

Scene 1:

(Fade in)

TITLE:

Crisis Management Planning

TEXT BUBBLE:

Organizational crises can arise from internal or external sources, from human error or natural disasters. Crises are anything that threaten an organization's viability, that can compromise finances, normal operations, or public image. Let's see how a payroll team resolves an organizational crisis.

(Cut to Lenny, seated at workstation working on laptop.)

LENNY (ANXIOUS)

Oh, Umm...

(phone rings and he picks up)

Payroll. This is Lennie.

(Inset of Ali, a woman, on the phone.)

ALI (AGITATED BUT CONTAINING IT)

Hi. This is Alley in marketing. I got a notice from my mortgage company this morning. Their direct debit bounced because of lack of funds in my account.

LENNIE

Ohhhhhhhh.

ALI

I called my bank just now. My paycheck was not direct deposited last Friday.

LENNIE

Oh, I see. Let me look up your account...

Learner Interaction 1.

Scene 2:

Title on Screen

Key initial Actions

TEXT BUBBLE:

Crises can be difficult to prevent but effective handling of crises can minimize the harmful effects and possibly win greater trust and loyalty. Much depends on your key initial actions.

Title on Screen: Recognize a Crisis

TEXT BUBBLE:

Be ready to recognize a crisis when it happens. Stay mindful of how even the small details of your job can impact the company, its customers and employees. When British Petroleum officials failed to recognize a small problem with the drilling line as critical, their whole crude oil drilling derrick went up in explosive flames. Dozens of lives were lost and the Gulf of Mexico was polluted with millions of gallons of crude oil. Most crises are not life threatening like this but they all can impact the company's bottom line by consuming time and resources, causing revenue and liability losses and potentially fatal damage to an organization's public reputation. Big or small, quick, effective response to crises is essential.

(Cut back to Lenny still on phone in cubicle.)

LENNIE

(SEES Crystal WALKING BY AND HAND GESTURES HER TO WAIT)

Yes, before the day is out, I'll get on it.

(HANGS UP AND SPEAKS TO CRYSTAL)

I have five employees who missed their paychecks last Friday.

CRYSTAL

(startled)

Oh... I have a meeting at 9:30. Can you be in my office in five minutes with the account details?

(Lenny's phone and email bells ring.)

LENNY (to Crystal)

Yes.

CRYSTAL

Good.

(Crystal TURNS ON HER HEEL AND CONTINUES TO HER OFFICE.)

(Lenny answers phone but is interrupted by Maria.)

MARIA

(storms up to Lenny's desk and complains about her paycheck.)

(sound is muted)

Learner Interaction 2.

Scene 3.

Title on Screen: Notify Leadership.

VOICE OVER:

Don't wait, notify team leadership as soon as you recognize a potential crisis. The longer normal business operations are disrupted, and the more people are affected, the stronger the negative impressions are made. Quick resolutions depend on anticipating what could happen and planning and preparing a response.

Title on screen: Anticipate the what ifs

(Fade to Crystal's office.)

(Lenny walks into Crystal's office.)

Crystal (GLANCES AT LENNY SEATING HIMSELF WHILE SHE CLICKS AT COMPUTER)

Good. Tell me what you can.

(a printer spits out a multipage document that Crystal stuffs into a folio.)

I have ten minutes.

LENNY

I've got eleven employees complaining they didn't get their paychecks Friday.

Looks like their direct deposits didn't go through.

CRYSTAL:

Let's list possible causes.

Title on Screen: Consider potential risks to your organization.

VOICE OVER:

Consider potential sources of risk, including communications, databases, human errors, sabotage, electric power failure and even rumors on social media.

Learner Interaction 3.

Scene 4:

Cut to Crystal's office.

CRYSTAL:

(reads list)

Employee error inputting transaction. Funds withheld by our bank. Transaction error with employee banks. Internal systems error. Systems hack. Sabotage or funds theft.

We need more information. If this is a companywide problem, someone could lose their job if we don't get right on it. Julie ran payroll last Friday?

LENNY:

Yes.

CRYSTAL:

I need you to get me a problem account summary and keep adding to it as complaints come in.

Learner interaction 4.

Scene 5.

Title on Screen: Pre-establish communication relationships.

Pre-establish communication relationships with the individuals who can provide definitive information about the crisis. Make sure you have multiple communication modes.

(Cut back to Crystal's office.)

CRYSTAL:

(to Lenny)

I am contacting our payroll verification team.

(READS ALOUD WHILE TYPING)

...and confirming receipt of your paycheck of last Friday.

(LOOKS OVER TO LENNY)

I will speak to Mark in IT. He is in my 9:30 meeting and can initiate a hacker audit.

(LOOKS AT LIST AGAIN)

That leaves our bank liaison.

(clicks on computer)

Hmm that is...

LENNIE:

Best way to reach Jamal is texting.

(pulls out cell phone)

If you want, I can?

CRYSTAL:

By all means. Tell him to report to me by 10:30 what he learns from our bank.

LENNY (STILL TEXTING):

Jamal says he's on it.

Learner Interaction 5.

Scene 6.

Crystal:

I'm the single point of contact on this one. Copy all your communications to me. I have to know everything that is going on with this. Can you be back here at 10:30 with your summary?

LENNY:

Yes.

CRYSTAL:

...and bring Julie with you.

(Lenny nods soberly.)

Title on screen: Establish a Crisis Command Center.

VOICE OVER:

Establish a Crisis Command Center with appropriate communications equipment and meeting space. Designate a point person who will be the center of communications, information gathering and question answering.

Title on screen: Control the narrative.

VOICE OVER:

Determine who needs to know about the crisis. Give as much accurate information as soon as possible, to head off ugly rumors, misinformation or panic. Monitor the news media and publish corrections that affirm the organization's integrity and restore the public trust that is essential to a company's long-term viability.

Learner interaction 6.

Scene 7.

(Cut back to Crystal's office.)

CRYSTAL:

One more thing. Have you responded to the emails yet?

LENNY:

No. Just promised to have something by the end of the day on the phone.

CRYSTAL (CLICKING COMPUTER):

I don't think we want to put the whole company in a panic. Let's just respond to the complaints until we know exactly who's affected. Ah... Here it is... This response form was approved by legal, last year.

Title on screen: Prepare response communications.

VOICE OVER:

A crisis management plan should include prepared communications media appropriate for each scenario. Review your existing media, whether it is a carefully crafted email or a short informational video clip and repurpose what you can to have an appropriate response ready.

Title on screen: Get prepared.

VOICE OVER:

Get prepared. Think ahead. Plan responses. Rehearse necessary interactions for immediate and decisive response.

It all begins with your plan.

Title on screen: Crisis Preplanning Process

- Brainstorm potential crises.
- Identify information gathering methods.
- Pre-establish crisis communications relationships.
- Determine crisis command personnel, location, and equipment.
- Review and develop response media.
- Develop corrective actions
- Rehearse crisis responses.

(Fade to black.)