regional- IMT-Name]@XXXXXXX.notification.email.com or use the IMT Rosters) and notify the team of time/place for initial meeting.
	• For a complete activation checklist- See IMT Activation/Notification Checklist.
	  ○ Establish a physical and virtual method for the initial IMT meeting.	

Step 4:	Send initial alerts to site Executive Staff, as appropriate, to inform them of the situation and actions taken thus far. See IMT Roster • Provide them with the location and expected time for the IMT meeting and when they will be briefed.	
Step 5:	Conduct a IMT Meeting and use the Incident Management Framework for Netflix. The purpose of this meeting is to: • Evaluate the situation, and its impact on business, personnel, sites, IT, next	

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Milestone	Action items	Assigned to	Timeframe	Required resources

Build great tools

- Forms
  - Support the key tasks
  - Clear
  - Easy to understand
  - Available for use

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Risk event	"Understand" Questions	Objectives (< 4 hours)	Strategy	Milestones
Security Events				
Bomb Threat Bomb threat received and results in evacuation	• Time threatening statement / call / mail / email was received? • Exact wording of threat? • Current status at site and location of threatened staff member? • Impact on operations delivery? • Immediate intentions?	Capture all relevant information about the threat.	Contact and interview the recipient of the threat	• Capture the time the statement/call/email was received • Capture the exact wording of the threat • Gather intel on the current status at site and location of threatened staff member (if applicable) • Determine the immediate intentions
		Ensure orderly evacuation of the building within 30 minutes.	Communicate- Mass notification system	• Identify impacted building(s). • Instruct GSOC Watch Officer to use prepared Mass Notification System template and send message to impacted buildings. • Monitor message receipt and document disposition of messaging. • Report to Point of Contact (POC) to First Responders
			Establish contact with First Responders	• Identify and instruct Netflix employees to establish contact with First Responder teams. (Could be onsite security or Emergency Response Team member if available) • Identify information flow between onsite responders and IMT.
			Identify safe location for employees to congregate once evacuated	• Identify the safest meeting location to place employees based on threat • Communicate meeting location to all employees. (Or use <Mass Notification System>system) • Ensure all employees that evacuated are accounted for at the new meeting location.
		Ensure all evacuated employees have reached a safe location while the threat is investigated.	Communicate- Mass notification system	• To be determined.

Build great tools

- Predefined Objectives for the most-likely risks
  - Objectives
  - Strategies
  - Tasks

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Build great training

- Routine
- With Backups
- With Executives
- Use role-playing
- Soft-Skills

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Final Thoughts

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Our mission is to empower organizations to achieve sustained resilience through our world class software and professional services.

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