

Risk Management Plans: Understand the Four Strategic Threats to any Meeting

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Do you either have or do the following

- Ongoing crisis management training and education for staff
- Review, evaluate, and update crisis plan
- Designate on-site crisis operations center and alternate
- Written crisis management plan for each meeting
- Integrate crisis management into meeting planning and management
- Create strategy for minimizing crisis impact on meetings
- Coordinate crisis management plan with facilities, vendors, and suppliers
- Inform meeting attendees about crisis preparedness and response measures
- Integrate crisis management plan for meetings into business continuity plans for organization

Specific Emergency Situations

- Which crises have occurred at one of the meetings you have planned? (N=144)

Type of Crisis	N	Percentage%	n
Natural Disaster	144	43.8	63
Accidents/Fatalities	144	34.7	50
Protest	144	26.4	38
Employee Strike	144	18.8	27
Terrorist Event	144	16.7	24
Bomb Threat	144	16.0	23
Fire	144	16.0	23
Biological Hazard	144	6.9	10
Foodborne Illness	144	6.9	10
Structural Damage	144	2.8	4
Shooting	144	1.4	2
Workplace Violence	144	1.4	2
Lockdown	144	0.7	1
Other*	144	18.8	27
Medical Emergency	25	48.0	12
Political unrest/Union strike	25	20	5
Power Outage	25	12	3

Definitions

- Risk: The potential harm that may arise from some present or future event
- Risk Management: The process of analyzing exposure to risk and determining how to best handle such exposure
- Crisis Planning: The process of predicting issues or events that may impact a future event
- Contingency Planning: Approach seeking to anticipate future events that are not expected to occur but are possible
- Consequence: something produced by a cause or necessarily following from a set of conditions

Two Types of Planning

■ Deliberate

- Conducted principally prior to a meeting, is accomplished in prescribed cycles that complement other facets of the meeting planning process
- Uses known information to formulate responses and methods to address potential scenarios
- Is the basis for the Contingency Plan associated with any meeting or event

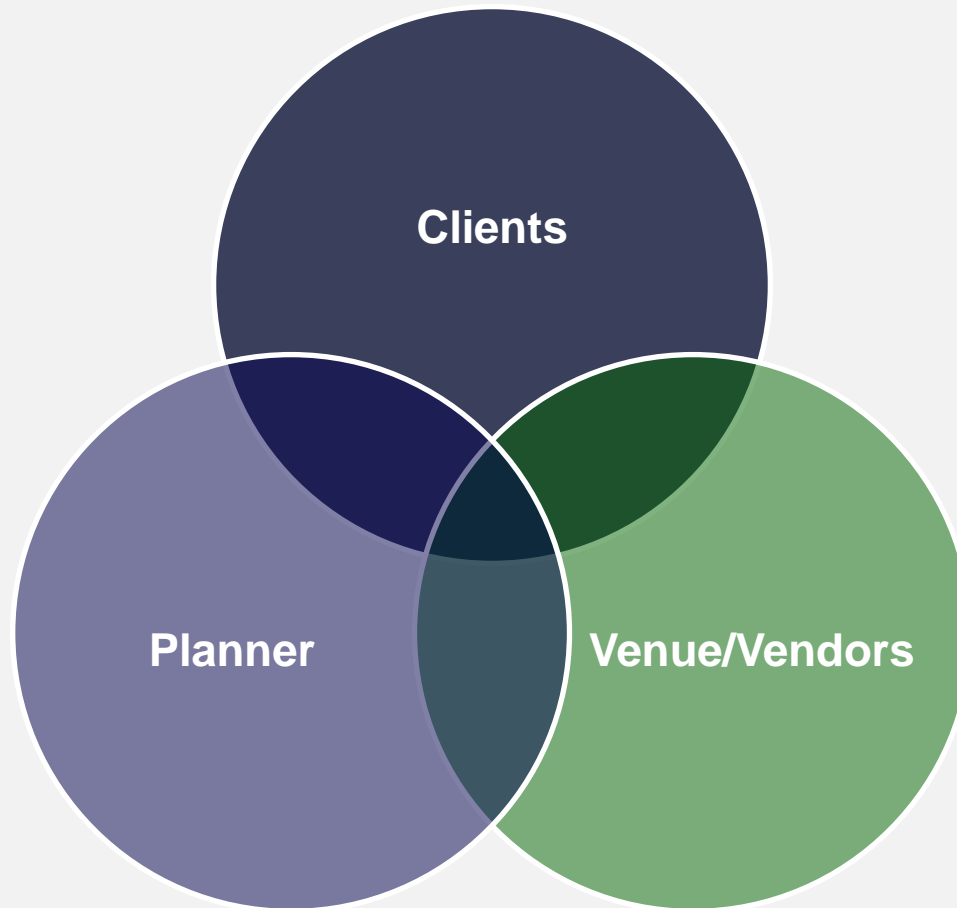
■ Crisis

- Conduct in a time-sensitive environment usually immediately preceding or during the meeting or event
- Uses circumstances that exist at the time to respond or formulate responses to a crisis
- Requires an immediate decision making process be implemented

KEY TO BOTH - COMMUNICATION

Deliberate Planning

Who is Involved?



Deliberate Planning

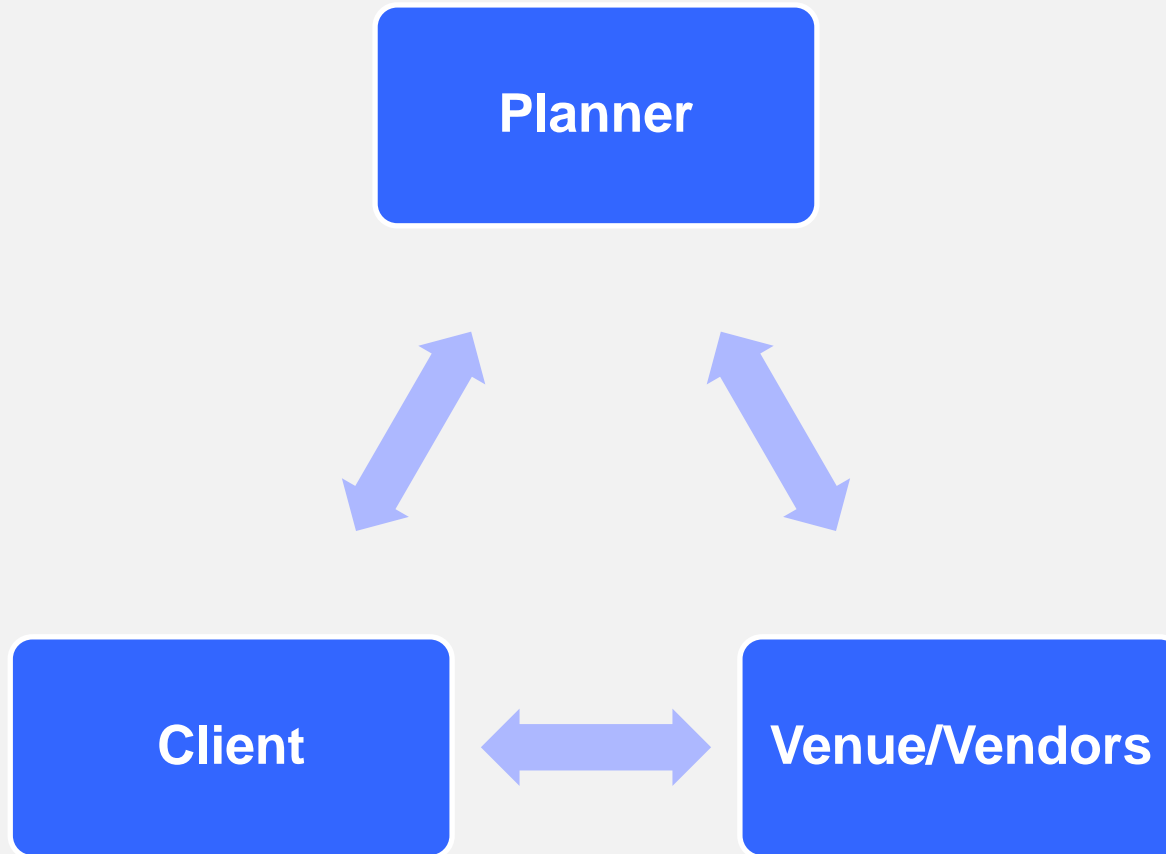
- Characteristics
 - Anticipatory
 - Constantly being updated
 - Participation is not limited
 - Scope is not limited

Deliberate Planning Examples

- Florida Southeast Education Conference
 - 16-Month planning cycle
 - Multiple participants
- Sample Plan
 - Key Parts
 - Impact Assessment
 - Reporting
 - Communication plan

Crisis Planning

Who is Involved?



Crisis Planning

- Characteristics
 - Rapid exchange of information
 - Need for accurate data
 - Ad hoc decision making
 - May be single or multiple scenarios

Crisis Action in Reality

- 2006 SEC
 - Background: Clearwater FL, Fri night
 - Actions: Notification, Responses, Issues
 - Follow Up: With whom, Why
- 2007 Medical Conference
 - Background: Colorado, Fri Morning
 - Actions: Medical, Notification, Issues
 - Follow Up: Post conference, Reporting

Four Key Areas of Contingency Planning

- Natural (weather, disasters)
- Accidental (medical or health-related)
- Technology (power, water)
- Human Frailty (crime, strikes, rude speaker)

Natural

- Types
 - Weather
 - 1999 – Tornado Salt Lake City - Outdoor Retailer Convention was completing set up.
 - Disasters
- Characteristics
 - Not always unexpected
 - Requires both deliberate and crisis planning

Issues to Consider

- Real versus perceived
- Consequences (tornados, mudslides)
 - Resulting in lack of access
- Decision Making process

Accidental

- Types
 - Medical
 - Combination
- Characteristics
 - Usually unexpected
 - Requires crisis planning

Issues to Consider

- Medical
 - Food
 - Knowledge of allergies vs. food reactions
 - Proximity
 - 24 hr walk in clinic
 - Notification

Technology

- Types
 - Power
 - Disasters
- Characteristics
 - Over-reliance
 - Requires both deliberate and crisis planning

Issues to Consider

- Dependency
 - A/V company
 - Other vendors
- Low Tech Solutions
 - Paper
 - Runners

Human Frailty

■ Types

- Internal (alcohol)
- External (crime)
- Other
 - May 2006 – DMC failed to bring 2 Corporate meeting attendees back from a tour.

■ Characteristics

- Easiest to plan/train for
- Mostly focuses on crisis planning

Issues to Consider

- Alcohol
 - Insurance (liquor liability)
 - Non traditional methods – not tickets or signs
- Security
 - Badges
 - Location (what's around you)

So.....

- Building a contingency plan is not going to be the silver bullet
- Training is not just important, it's the difference between professional and amateur
 - 1 day once a month = big dividends
 - Be realistic and be practical
- Use your resources
 - BUT remember, every meeting is different
 - Blogs, websites, professional consultants

Where do I go from here

- What do you bring to the table
 - Information before the meeting
 - Solutions during the event
 - Recommendation after the conference
- What the role of Risk Manager is not
 - Decision maker before the meeting
 - Responsible for everything that can go wrong

What I hope you understand

- Understand the constant tension between convenience and risk
- Deliberate planning will always enable you to handle crisis action planning
- Appreciate the value of information.
- When in doubt, communicate