



# **Crisis Management Checklist**

**April 2020**

# Introduction: Crisis management checklist

This tool is a companion to our recent paper, “**Tackling the COVID-19 crisis: Advice for leaders in government and the public sector.**”

The paper and this tool seek to answer: How should a leader in government organise both to manage this unprecedented crisis AND to prepare for the future beyond? They outline several characteristics of successful crisis management that we have seen previously across many governments.

We recommend leaders use this tool to reflect on how well they are managing their responses to the current pandemic and identify areas to strengthen their approach to the crisis and beyond.





## How to use this tool:

- Review pages 3-4 to understand the characteristics of successful crisis management in our experience.
- For more detail, review pages 5-6 to understand what good (green) and problematic (red) crisis management look like.
- Reflect on which best describe your current state and rate your current performance on a 4-point scale:

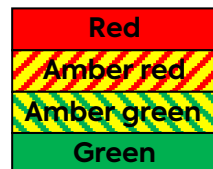
Red	Highly problematic – requires urgent and decisive action
Amber red	Problematic – requires substantial attention, some aspects need urgent attention
Amber green	Mixed – aspect(s) require substantial attention, some good
Green	Good – requires refinement and systematic implementation

- Based on the ratings, identify strengths of your current approach that you can leverage and challenges that you can address. Use the characteristics and recommendations provided here to plan next steps.

# Crisis Management Checklist: Overview (1 of 2)

Key Aspect	Details	Rating
1 Build a team	<ul style="list-style-type: none"> <li>• True expertise</li> <li>• No 'groupthink'</li> <li>• Loyal, committed and focused</li> <li>• Creative and innovative</li> <li>• 6-10 people</li> <li>• Include both leadership and managerial profiles</li> </ul>	
2 Establish routines	<ul style="list-style-type: none"> <li>• Regular daily or twice daily meetings</li> <li>• Well chaired – start/finish on time</li> <li>• Well-presented data</li> </ul>	
3 Make decisions	<ul style="list-style-type: none"> <li>• Expert advice understood</li> <li>• Data-informed</li> <li>• Options explored</li> <li>• Effectiveness trumps efficiency</li> <li>• Decisions made and recorded</li> </ul>	
4 Plan and follow up	<ul style="list-style-type: none"> <li>• Draft a plan and define scenarios</li> <li>• Clear delivery function to chase up (2/3 people)</li> <li>• Prepared actions taken promptly</li> <li>• Review impact</li> <li>• Learn lessons and apply</li> </ul>	

## Assessment Key






**Red** Highly problematic – requires urgent and decisive action

**Amber red** Problematic – requires substantial attention, some aspects need urgent attention





**Amber green** Mixed – aspect(s) require substantial attention, some good

**Green** Good – requires refinement and systematic implementation

## Crisis Management Checklist: Overview (2 of 2)

Key Aspect	Details	Rating
5 Communicate	<ul style="list-style-type: none"> <li>• Effective coordination with other key players</li> <li>• Constantly invest in the quality of key relationships</li> <li>• Communication with key stakeholders</li> <li>• Communication with the public</li> </ul>	
6 Create the culture you need	<ul style="list-style-type: none"> <li>• A bias for action</li> <li>• Team spirit</li> <li>• Positive (“there’s always a solution”.)</li> <li>• Fearlessly honest</li> <li>• Ambitious</li> <li>• Open to new ideas</li> </ul>	
7 Beyond the crisis	<ul style="list-style-type: none"> <li>• Remember pre-existing top priorities</li> <li>• Plan for the future</li> <li>• Learn lesson systematically as you go</li> </ul>	

### Assessment Key

	Highly problematic – requires urgent and decisive action
	Problematic – requires substantial attention, some aspects need urgent attention
	Mixed – aspect(s) require substantial attention, some good
	Good – requires refinement and systematic implementation

# Crisis Management Checklist: Guidelines (1 of 2)

Key Aspect	Red	Green
1 Build a team	<ul style="list-style-type: none"> <li>Lack of expertise</li> <li>Groupthink</li> <li>Untrustworthy, disengaged and random</li> <li>Conventional solutions</li> <li>Group is too small (&lt;3) or too large (&gt;13)</li> <li>Unbalanced/homogeneous group with only technical/leadership profiles</li> </ul>	<ul style="list-style-type: none"> <li>True expertise</li> <li>No 'groupthink'</li> <li>Loyal, committed and focused</li> <li>Creative and innovative</li> <li>6-10 people</li> <li>Include both leadership and managerial profiles</li> </ul>
2 Prioritise	<ul style="list-style-type: none"> <li>Meeting are scheduled when needed</li> <li>Meeting starting and running late</li> <li>Anecdotal data</li> </ul>	<ul style="list-style-type: none"> <li>Regular daily or twice daily meetings</li> <li>Well chaired – start/finish on time</li> <li>Well-presented data</li> </ul>
3 Make decisions	<ul style="list-style-type: none"> <li>Confirmation bias</li> <li>Guesswork and cherry picking</li> <li>No comparative analysis</li> <li>Slow pace/urgency is not weighted in the decision-making process</li> <li>Lack of decision making/recorded</li> </ul>	<ul style="list-style-type: none"> <li>Expert advice understood</li> <li>Data-informed</li> <li>Options explored</li> <li>Effectiveness trumps efficiency</li> <li>Decisions made and recorded</li> </ul>
4 Plan and follow up	<ul style="list-style-type: none"> <li>Present-focused with vague aspiration</li> <li>Roles and responsibilities not defined</li> <li>Slow motion</li> <li>Lack of impact assessment</li> <li>Problems are ignored</li> </ul>	<ul style="list-style-type: none"> <li>Draft a plan and define scenarios</li> <li>Clear delivery function to chase up (2/3 people)</li> <li>Prepared actions taken promptly</li> <li>Review impact</li> <li>Learn lessons and apply</li> </ul>

<b>Assessment Key</b>	 Red	Highly problematic	 Amber red	Problematic	 Amber green	Mixed	 Green	Good
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## Crisis Management Checklist: Guidelines (1 of 2)

Key Aspect	Red	Green
5 Communicate	<ul style="list-style-type: none"> <li>• Unaligned messages between stakeholders</li> <li>• Complicated relationships</li> <li>• Gossip</li> <li>• No clear narrative</li> </ul>	<ul style="list-style-type: none"> <li>• Effective coordination with other key players</li> <li>• Constantly invest in the quality of key relationships</li> <li>• Communication with key stakeholders</li> <li>• Communication with the public</li> </ul>
6 Create the culture you need	<ul style="list-style-type: none"> <li>• Passivity</li> <li>• Big egos, individualism</li> <li>• Skepticism</li> <li>• Massaged impressions</li> <li>• Conformism</li> <li>• Stubbornness</li> </ul>	<ul style="list-style-type: none"> <li>• A bias for action</li> <li>• Team spirit</li> <li>• Positive (“there’s always a solution”.)</li> <li>• Fearlessly honest</li> <li>• Ambitious</li> <li>• Open to new ideas</li> </ul>
7 Beyond the crisis	<ul style="list-style-type: none"> <li>• Everything/nothing matters</li> <li>• Improvisation on what comes next</li> <li>• No feedback loops, no refinements</li> </ul>	<ul style="list-style-type: none"> <li>• Remember pre-existing top priorities</li> <li>• Plan for the future</li> <li>• Learn lesson systematically as you go</li> </ul>

<b>Assessment Key</b>	 Red	Highly problematic	 Amber red	Problematic	 Amber green	Mixed	 Green	Good
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