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 Termsanddefinitions 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