

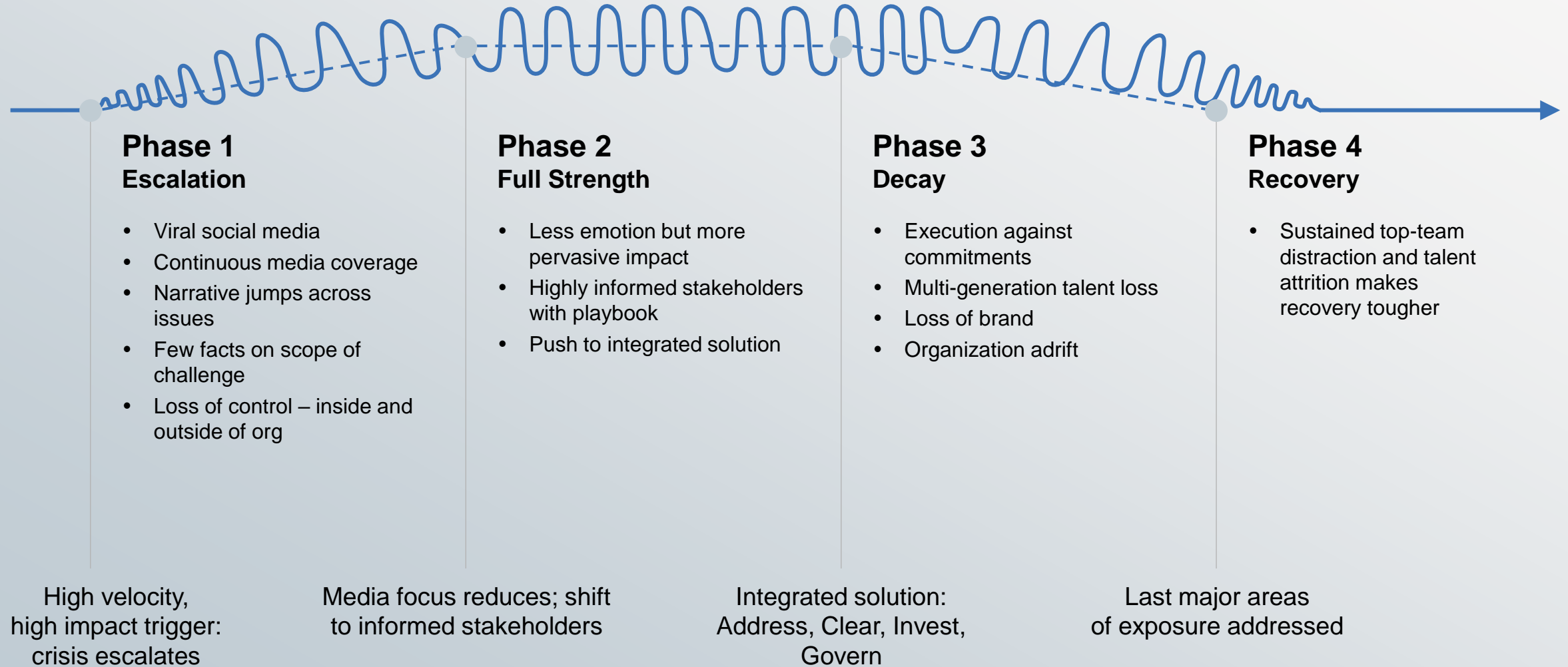
Government Leaders Forum

Crisis Preparedness and Resilience

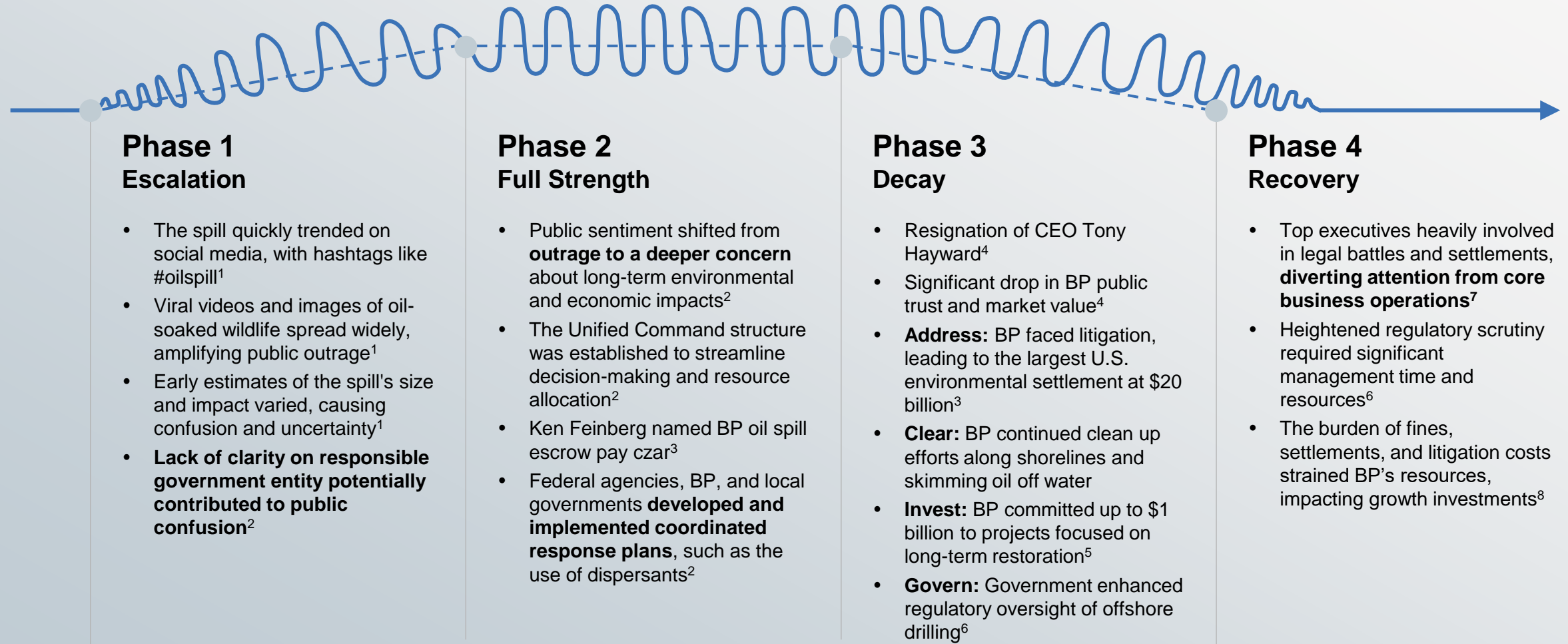
*Government Leaders Forum Breakout Session
September 5, 2024*



What can a typical crisis look like?

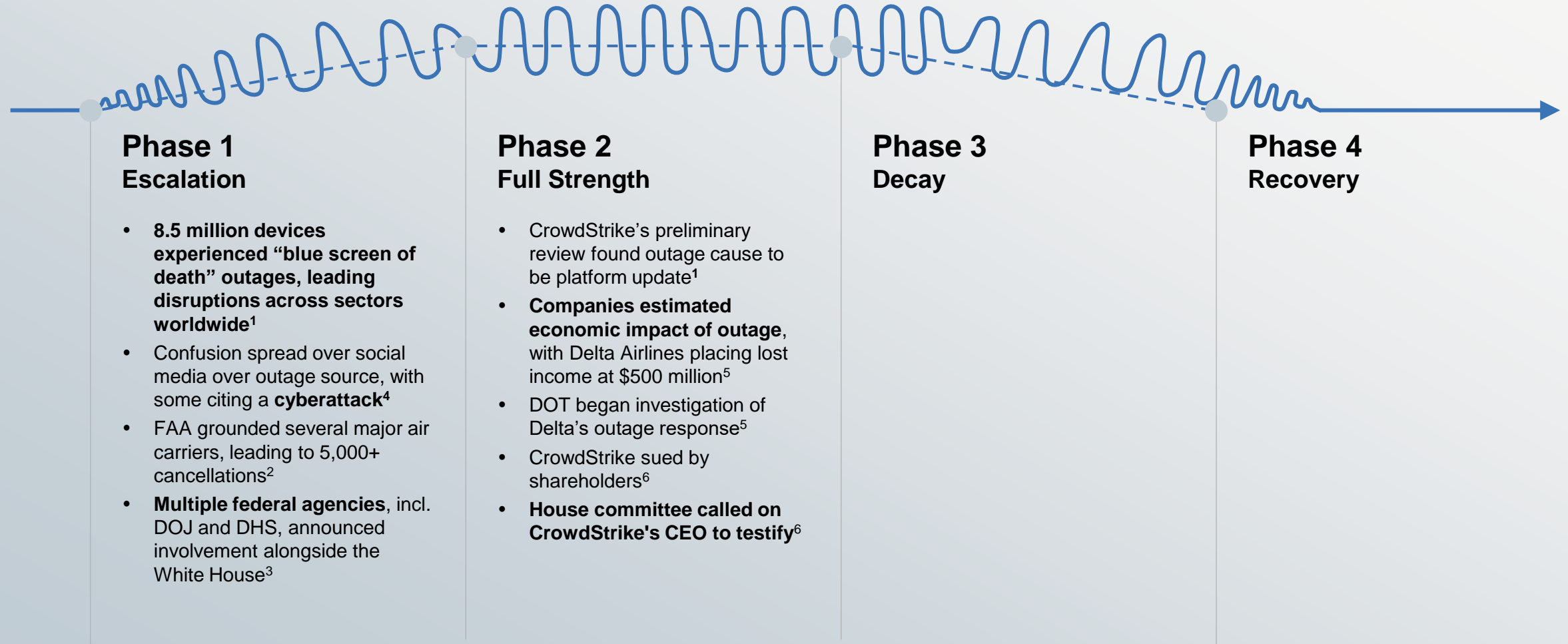


2010 BP Oil Spill



1. "100 Days of Gushing Oil – Media Analysis and Quiz," Pew Research Center. 2. "On Scene Coordinator Report: Deepwater Horizon Oil Spill," USGC. 3. "Kenneth Feinberg talks about compensation for Sept. 11, BP oil spill victims," The Washington Post. 4. "BP chief Tony Hayward 'set to stand down,'" BBC. 5. "BP to fund \$1 billion in Gulf of Mexico restoration projects," The Guardian. 6. "Obama administration to unveil new offshore drilling rules," The Washington Post. 7. "BP Executives Focus on Legal Battles," The New York Times. 8. "BP's Financial Fallout from the Gulf Spill," The Wall Street Journal.

2024 CrowdStrike Outage



1. “Helping our customers through the CrowdStrike outage,” Microsoft. 2. “Airlines rely on complex systems: Why the CrowdStrike hiccup could cause days of chaos.” USA Today. 3. “White House responding to massive IT outage,” Politico. 4. “As tech outage impacts millions, CrowdStrike memes quickly circulate on social media,” NBC. 5. “Delta CEO says CrowdStrike-Microsoft outage cost the airline \$500 million,” CNBC. 6. “CrowdStrike is sued by shareholders over huge software outage,” Reuters.

Two principles of crisis resolution



Think fast, act next

Primary goal: Ensure that stakeholders don't take irreversible, knee-jerk actions that could damage the institution

What this can entail

- Contingency planning to get past optimism bias
- Creating stakeholder stabilization packages with “bold moves” for tomorrow’s headlines, not just communications reacting to yesterday
- Avoiding early Phase 2 dead zone – expensive start and loss of momentum is tough to recover from. To do this, manage liquidity & connect to overall resolution strategy



Secure integrated solution

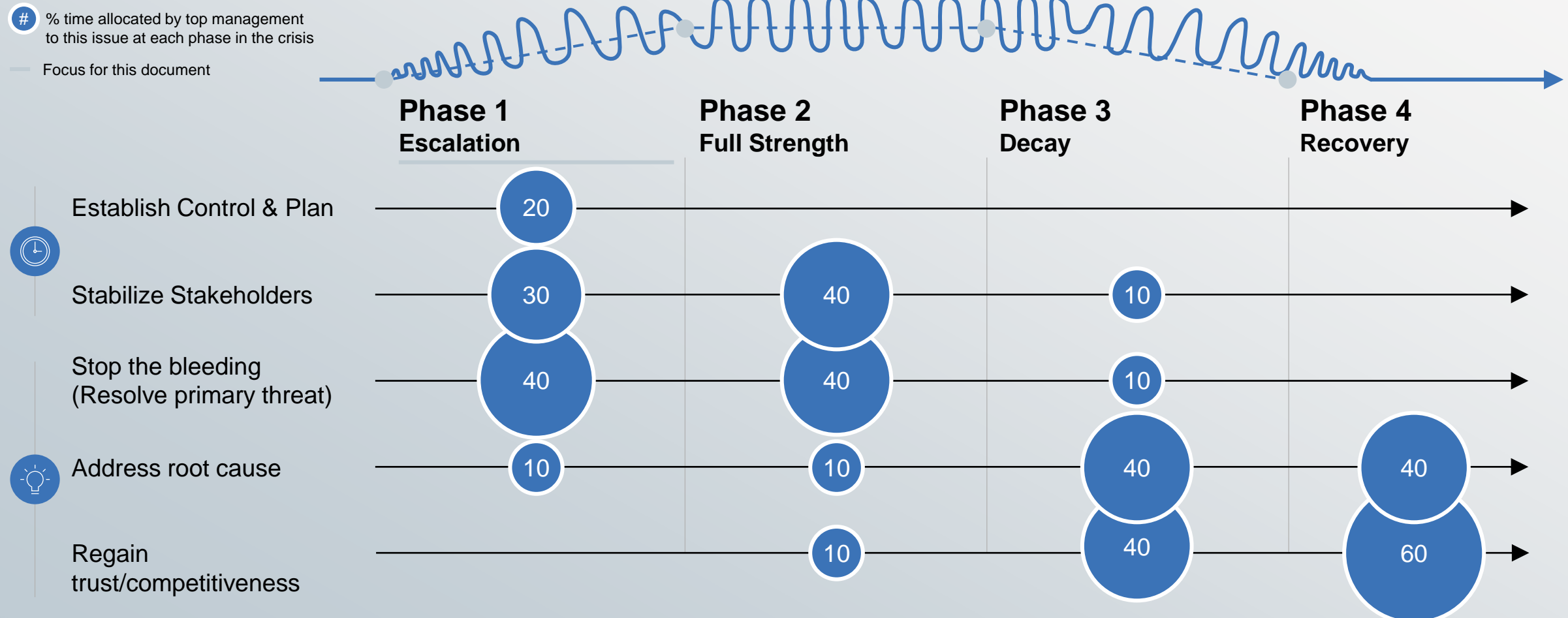
Primary goal: Secure stakeholder agreement on integrated solution that makes them willing to move on

What this can entail

- Stopping the immediate bleeding
- Developing an integrated solution across four dimensions: Address, Clear, Invest, Govern
- Changing governance and organizational structure based on root cause analysis
- Executing a new strategy to regain competitiveness

Integrated approach to address all aspects of a crisis

An approach grounded in leading-edge thinking into crisis anatomy and evolution of crises



What does it mean to lead during a crisis?

Leadership can be divided into three levels



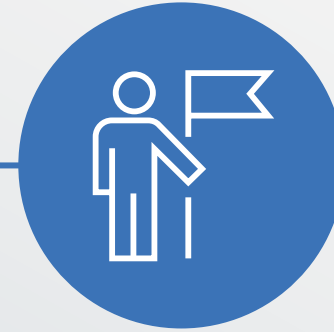
Leading self

Influencing your thinking, feeling, and behaviors to achieve your goals



Leading others

Fostering team collaboration and investing in building capabilities of others



Leading the organization

Creating a vision and catalyzing change by motivating the organization

Leadership across a crisis response

Illustrative

