Covid-19-Krisenmanagement
Lehren für das Krisenmanagement eines Global Players

Dr. Volker Ressler

Vortrag auf der Risk Management Conference 2022

München, den 17.05.2022

- Folien zur Verteilung an Teilnehmende im Nachgang der Veranstaltung -

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Crisis Management
Intro: There are different types of swans, out there

White swan	**Gray swan**	**Black swan**
Future event which takes one of two possible shapes. The event is not the surprise, but the unexpected course of events	Event that is possible and known, potentially extremely significant but is considered not very likely to happen	Rare and unpredictable event which has extreme impact. No upfront indication

METHODOLOGICAL APPROACH TO ANTICIPATE THOSE UNWANTED EVENTS

Forecasts (traditional RM and ICS)	**Scenarios** (resilience / robustness)	**Red teaming**
Will specifically defined events occur? If yes, which likelihood? (timescale: 12 months)	Assess information which indicate potential developments and design alternative paths, reverse stress-testing	Challenge linear developments and assess the consequences of unlikely changes of trends
Elections, Votings, intl. agreements, e.g. Brexit, Trump 2016	Arabian Spring, COVID-19 Pandemic, Ukraine-crisis 2022	Annexation of the Crimea

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Part 1: Evolution of crisis mgmt. 2011 – 2020

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Let´s go one decade back:

Japanese East coast, March 1st , 2011, 14:46:23 local time

23 seconds later everything will be different!

Crisis Management
2011 / 2012 – it´s possible to prepare (1/2)

Bosch-Norm

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N93 A16

2020-06-16

Emergency control, emergency preparedness and recovery planning (Business Continuity Management- BCM)

Document part number: 4 497 039 522
Technical responsibility: qta2fe C/HSE1 (400)
Replaces edition: 2011-11-24

At Bosch, this has been the first description of:

- The Corporate Crisis Management Team

- a documented leadership in crisis situation (Heads of Security / Safety)

- A documented power of attorney (but only very roughly)

- A rough process for interaction between crisis teams at corporate level, in the regions and in the businesses

- The necessity to establish local emergency coordination teams at all Bosch sites

Presentation by Dr. Volker Ressler; Risk Management Conference 2022

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Crisis Management
2011/2012 − it´s possible to prepare (2/2)

Corporate Crisis Mgmt. Team

Regional Crisis Mgmt. Team

Business Crisis Mgmt. Team

Local Emergency Team

Everybody should know what to

do and

how to interact,

if a crisis arises!

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Crisis Management
2015: All fine, but something is missing…

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Crisis Management
Training, Training, Training

Drill exercise „Quality problems or sabotage or unfriedly media campaign?"

Drill exercise „Earthquake in Turkey"

Drill exercise „Accident at nuclear plant in Tihange, Belgium´"

Drill exercise „Ransomware attack on major serverfarm"

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Crisis Management
2020 : Well prepared, but grey swans are grey swans...
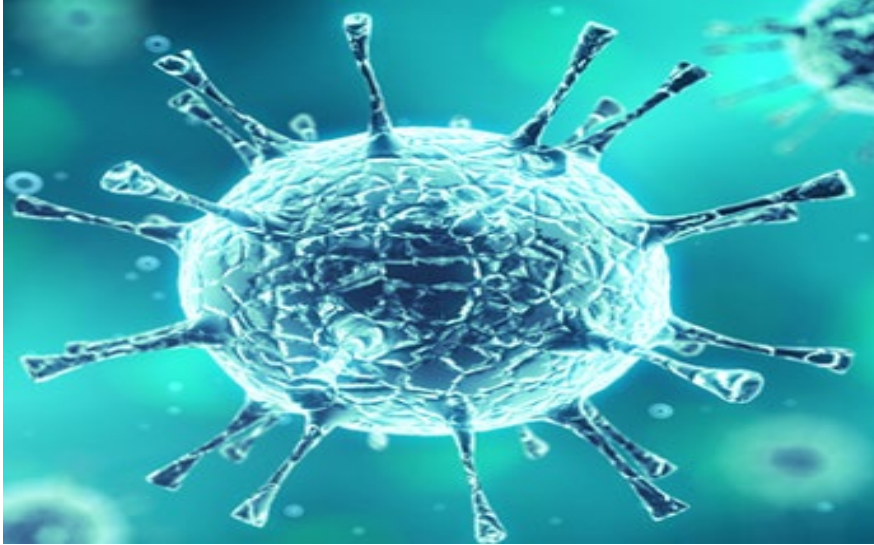
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Crisis Management Covid-19
Save valuable time by early start of Combat Team

▶ 09.01.2020 1. Fatality in Wuhan/CN – Communication about a „new virus"

▶ 15.01.2020 1. COVID-19-case abroad China (Thailand)

▶ **23.01.2020 Global Crisis Team at Bosch activated**

▶ **24.01.2020 First Crisis Team Meeting (Daily Follow-up 24/7)**

▶ 24.01.2020 SARS-CoV2 first single cases in Europe

▶ 27.01.2020 SARS-CoV2 first single cases in Germany

Time as Key Success Factor

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Global Response Network

1 Corporate Crisis Team
7 Specialized Taskforces
62 Country Crisis Mgmt Teams
> 400 Local Crisis Mgmt Teams

CN

CMT

CMT

CMT

CMT

CMT

CCMT

CMT

CMT

CMT

JP

CMT

CMT

KR
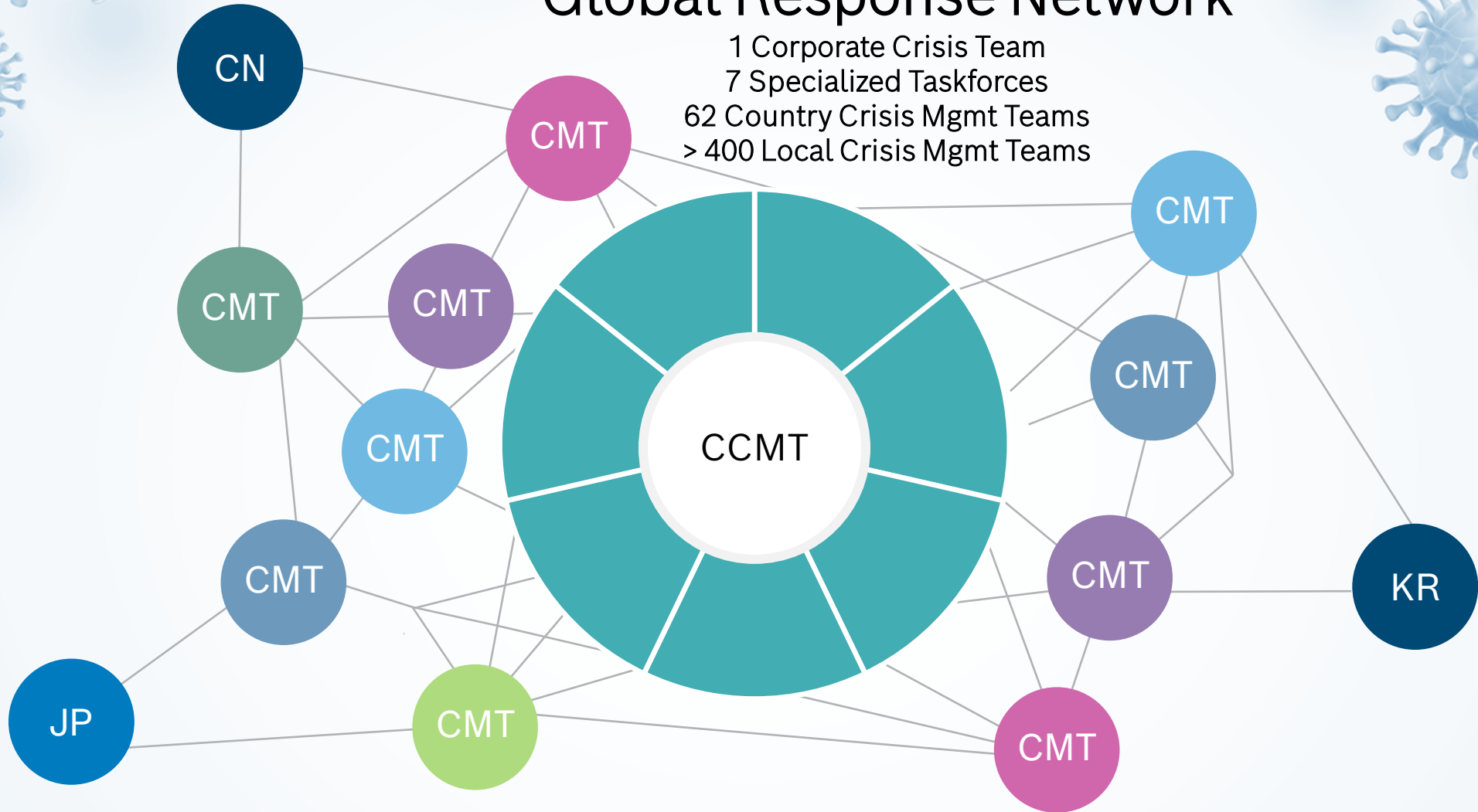
Crisis Management Covid-19

Leadership in a Crisis Combat Team: Key Elements

1. Prepare (Experts, Drills)	Preselect Key Experts/Leaders and train ahead.
2. Define clear Purpose	Describe what's the problem and what we want to reach as a team.
3. Ensure Autonomy	Get an authorized power of decision (people, money, paperless).
4. Invest in Scenario Planning	Think and prepare ahead of crisis flow.
5. Take fast Decisions	Be ready for taking fast decisions (risk-taking culture)
6. Foster Best Practice Exchange & Subsidiarity	Create a constantly learning "network of actors".
7. Streamline Communications	Create a single source of truth. Constantly inform on facts and progress.
8. Focus on Essentials	Sort out and stop any activities not supporting the purpose.
9. Trustful Leadership	As a Crisis Team Leader, make sure your team stays in a <u>positive flow</u> – by respecting the person and its suggestions, coaching serious obstacles, praising good results and react ahead of potential burn-outs. In a positive flow, team performance often grows far and beyond what was ever expected.

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Summary

Bundle
Expertise
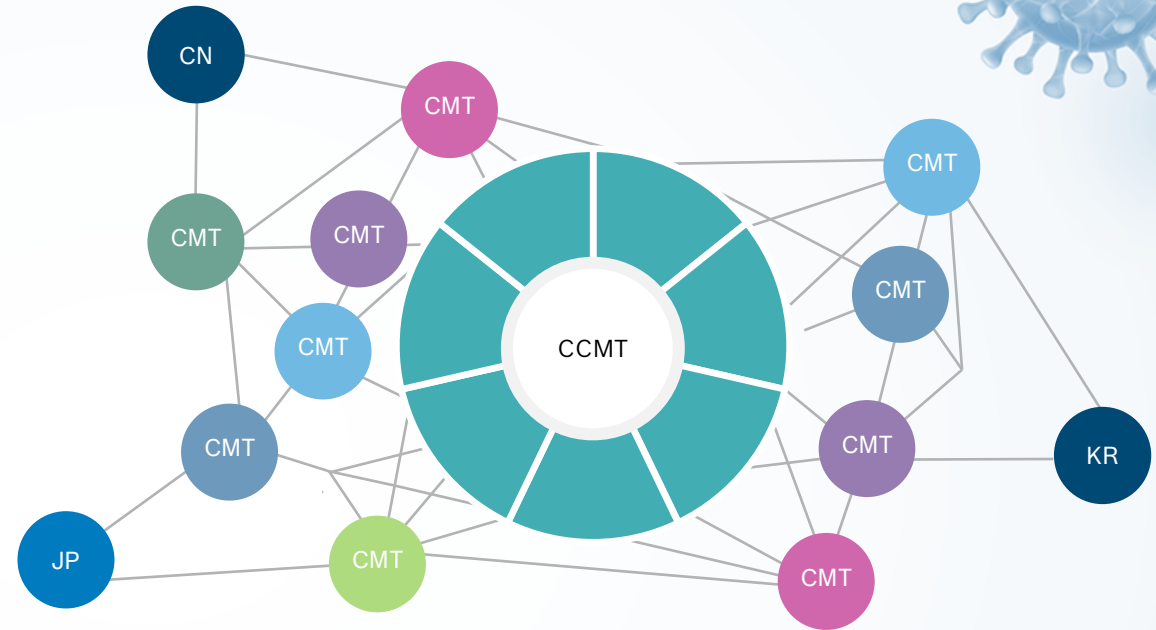
Focus on
Essentials

Best Practice
Network

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