

Ethical Crisis Leadership

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An Unpredictable World

Now more than ever, companies face unprecedented challenges. Today's manager is increasingly expected to make decisions based on situations that depart from traditional business rationality. This is particularly so under crisis conditions, where there is little time and information available for choice consideration.

While management literature has recently seen more empirical and theoretical support for intuition and tacit knowledge in the decision process, rash decisions in crisis situations can lead to fundamental damages to businesses. This can include **loss of trust and confidence** from clients and suppliers, **tarnished corporate image** and **collapsed faith in the organisation** from its personnel.



How prepared are you to lead your business through crisis situations?

Terrorism

International
Crisis

Cyber
Hacking

Natural
Disasters

Organised
Crime

Extortion

Pandemics

Severe
Weather

HASAWA

Subterfuge

Protest &
Publicity



Coping in Chaos v Inquisition in Hindsight



Management v Leadership

- Managers tend to have qualities that strongly focus on the ‘structured’ delivery of day-day activities within a business. Most operate within hierarchical organisations with disciplined routines and have attained qualifications and experience within a given vocation. Whilst many will have problem solving and analytical skills, they apply these to their given area of vocation.
- Leaders tend to have qualities that focus on the ‘creative’ approach to achieving goals. Most operate in more creative and experimental vocations and will push their ability to be experimental and innovative. They operate in businesses with more uncertain outcomes.
- Whilst it is undoubtable that a business facing a crisis situation will require qualities of both ... leadership skills tend to be less rehearsed and it’s rarer still to find personnel with both sets of qualities.

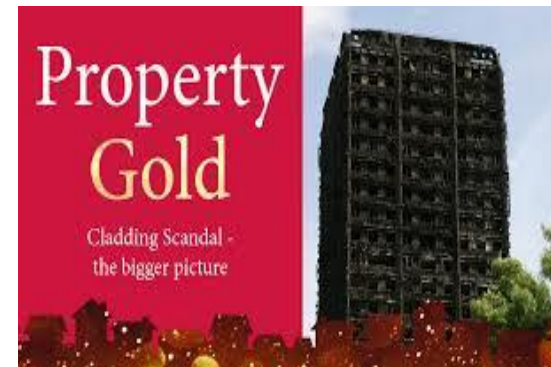


Ethics in Crisis Leadership

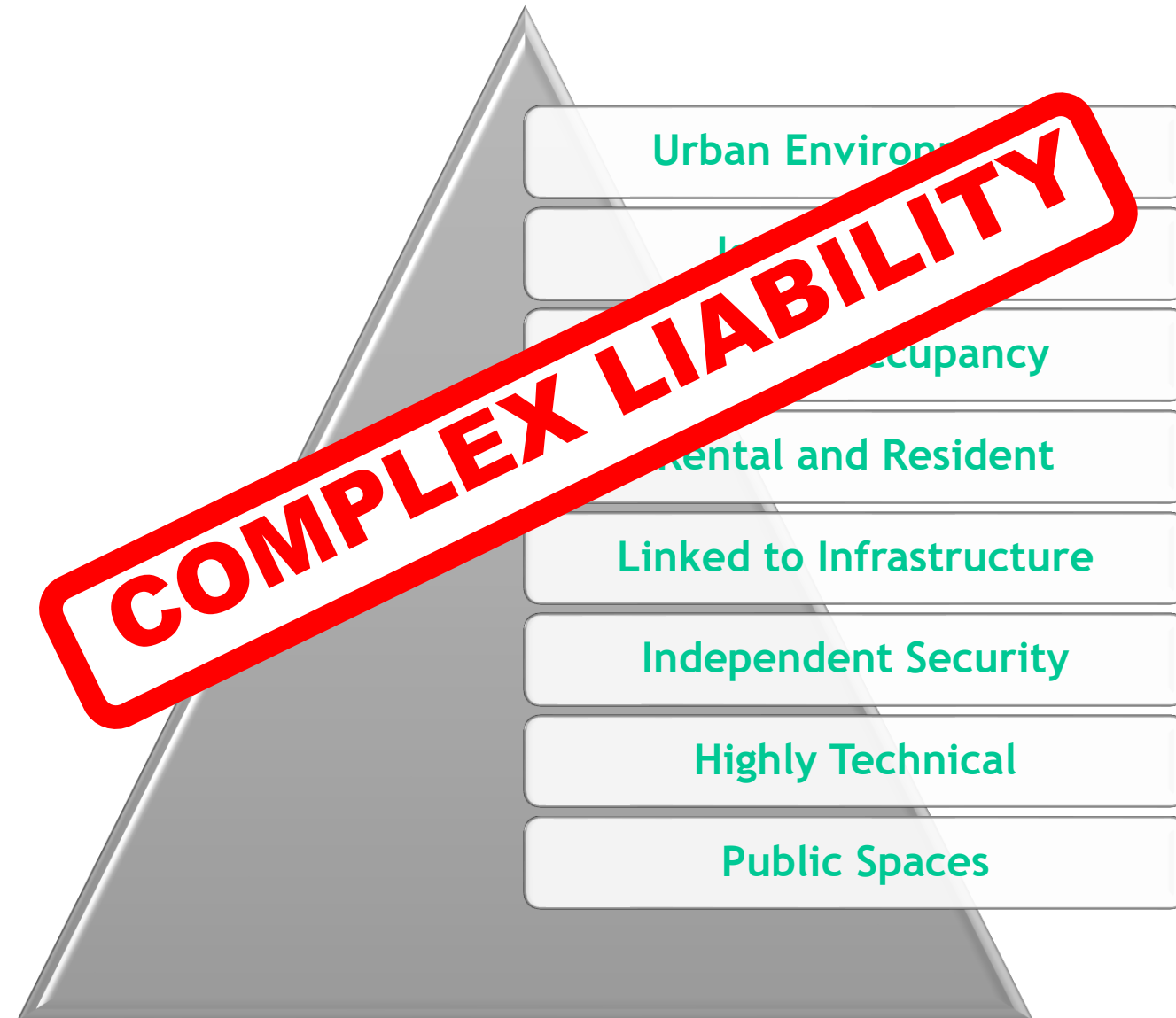
- Ethics can be summed up as a personally derived set of behaviours and qualities we possess that will influence how we believe we should behave in certain circumstance.
- In today's modern business world a company will also have its own established 'ethical' style and brand.
- Most importantly Our ethics, the ethics of our companies, are set to appeal and align with our customer base. If it does not, our entire business can be undermined. **We cannot be at odds with the ethical values of our customers!**
- But can ethics between you, your business and that of your customers always equate?



Do you think Ethics can affect business?



High Rise & Complex Buildings



How to navigate Ethics in crisis



Ethical Types of Decision Maker

- The UTILITARIAN APPROACH
 - Seeks to provide the greatest good for the greatest number
- The RIGHTS APPROACH
 - Respects the moral rights of everyone and seeks to prevent serious violations
- The DUTY DRIVEN APPROACH
 - Seeks to do what duty expects and demands
- The FAIRNESS/JUSTICE APPROACH
 - Seeks to ensure fair treatment to all without favour or prejudice
- The COMMON GOOD APPROACH
 - Seeks to ensure that the view of the many prevails
- The VIRTUOUS APPROACH
 - Seeks to reach decisions based on ones own moral virtues regardless of outcome.



Striking a Balance



EMERGENCY SERVICES



Human Rights Act 1998



BUSINESS

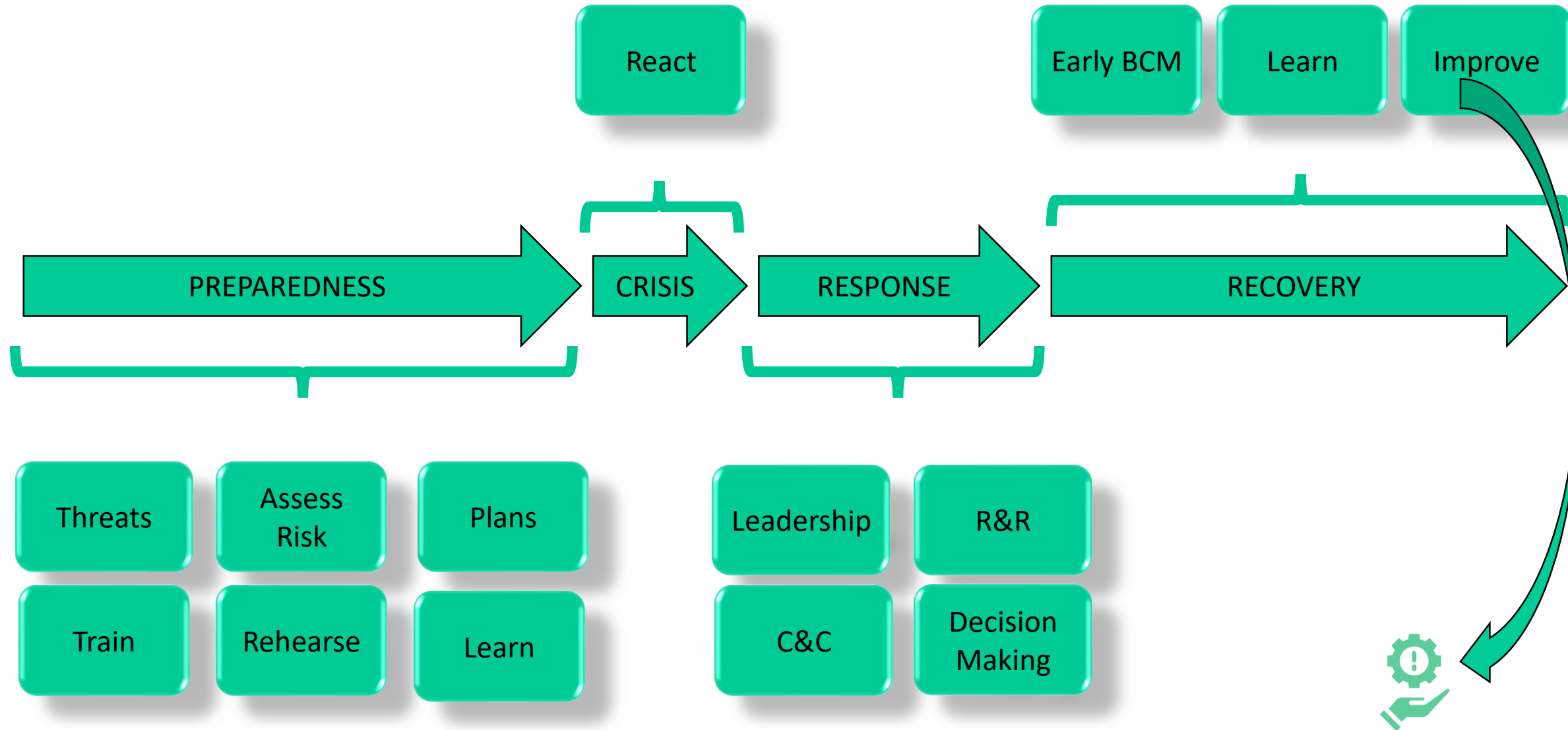


Crisis Leadership

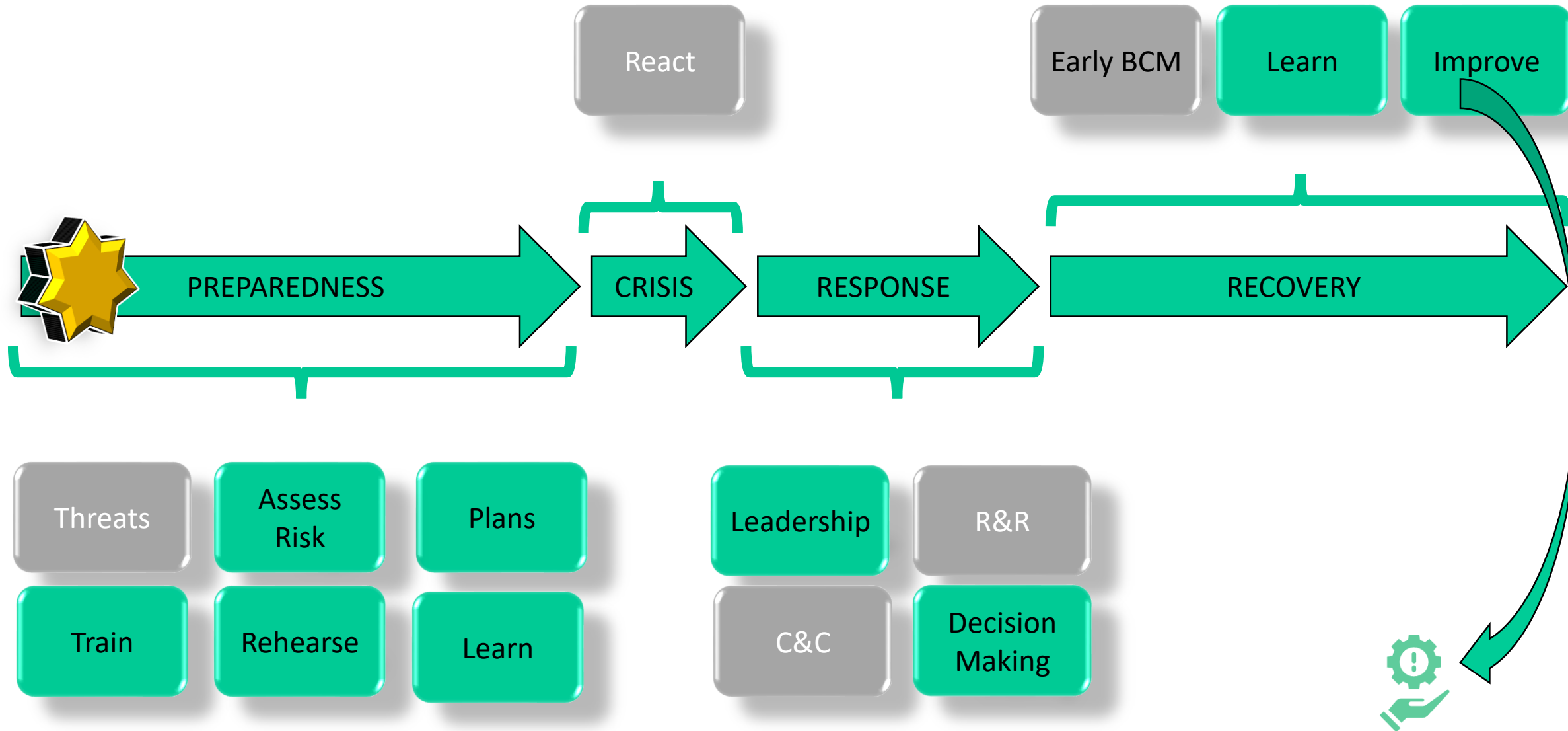
- *‘I don’t need you to tell me what happened, that is already a matter of public knowledge. I require you to tell us WHY you did what you did, or indeed WHY you didn’t do what you should have done’.*
- *‘It will be for this jury to determine whether negligence, on your part, is contributory to the death of so many innocent people’.*



Crisis Leadership



Crisis Leadership



Crisis Leadership Training & Development

Module 5
Justifying decision making and the impacts of inquests and inquiries

Module 4
Effective incident management in crisis situations

Module 3
Assessing risk to business in crisis situations and setting effective strategies

Module 2
Understanding and utilising the crisis decision model

Module 1
Principles of Effective Decision Making in Crisis Situations

Module 6
The role of a CEO in Crisis Leadership

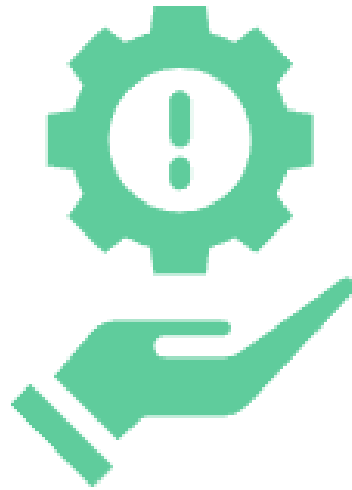
Module 7
Effective Public Communications Management in Crisis Situations

Bespoke Exercises for Continued Professional Development

Consultancy Review of Incident Response Plans & Crisis Management Strategies

Facilitated Incident Debrief and Development Suggestions





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Questions

