



# Managing Organisational Crises Masterclass



This Masterclass focusses on the key elements that enhance executive and board crisis leadership and what factors may undermine meeting goals and expectations.

In an organisational crisis Boards, executives and senior managers face a myriad of legal, political and social license challenges as they navigate a range of expectations and obligations. These come from a range of stakeholders including communities, regulators, shareholders and employees.

The session will engage members through experiential learning and interaction and use case study examples drawn from contemporary national and international crisis events.

Participants will have an opportunity to discuss and improve their understanding of:

- Regional and global trends that are contributing to conditions of volatility, ambiguity, complexity, chaos and uncertainty (VUCCA) and their implications for organisational leadership.
- The strategic issues that executives need to focus on in an organisational crisis.
- The interaction between a Board, Executive and an EMT required in an organisational crisis.
- The importance of storyline management in an organisational crisis.
- The difference between managing a complicated vs complex/wicked problem event.
- The factors influencing decision making and critical advice provided during an organisational crisis event.

## Audience

- Senior executives
- Board members
- Emergency managers who work with boards
- Crisis management team leaders

## Learnings

- Strategic issues in emergency/crisis management.
- Role of Executives and Boards in emergency/crisis management.
- Anticipating the impacts of turbulence and disruption challenges to the organisation's social license
- Role of stress and pressure on strategic advice in the context of turbulence and uncertainty
- Creating storylines in support of crisis management and expectations.
- Evidence base for ownership of blame and its implications for executive leadership.

## Topics covered

- Navigating organizational crises and their consequences
- Decision making, ethics and strategic advice.
- Enabling team-based critical thinking
- Leveraging networks for influence.
- The role of governance and political layers
- Leading in uncertainty and managing reputation



# About our facilitators

## CO Dr Christine Owen

Christine Owen's career history spans engagement in academia and industry to help people and organisations engaged in safety critical work to inquire into, learn from and, if needed, change their work practices. Christine has worked with safety critical organisations for over 25 years, including the aviation field, emergency medicine, the fire and emergency services industry and more recently with the Australian Institute of Police Management.

Christine researches and facilitates professional development in the areas of human factors and organisational culture; decision making under pressure; debriefing; and leadership and adversity, as well as coaching and mentoring. She has been engaged by industry in a number of practitioner reviews and evaluations.

Christine is passionate about supporting organisations to utilise research outcomes and establish evidence-informed practice. She contributed to the development of the Emergency Services Professionalisation Standards for Level 3 AIIMS capabilities, including Incident Controller for AFAC and the Leadership Development Framework for Victorian emergency services organisations.

Christine is currently an Associate Professor and Research Fellow in emergency management with the Tasmanian Institute of Law Enforcement Studies (TILES) at the University of Tasmania. She has over 70 publications and has been cited in over 350 peer review publications.

## DP David Parsons

David has a passion for creating world class programs in the organisational resilience areas of risk, crisis decision making, emergency and business continuity management. He has served for more than 40 years with the New South Wales State Emergency Services as a volunteer and paid officer, and as a Regional Emergency Management Officer. He managed Sydney Water's Emergency Management and Counter Terrorism Program, as well as being a member of the Australian Government's Critical Infrastructure Council for 14 years where he wrote the guide to Adversity Leadership.

David is also a Fellow of the Australian Institute of Emergency Services, the Business Continuity Institute, and the Emergency Management Academy of New York, a member of the International Association of Emergency Managers, and an Assessor with the Emergency Management Accreditation Program.

David is an Adjunct Lecturer with the Australian Graduate School of Policing and Security Studies at Charles Sturt University, and a senior fellow with the Joint Centre for Disaster Research at Massey University. He has published a number of publications and handbooks, including Chaos to Teamwork – a leader's role in crisis.

David holds a Masters of Emergency Management and degrees in Social Science and Education. David has completed an Emergency Management Fellowship with the Emergency Management Academy in New York, the Leadership in Crises Program with the Harvard Kennedy Business School and the Lessons Learned Staff Officer Course with NATO.