Better leaders build better organisations.

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Leading and Managing Critical Events

How participants will benefit from the LMCE Program

- Improved understanding of potential critical event scenarios
- Development of a range of critical event response management (CERM) strategies
- Identification, evaluation and management of risk
- Development of effective risk management strategies
- Development of communication and media strategies for a range of critical events
- Improved leadership skills to professionally manage a CERM team
- Identification of roles, responsibilities and skill requirements for a critical event response (CERM) team
- Prepare for post critical event enquiry.
- Prepare a post critical event report.
- Maintain personal and team focus during a critical event

NATIONALLY RECOGNISED TRAINING

Sheppard Associates Pty Ltd is a Registered Training Organisation (RTO) regulated by ASQA. RTO code 40330

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About the Program

Critical events, crises and emergencies are a fact of life for many organisations. In an age of 24/7 media scrutiny and heightened community expectations the management of a critical event must go well beyond containing the physical impact of the incident itself.

Managers in many government agencies and private organisations are required to respond quickly and effectively to a range of critical events including floods, bushfires, marine pollution and terrorist events. A bushfire, for example, must be brought under control as soon as possible to limit threats to human life as well as the natural and built environments. However managing a bushfire involves much more than firefighting. Multiple government agencies as well as private and volunteer organisations are also involved and their inputs must be managed carefully to avoid confusion, dysfunction and conflict.

This "bigger picture" of critical event management involves coordinating, supporting, resourcing and indeed protecting the agencies and groups which are responsible for controlling the incident and managing recovery processes. Major critical events also require a broader management response to contain and minimise the inevitable social, political, economic and reputational consequences of the event itself.

Potential consequences of a critical event include:

- Loss of life
- Personal injury
- Property damage
- Community dissatisfaction
- Media criticism
- Business disruption
- Political involvement
- Loss of public confidence
- Major litigation
- Reputational damage

The Leading and Managing Critical Events Program (LMCE) does not focus on incident control but rather is designed equip managers with the skills and knowledge they require to apply the broader or "bigger picture" approach to critical event management discussed above.

Duration
The Leading and Managing Critical Events (LMCE) Program is presented in a 5 day residential workshop (alternative formats are also available)

Who Should Attend?
All managers who are responsible for planning for and responding to critical events as well as leading and managing others during emergencies and crisis.

Return on Investment
Measuring return on investment (ROI) is a key feature of all Sheppard Associates development programs. Evaluation of participant performance following training is a key feature of this program. Participant capacity to deliver improved planning and leadership skills are assessed following completion of training when participants return to the work place.

Program Content

Learning from the Past
Analysis of past critical events to understand why they developed, how they were managed and what can be learned from each is necessary for the development of improved CERM strategy. The purpose of this analysis is to identify common themes emerging from both successfully managed events and those which could have been handled more effectively to learn vital lessons for the future. The focus of this discussion is not on incident control or the direct management of an event itself but rather on the broader impact and consequences of the event for organisations involved and the wider community.

Critical Event Scenario Development
Anticipating and planning for future critical events are vital skills for Critical Event Response Managers. Participants complete a major planning exercise to develop critical event scenarios which have the potential to impact their own organisation. Once again the focus is on indirect consequences including business disruption, communication breakdown and reputational damage. Outcomes include a better understanding of likely critical events, their likely impact on the organisation and alternative response strategies.

CERM Strategy Development
Participants develop a detailed response strategy for a critical event scenario most likely to impact their own organisation. They examine likely consequences in detail and prepare specific CERM objectives designed to anticipate these. In addition they identify the roles and responsibilities of their CERM team as well as key tasks and priorities of the team. Other issues addressed include training, resourcing, coordination with external agencies and media communication. Participants also review their organisation's existing CERM policies to identify opportunities for improvement.

CERM Communications and Media Strategy
Managing communications (including media management) is one of the critical tasks of a CERM team. The team is required to coordinate communication between multiple agencies and organisations as well as manage requests for information from a range of stakeholders including politicians, agency representatives, the media and the general public. Participants prepare a communications and media strategy to support the detailed CERM strategy developed earlier in the workshop.

Managing a CERM Team
Effective leadership and team management are required competencies for effective CERM managers. Participants review available resources within their own organisation and gauge its existing capacity to manage a critical event of the type analysed earlier in the workshop. They identify current competency gaps and make recommendations regarding required professional development of existing staff and potential new appointments within their own organisations. They also consider alternative leadership styles, in particular 'high and low tempo' leadership, to develop an appropriate leadership style of their own.

Post Critical Event Management
The role of a CERM team or group does not finish once a critical event is contained or resolved. In fact many of its major responsibilities then emerge including ongoing media communication and inter-agency communication as well as contributing to post event enquiries and reporting. How these are conducted is just as important to the success of the CERM team as the oversight of the original incident itself. If poorly managed post critical event management can have significant negative consequences for the agencies involved

Critical Event Simulation
A major feature of the LMCE programme is a series of simulation exercises which expose participants to the stresses of managing a critical event in 'real time' and the challenge of managing the human factors involved. In the simulation participants play members of a CERM team required to provide 'bigger picture' management of a selected critical event. They are placed under significant pressure to process information, prioritise issues, solve problems, make decisions and communicate with multiple stakeholders within tight timeframes. The simulation also provides an opportunity to test the CERM strategies developed earlier in the workshop.

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