

ISO 22361:2022-10 (E)

Security and resilience - Crisis management - Guidelines

Contents		Page
Foreword		v
Introduction		vi
1	Scope	1
2	Normative references	1
3	Terms and definitions	1
4	Crisis management -- Context, core concepts and principles	3
4.1	The nature of crises	3
4.2	Characteristics of a crisis	3
4.3	Potential origins of crises	5
4.4	Readiness to respond and recover	7
4.5	Principles for crisis management	7
4.5.1	General	7
4.5.2	Principle A: Governance	7
4.5.3	Principle B: Strategy	7
4.5.4	Principle C: Risk management	7
4.5.5	Principle D: Decision-making	8
4.5.6	Principle E: Communication	8
4.5.7	Principle F: Ethics	8
4.5.8	Principle G: Learning	8
5	Building a crisis management capability	8
5.1	General	8
5.2	Crisis management framework	9
5.2.1	General	9
5.2.2	Leadership	9
5.2.3	Structure	10
5.2.4	Culture	10
5.2.5	Competence	11
5.3	Crisis management process	11
5.3.1	Anticipation	11
5.3.2	Assessment	11
5.3.3	Prevention and mitigation	11
5.3.4	Preparedness	12
5.3.5	Response	16
5.3.6	Recovery	19
5.3.7	Continual improvement	19
6	Crisis leadership	20
6.1	Core leadership skills and attributes	20
6.1.1	General	20
6.1.2	Role and responsibility of the crisis leader(s)	21
6.2	Well-being and sustainable crisis response	22
6.2.1	Crisis management responders	22
6.2.2	Wider interested-party impact	22
7	Strategic crisis decision-making	23
7.1	General	23

7.2	Why decision-making can be challenging	24
7.3	Dilemmas, decision delay, decision avoidance	25
7.4	Decision-making issues	25
7.5	Effective crisis decision-making	25
8	Crisis communication	26
8.1	General	26
8.2	Pre-crisis preparation	26
8.3	Managing relationships and reputation	27
8.4	Key roles	27
8.4.1	Communication team	27
8.4.2	Spokespeople	28
8.4.3	Media relations	28
8.5	Crisis communication strategy	28
8.6	Key principles and activities of crisis communication	29
8.7	Consistency of message	30
8.8	Barriers to effective communication	30
8.9	Social media -- Opportunities and threats	31
9	Training, validation and learning from crises	31
9.1	General	31
9.2	Developing competence	32
9.3	Training	32
9.4	Exercising	33
9.5	Validation	34
9.6	Evaluating and learning	34
	Bibliography	36