



# Best Practice Crisis Management Now Formalised

Corporate history is littered with examples of organisations who did not invest sufficiently in building a robust crisis management capability, and paid a heavy price.

What constitutes best practice crisis management is embodied in a new draft international standard (*ISO/DIS 22361 - Crisis management – Guidelines for a strategic capability*).

This is an important document for board members, executives, and senior managers who have a role in strengthening business resilience and managing risk, and is likely to become a key document for organisations to measure their current crisis management capability against.

Like most international standards, *ISO/DIS 22361* has been an evolving process that began with a British Standard (*BS 11200*) and then morphed into a European Technical Specification (*CEN/TS 17091*). However, the latest iteration is a significant upgrade from previous versions in terms of its usability and underlying approach.

Specifically, *ISO/DIS 22361* introduces the concept of crisis management capability which is comprised of an organisation's values, principles, and leadership, as well as its processes, plans and structures.

The draft standard defines a crisis as an “abnormal or extraordinary event or situation that threatens an organisation or community and requires a strategic, adaptive, and timely response in order to preserve its viability and integrity.” This definition is instructive because it makes it clear that a crisis is unusual and not part of business as usual; that crisis management is a function of top management and is strategic in its nature; and that crisis is an existential threat to the reputation and the viability of an organisation and therefore will require a whole of organisation response.

*ISO/DIS 22361* provides advice that can increase an organisation's resilience through cultural change, decision-making at a senior management level, ensuring effective crisis communication, and cultivating crisis preparedness through training, validation, and learning. This guidance can be used by all organisations, regardless of their size, type, and complexity.

*ISO/DIS 22361 - Crisis management – Guidelines for a strategic capability* is currently at the Draft International Stage (DIS). Once affirmed by the technical committee, it will be published as an ISO and become recognised international best practice.

## HOW WE CAN HELP

1. The new draft standard is an excellent resource to measure your organisation's crisis capability against. FTI Consulting can assist your organisation with measuring its existing capability against the best practice found within ISO/DIS 22361 by using a gap analysis to recommend changes to your principles, frameworks and processes to ensure that it is crisis prepared.
2. Taking a proactive approach to crisis management now is a smart investment in making your company more commercially resilient. FTI Consulting can assist clients to strengthen their crisis management systems to ensure that when a crisis strikes, your organisation has the ability to strategically and rapidly respond to a situation.

For more information on these issues and how we can help, please reach out to a member of our team.



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