

A Case Study in Crisis Management



A major multinational company asked Midas to help them reorganise their crisis management team at a site in the North of England

The clients were acutely aware that their site included trial areas for product manufacturing. Staff in these areas of the site handled extremely hazardous materials.

The site had an excellent Health and Safety record, with extensive procedures for managing serious but predictable events. These ranged from events such as the spillage of a toxic solvent through to fires breaking out in workshop and production areas.



What site managers had realised was this. They were lacking a coherent approach for managing a crisis which came from external or unexpected events.

The Midas consultant spent three days on site interviewing individual staff at all levels, from all parts of the site. During these interviews she identified a wide range of potential crisis which might affect the site.

At the end of the scoping interviews the Midas consultant put together a comprehensive Crisis Management Plan.

The core of this approach was to develop a flexible and efficient approach to managing a wide range of unexpected problems. This emphasised the importance of a generic approach rather than attempting to develop detailed responses to pre-defined scenarios.

A key recommendation was to choose the members of the Crisis Management Team on the basis of their availability on site as well as their ability to function under pressure. Several senior managers opted out of leading the Crisis Team, as they recognised they were not comfortable taking decisions under pressure.

Recommendations were made which addressed communication issues and processes, both internal and external.

The Midas consultant designed and delivered a series of training sessions for the Crisis Management Team. These included Effective Communication Skills, Media Management and Media Skills, Decision Making Skills, and Stress Management. All the training included practical exercises based on strategic scenarios.

Coaching was also provided by Midas coaches as part of the ongoing support programme for the Crisis Team members.

The resulting team was effective and confident in their ability to manage and contain unexpected crisis in the future.