

Notes

1. See Ian I. Mitroff and Harold Linstone, *The Unbounded Mind* (New York: Oxford University Press, 1993); see also Russell L. Ackoff, *The Democratic Corporation, a Radical Prescription Recreating Corporate America and Rediscovering Success* (New York: Oxford University Press, 1994).

2. See Ian I. Mitroff, Richard O. Mason, and Christine M. Pearson, *Framebreak: The Radical Redesign of American Business* (San Francisco: Jossey-Bass, 1994).

FIVE

CrMgt

SOFTWARE FOR CM

This chapter describes the software that accompanies this book. We believe that technology is important, even though we recognize that unless it is managed effectively, technology may help contribute to the occurrence of crises. This observation does not mean, however, that technology should never be used; rather, it is a warning that it should be used appropriately.

CRMGT: A SUPERCARD STAND-ALONE SOFTWARE PROGRAM

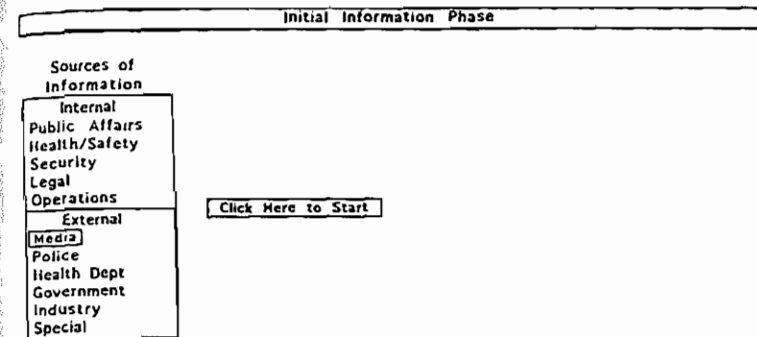
The software you need to run is included on the disk accompanying this book. If you have a Macintosh computer, you do not need any additional software to run the program. But if you have an IBM PC, you will need to buy a software package from the

Allegiant Corporation that will allow you to run SuperCard programs on a PC.

The program runs best if your computer is one of the latest Macs, that is, a Power Mac. In addition, the program was expressly written for a Mac computer screen seventeen inches or larger. Although you can still run the program if your computer screen is smaller than seventeen inches, you will have to do a lot of “scrolling around.” In addition, the “big picture” will also be much harder to see.

Place the disk in the hard drive of your personal computer. The program CrMgt on the disk was written in an application software system labeled SuperCard, a registered trademark of the Allegiant Corporation. The particular software version you have is a *stand-alone application*. This means that you do not need to know, or concern yourself directly with, the SuperCard programming language or system because all the programming has been done for you. The term *stand-alone* means precisely that.

First, load the program CrMgt from the disk onto your hard disk. Then double click on the icon CrMgt to start the program. When you first open the program, you should see something like Figure 5.1. Actually, you should see something more than what is shown in Figure 5.1, but ignore this for the time being. Figure 5.1 is a close relative of Figure 2.1. In



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Figure 5.1. The first step of the CrMgt program (the first part of Figure 5.5).

fact, Figure 5.1 turns into Figure 2.1 with the first step of the program. To start the program, click your mouse once on the rectangle in Figure 5.1 labeled “Click Here to Start.” You then should see Figure 5.2.

Before proceeding further, we need to say a little bit about how SuperCard works. When you clicked your mouse on the rectangle “Click Here to Start” in Figure 5.1, you actually executed a small software program contained in the rectangle. In the language of SuperCard, you clicked the mouse on the *button* “Click Here to Start.”

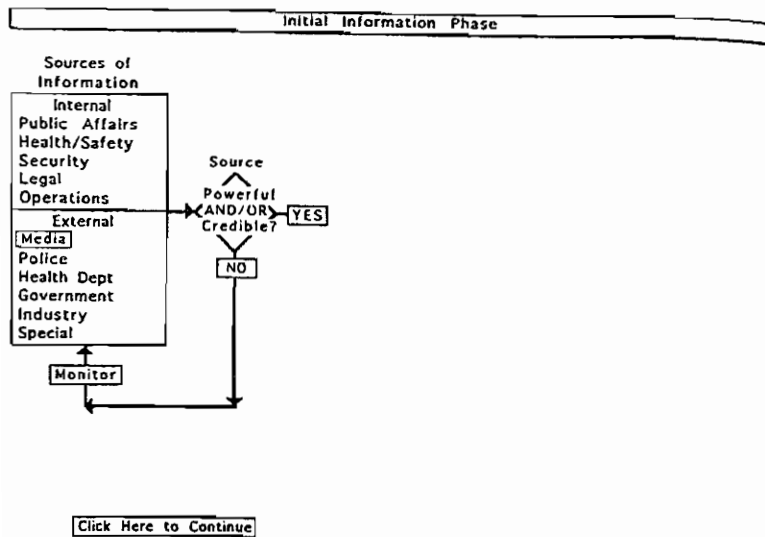


Figure 5.2. The second step.

SuperCard belongs to the class of programming languages known as *object oriented*, which means that you must do certain things like click a button or move your mouse into a certain region (*field*) in order for the program to proceed.

The “card” in SuperCard refers to the fact that SuperCard programs like CrMgt are essentially an organized series of screens stacked like a series of cards in a file cabinet. Each screen contains a certain number of buttons, text fields in which you can write, or graphic illustrations. You can do or file only so

much on a particular screen before it becomes overloaded. SuperCard allows you to create as many screens as you like (within, of course, the limit of your computer’s memory) to accomplish a particular task.

The screens in CrMgt have been organized so that the CM processes described in Chapters 2 and 3 can be broken down into natural segments or pieces. For example, Figure 5.5 constitutes one screen of the SuperCard program CrMgt. Figures 5.1, 5.2, 5.3, and 5.4

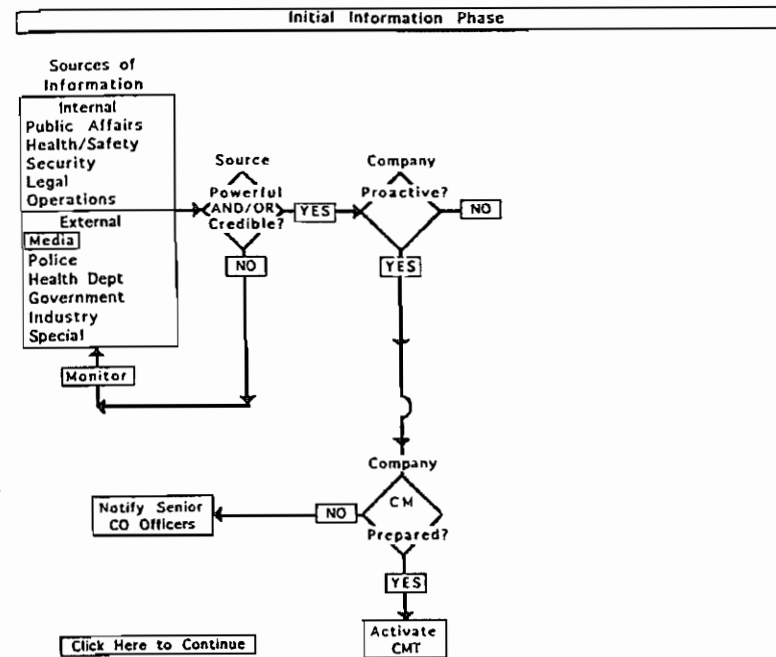


Figure 5.3. The third step.

which you should become familiar. First, Figure 5.5 is the first, or main control, card. You always start and end the program with this card even if you decide to quit the program from another card or screen. Second, when the program starts, you should always see Figure 5.1 and also the trademark and copyright material in the lower right-hand corner of Figure 5.5. If you click your mouse on the rectangular button labeled "Show All," you will automatically bypass Figures 5.2, 5.3, and 5.4 to go directly to Figure 5.5. At any time, if you wish to examine parts of Figure 5.5, you can begin the process again by clicking the mouse on the button "Hide All," and you will automatically return to Figure 5.1.

Figure 5.5 contains a number of other important features as well. If you have a color monitor, you will see that the various buttons are in different colors, to call attention to those parts of a complex process that we wish to emphasize. Thus in the program CrMgt, the color red usually stands for a potential crisis point, and green usually stands for a CM strength.

If you move your mouse into the sets of text fields with question marks, you can enter the numbers of estimated or known injuries and deaths or the actual or expected dollar amounts lost in a particular crisis. The program CrMgt has been designed to be used as a working guide before, during, and after a crisis.

After you have finished working with Figure 5.5, you can go to the other screens in a number of ways. You can click the mouse on Button 1 on Figure 5.5. The button will automatically transfer you to Card 2. Or if you wish to proceed directly to a precrisis or postcrisis audit, you can click the mouse on the button "AUDIT" in the lower right-hand corner of Figure 5.5. If you wish to quit the program, simply click the mouse on the button labeled "QUIT." Just before the program shuts down, you will see the screen briefly return to Figure 5.1. In this way, the program will automatically start from the initial condition shown in Figure 5.1.

If you decide to proceed to Card 2, you should see Figure 5.6. Like Figure 5.5, the second card also

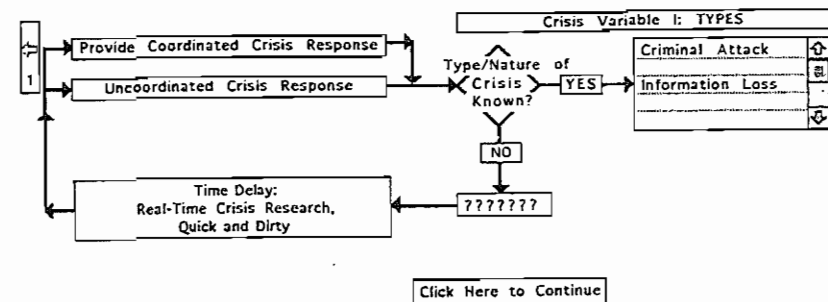


Figure 5.6. The second card.

unfolds in stages so that you can use the program with a minimum of distraction from the inherent complexity of the CM process. This feature also allows you to proceed at your own speed.

You have a number of options available in Figure 5.6. First, if you click the mouse in the diamond labeled “Type/Nature of Crisis Known?” you will go to a much later card in CrMgt, showing the range of different kinds of subcrises. We strongly urge you not to do this at this point, but if you do, click on the “Return” button in order to get back to Figure 5.6.

If you click on the “YES” button to the immediate right of the diamond in Figure 5.6, you should see Figure 5.7. You can then click on all the various *types* of crises that you believe are part of the particular crisis you are facing. That is, a crisis can contain one or all of the choices shown in Figure 5.7. You make your choices by moving the mouse into each of the checkmark boxes to the immediate left of each crisis type. Figure 5.7 shows the case in which the particular crisis you are confronting is a combination of (1) Criminal Attack, (2) the Loss of Proprietary Information, and (3) an attack on the Perception/Reputation of an organization.

If you want to change your choices at any time, click on the buttons representing other crises or the button “Clear All.” Clear All resets all the buttons; that is, it removes the checkmarks from each box.

Figure 5.7. What you will see if you click on YES in Figure 5.6.

In Figure 5.6, if you click on the “NO” just below the diamond labeled “Type/Nature of Crisis Known?” you should see Figure 5.8. In this figure, you cannot click on any of the different types of crises, since based on your response (no), you indicated that you do not know the exact type of the current crisis that you are facing. Thus, by clicking NO, all the checkmarks are erased, and the text field to the immediate right of the YES button to the immediate right of the diamond is “wiped clean” or erased of crisis types.

Figures 5.6 and 5.7 list all the crises you checked off as part of the overall crisis you were facing. Crimi-

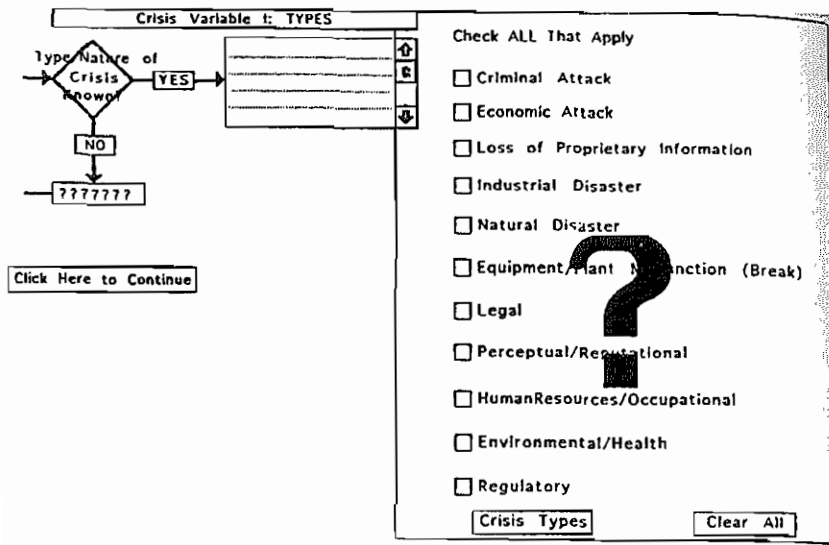


Figure 5.8. What you will see if you click on NO in Figure 5.6.

nal Attacks and Information Loss are shown in the small text field to the immediate left of the big box containing the eleven basic types of crises. The small text field is known as a *scrolling field*, which allows you to store a lot of information in a small space. By scrolling up or down, you can see all the information contained in the field. To do this, click the mouse in one of the small vertical arrows in either direction. If you click in the down direction, you should see that Perceptual/Reputational is included there as well. In other words, the computer automatically places each crisis type on a separate line. Thus, Crisis 8, Perceptual/Reputational, is placed in Line 8 in the small scroll field.

From Figure 5.7, by clicking on the box “Crises Types,” it is possible to go to another card (which we describe later) that gives a complete listing of the subtypes of the eleven basic types of crises. We strongly urge you not to do this at this time. We mention this feature at this point only because once you become familiar with the program, you will want to jump around to take advantage of its features.

When you have finished with Figures 5.7 and 5.8, click on “Click Here to Continue.” You should then see Figure 5.9. You also could have reached Figure 5.9 from Figure 5.6 if you had clicked on the “Con-

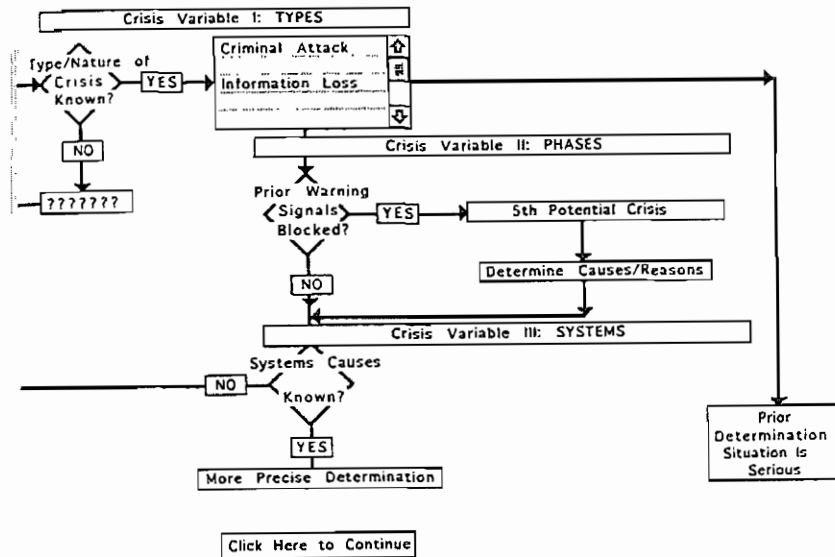


Figure 5.9. Part of what you will see if you click on “Click Here to Continue.”

tinue” button there. In Figure 5.9 if you click on the YES button immediately below the diamond labeled “Systems Causes Known?” you will be transferred to a later card that allows you to specify what you believe are the systems causes of the current crisis you are facing. Again, we urge you not to do this at this time. But if you do, click “Return” to get back to Figure 5.9.

If you click on “Click Here to Continue,” you will finally see Figure 5.10. As in Figure 5.5, you can always return to Figure 5.6 by clicking on “HIDE.” Or you can always get to Figure 5.10 by clicking on “SHOW” as soon as you get to Figure 5.6. Or you can go immediately to the crisis audit by clicking on “AUDIT,” and so on, for each of the various features.

At any time, if you feel you know more about the type of crisis you are facing, you can always reach Figure 5.7 by clicking on the YES button to the immediate right of the diamond labeled “Type/Nature of Crisis Known?” in figure 5.6.

To continue to the third card, click the mouse on Button 3 at the bottom of Figure 5.10. The upper part of Figure 5.11 will then appear. Since this card does not contain as many details as the others do, the full figure is displayed at once. If you click the mouse in

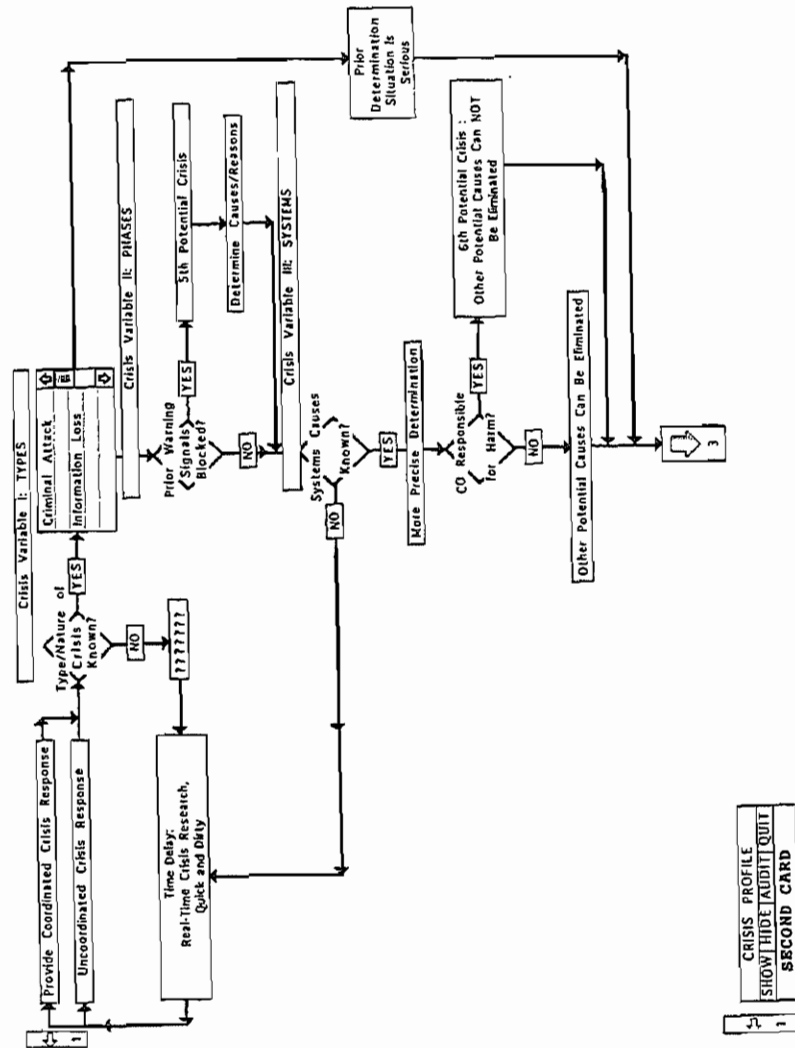


Figure 5.10. A complete view of Figure 5.9.

DAMAGE CONTAINMENT STRATEGIES

CRISIS TYPE	Check ALL That Apply					Neutralize
	Isolate	Remove	Disperse	Reduce	Neutralize	
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Clear	Clear	Clear	Clear	Clear	Clear	Clear

Containment Strategies

QUIT
THIRD CARD

Figure 5.11. The third card

options in Figure 5.13. If, on the other hand, you have changed your assessments of the types involved in the particular crisis you and your organization are facing, then all the checkmarks pertaining to the damage containment options in Figure 5.13 will be reset to the blank position. If at any time you wish to change your responses, you can also click on the various "Clear" buttons near the middle of Figure 5.13.

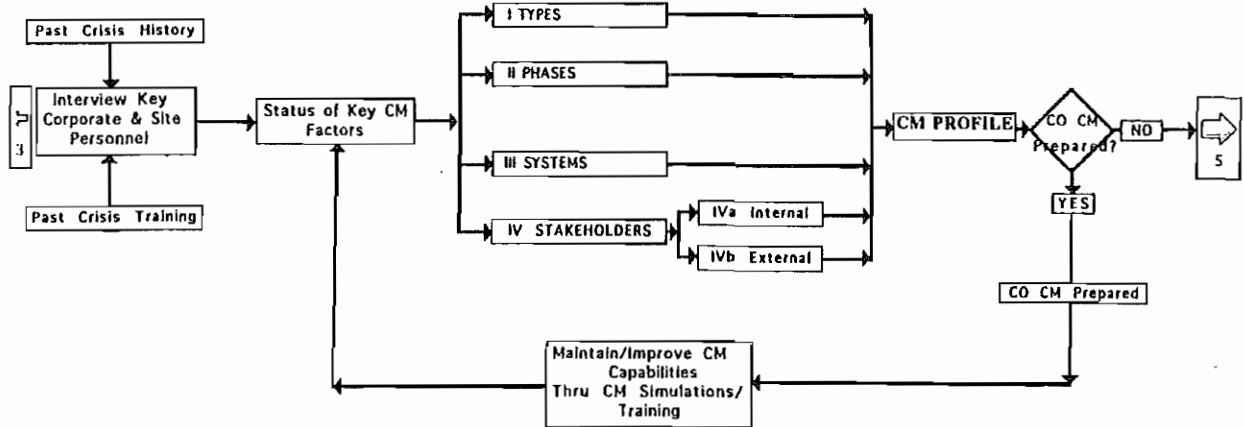
Figure 5.13 is in effect a worksheet, as are all the cards or screens in CrMgt. They allow you to try out and examine various strategies, options, and so on. Figure 5.13 also has a text field at the bottom that allows you to enter any notes you wish to record. To return to Figure 5.11, click on the "Click Here to Continue" button.

Figure 5.11 represents the "during" part of CM. To return to the first or main card from Figure 5.11, click on Button 1. You can also begin the CM audit process from Figure 5.11, by clicking the mouse on the AUDIT button at the bottom or Button 4 in Figure 5.11.

Clicking on AUDIT takes you to Figure 5.14, from which you can reach Figures 5.15 through 5.21. For instance, to reach Figure 5.15, click on "I Types"

Figure 5.13. More of what you will see if you click on Diamond 44 in Figure 5.11.

The PRE and POST-CRISIS AUDIT PROCESS



CRISIS PROFILE			
1st Card	2nd Card	3rd Card	QUIT
FOURTH CARD			

Figure 5.14. What you will see if you click on AUDIT in Figure 5.11.

MAIN TYPES		SUB-TYPES	CURRENT CRISIS ANY of the SUB-TYPES?	AT LEAST ONE SUB- TYPE in CM PLANS?
1	Criminal Attacks	1. Copycats 2. Employee Violence 3. Product Tampering 4. Sabotage 5. Sexual Harassment 6. Terrorism 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW
2	Economic Attacks	1. Boycotts 2. Hostile Takeovers 3. Stock Devaluation 4. Strikes 5. 6. 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW
3	Loss of Proprietary Information	1. False Rumors 2. Copyright Infringement 3. Counterfeiting 4. Proprietary Information 5. 6. 7.	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW
4	Industrial Disasters	1. Major Contaminations 2. Major Explosions 3. Major Fires 4. Major Releases 5. Major Spills 6. 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW
5	Natural Disasters	1. Blizzards 2. Earthquakes 3. Electrical Storms 4. Floods 5. Tornadoes 6. Typhoons 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW
6	Breaks in Equipment & Plants	1. Computer Breakdowns 2. Distribution Net Defects 3. Major Operator Errors 4. Major Product Defects 5. Major Product Recalls 6. Manual/Plant Defects 7. Security Breakdowns 8. Telecommunications Breaks 9. Quality Defects 10.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW
			Total CM Performance Score = <input type="text" value="4"/>	Total CM Plan Score = <input type="text" value="7"/>
			0=Poor.....+11=Excellent	0=Poor.....+11=Excellent

[Return] [I PHASES] [III SYSTEMS] [IV STAKEHOLDERS] [Types 7-11]






Figure 5.15. What you will see if you click on I Types in Figure 5.14.

in Figure 5.14. From Figure 5.15, you can reach Figure 5.16 by clicking on the button “Types 7–11” at the bottom of Figure 5.15. From Figure 5.16, you can return to Figure 5.14 by clicking on “Types 1–6.” You can also get to the other main crisis factors—phases, systems, and stakeholders—by clicking the buttons at the bottom of Figures 5.15 and 5.16. To return to Figure 5.14, merely click the Return button.

Recall from our discussion of Figure 5.6 that if you clicked on the diamond labeled “Type/Nature of the Crisis Known?” you were sent to a later card. That card was Figure 5.15. Thus, the Return button takes you back to the particular card from which you reached Figure 5.15.

SCORING TYPES

The scoring of your crisis preparations or plans with respect to types is easy. The total score for the CM Plan is merely the number of YES buttons checked in Figures 5.15 and 5.16, that is, the third column from the right edge of both figures. Thus the highest score you can receive under the CM Plan is 11. This is the condition in which your organization has planned for at least one crisis in each of the eleven basic types.

MAIN TYPES	SUB-TYPES	CURRENT CRISIS ANY of the SUB-TYPES?	AT LEAST ONE SUB-TYPE in CM PLANS?
7 Legal 	1. Major Corporate Lawsuits 2. Major Class Actions Suits 3. Major Distributor Suits 4. Major Officer Liabilities 5. Major Product Liabilities 6. 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW	<input type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW
8 Reputational/Perceptual 	1. Damaging/False Rumors 2. Damage to Reputation 3. Projection onto Brand/Logo 4. 5. 6. 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW
9 HR Occupational 	1. Employee Violence 2. Executive Succession 3. Family Violence 4. Faculty Corporate Culture 5. Sexual Harassment 6. 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW
10 Health 	AIDS 1. Airborne Contamination 2. Chemical Related Injuries 3. Job Related Deaths 4. 5. 6. 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW
11 Regulatory 	1. Address CO Regulations 2. Address Social Interests 3. Address Industry Regs 4. 5. 6. 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> DON'T KNOW

Total CM Performance Score: 0=Poor.....11=Excellent

Total CM Plan Score: 0=Poor.....11=Excellent

Figure 5.16. What you will see if you click on Types 7–11 in Figure 5.15.

The scoring for the Total CM Performance is more complicated because it depends on the pattern of scores for the CM Plan. For instance, consider the following example: Before a crisis an organization was prepared for crisis types 1 through 5, and so there would be a checkmark in the YES or third column from the right of Figure 5.15 for crisis types 1 through 5. The actual crisis the organization is experiencing is made up of types 1 through 5. Thus there would be a checkmark in the YES or sixth column from the right of Figure 5.15. In this case, there would be a perfect match between the crisis (or crises) the organization experienced and those for which it was prepared. In this case, we would set the Total CM Performance Score equal to the Total CM Plan Score or, in this case, 5. But suppose in addition that the crisis that the organization is experiencing is also made up of types 7 through 11. Then the YES boxes, or buttons, in the sixth column from the right of Figure 5.15 would be checked as well. But suppose too that the organization was not prepared for crisis types 7 through 11. Then the NO buttons in the second column from the right of Figure 5.15 would also be checked for types 7 through 11. In this case, we would have to lower the Total CM Performance Score to take account of the fact that the organization experienced crises for which it was not prepared.

The scoring system for the Total CM Performance Score is thus built around the fact that the total number of experienced crises is equal to the sum of the total number of matched crises and the total number of mismatched crises (i.e., those crises that the organization experienced and for which it was not prepared, as reflected in its plans). Thus, if S_1 = the total number of *experienced* crises, S_2 = the total number of *matched* crises, and S_3 = the total number of *mismatched* crises, then $S_1 = S_2 + S_3$ (A "Don't Know" response is counted as a NO.)

There are only four cases to consider. First, if $S_3 = 0$; that is, there are no mismatches, we set the Total CM Performance Score equal to the Total CM Plan Score. The three remaining cases refer to situations in which S_3 does not equal 0; that is, there are mismatches.

Second, if $S_2 = S_3$; that is, the number of matches equals the number of mismatches, we set the Total CM Performance Score equal to $S_3/3$. That is, we lower the Total CM Performance Score. In other words, the Total CM Performance Score is lowered, or penalized.

Third, if $S_2 > S_3$, we set the Total CM Performance Score equal to $S_2 - S_3$, and the Total Performance Score is lowered once again.

Finally, fourth, if $S_3 > S_2$, we set the Total CM Performance Score equal to $S_2/3$. That is, in every

case, we lower or penalize the Total CM Performance Score if an organization is facing a crisis type for which it is not prepared.

PHASES, SYSTEMS, AND STAKEHOLDER SCORING

Phases, systems, and stakeholders can be reached from Figure 5.14 by clicking on the appropriate buttons. For instance, to get to Figure 5.17, click on the button "II PHASES" in Figure 5.14.

The scoring for phases, systems, and stakeholders is essentially the same. For instance, in Figure 5.18 the scores for CM Performance and CM Capability are given by the number of YES buttons that have been checked. Notice also that you can reach each of the other four main crisis factors types, phases, systems, and stakeholders from each card merely by clicking on the appropriate button at the bottom of each card.

Although they are not included in the scoring at the bottom of Figures 5.19 and 5.20, Figure 5.21 indicates that for flexibility, you can include additional names and/or roles of members of your CMT.






PHASES	Org Performed Well on the Factor in the Current Crisis?	Org Has CM CAPABILITY for the Particular Factor?
Signal Detection 1. SD Criteria Formulated 2. Barriers to SD Identified 3. Barriers to SD Removed 4. SD Mechanisms Integrated 5. SD Mechs for Diverse Crises 6. SD Rewarded Throughout Org 7. SD Integrated w/Key Programs	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> Don't Know	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know
Probing 1. Mandatory Inspection Key Egmt 2. Mandatory/Constant Training 3. Freq Discuss bet Designers&Ops 4. Freq Discuss bet Ops&Maint 5. Reporting Bad News Rewarded 6. 7.	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> Don't Know	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know
DAMAGE Containment 1. DCS for Wide Range of Crises 2. DCS Constantly Inspected/Maint 3. DCS Constantly Tested 4. DCS Constantly Upgraded 5. DCS Constantly Improved 6. Crisis Command Center 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know
Business Recovery 1. Backup Manufact Sites 2. Backup Telecommunications 3. Backup Computers 4. Hot/Cold Infor Storage Sites 5. Backup Mgt Sites 6. Crisis Command Center 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know
NO-FAULT Learning 1. Critique of Key Assumptions 2. Mandatory Review Past Crises 3. Reporting Bad News Rewarded 4. Mandatory Review Key Lessons 5. Acknowledge Anniversaries 6. Allow Sharing of Emotions 7. Action Plans for Improvement	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> Don't Know

CM Performance Score = 0=Poor.....5=Excellent
 CM Capability Score =

***YES*- Org Did/Does Have a Particular Belief or Property
Give an OVERALL Rating for Each Factor**

Figure 5.17. What you will see if you click on II PHASES in Figure 5.14.










SYSTEMIC FACTORS

	1. Breakdown of Authority 2. Breakdown in Communication 3. Breakdown of CMT 4. Breakdown of Controls 5. Breakdown of Rewards 6. Breakdown of Reporting 7.	Org Performed Well on the Factor in the Current Crisis? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know	Org Has CM CAPABILITY for the Particular Factor? <input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know
 Org Infrastructure	1. Operator Errors 2. Faulty Maintenance 3. Faulty Man-Machine Design 4. Faulty Man-Org Interface 5. Faulty Systems Controls 6. Poor Training 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know
 Factors	1. Age of Equipment/Plants 2. Design Flaws 3. Faulty Maintenance 4. Severe Operating Conditions 5. Severe Operating History 6. 7.	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know
 Technology	1. Belief Can Handle Anything 2. Belief CM Not Worth the \$\$ 3. Belief Org Is Invulnerable 4. Denial of the Need for CM 5. Denial of Magnitude of Threats 6. Denial of Possibility of Threats	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know
 Org Culture	1. Belief Can Handle Anything 2. Belief CM Not Worth the \$\$ 3. Belief They Are Invulnerable 4. Denial of the Need for CM 5. Denial of Magnitude of Threats 6. Denial of Possibility of Threats	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO <input type="checkbox"/> Don't Know	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO <input type="checkbox"/> Don't Know
 Beliefs of TopMgt			

"YES" = Org Performed Well by NOT Having the Particular Defect
 "YES" = Org Has CM Capability by NOT Having the Particular Defect
 Give an OVERALL Rating for Each Factor

Return | I TYPES | II PHASES | IV STAKEHOLDERS | CM Performance Score = 4 | D=Poor....5=Excellent | CM Capability Score = 5

Figure 5.18. Scores for CM Performance and CM Capability.

INTERNAL STAKEHOLDERS					
Officers	Positive Role in Current Crisis?	CMT Training?	Member of CMT?	LOCATION	TELEPHONE #
 CEO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
 COO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
 CFO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
 Legal	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
 Security	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212
 PA	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
 JIT	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
 Engineering	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
 Health	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212

Return | ENVIRONMENT | Crisis Performance Score = 4 | CM Capability Score = 9 | D=Poor....9=Excellent | TYPES | PHASES | SYSTEMS | External | More Internal

Figure 5.19. Scores for internal stakeholders.

EXTERNAL STAKEHOLDERS I				CONTACT	TELEPHONE #
STAKEHOLDER	Positive Role in Current Crisis?	Pre-Crisis Relationship ?	Positive History ?		
FBI	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
State Police	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
Local Police	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
FDA	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
State Health	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212
Local Health	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
EPA	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO		Dial 213-555-1212
State Environmental	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212
Local Environmental	<input checked="" type="checkbox"/> YES <input type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212

Return Environmental Crisis Performance Score: [14] 0=Poor.....18=Excellent CH Capability Score: [11] [TP|PH|SV|Internal|Ext Stakeholders II|Ext Stakeholders III]

Figure 5.20. Scores for external stakeholders.

INTERNAL STAKEHOLDERS				LOCATION	TELEPHONE #
Stakeholders	Positive Role in Current Crisis?	CMT Training?	Member of CMT?		
	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212
	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212
	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212
	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212
	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212
	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212
	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212
	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212
	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO	<input type="checkbox"/> YES <input checked="" type="checkbox"/> NO		Dial 213-555-1212

Return External More Internal

Figure 5.21. Where to list additional names and/or roles of members of your CMT.

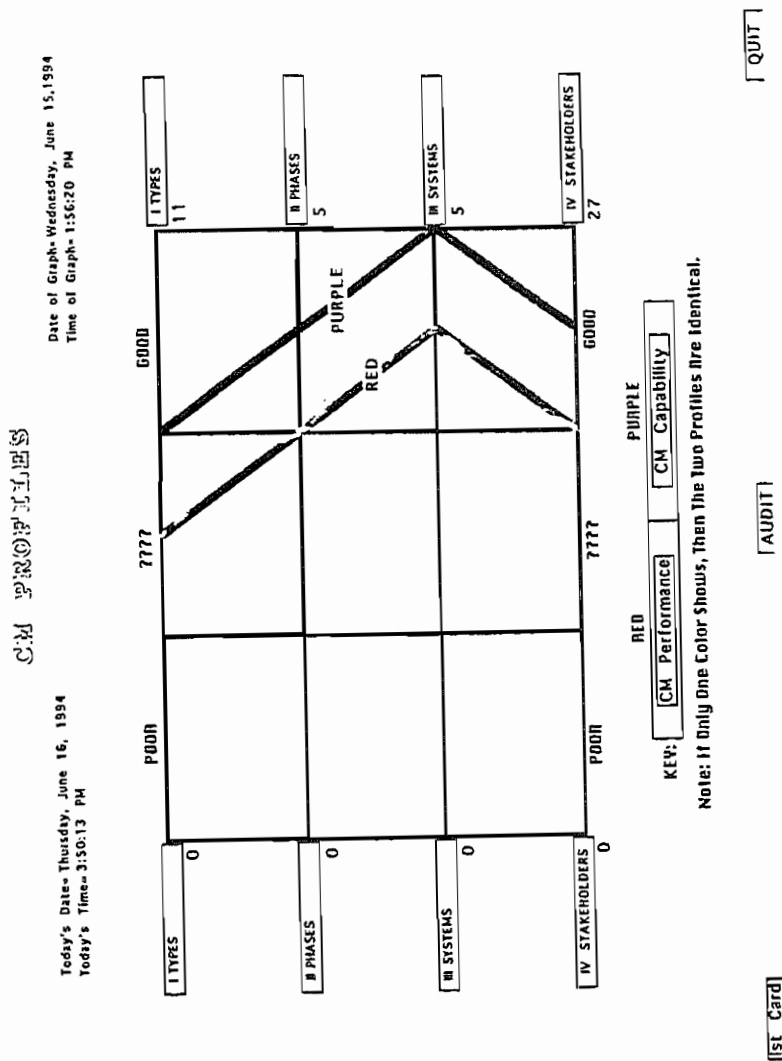
If your computer is connected to a modem, you can also dial directly the person whose telephone number is to the extreme right of Figure 5.19, by clicking on the "Dial" button immediately to the left of the telephone number.

CM PROFILES

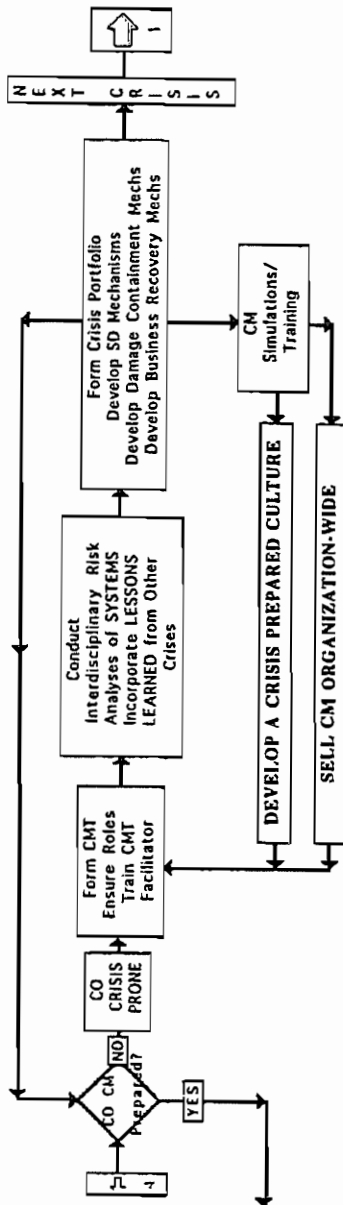
Once you have determined your CM Performance and Capability scores, click on the button "CM PROFILE" in Figure 5.14 to transfer you to Figure 5.22. Every time you arrive at Figure 5.22, the computer automatically checks whether your CM Performance or CM Capability scores have changed for any of the four main factors. The computer does this by comparing your new scores with your old scores, that is, the scores from the last time you arrived at Figure 5.22. If any of your scores have changed, the computer will automatically plot a new CM profile and record the time and the date of the new plot.

Figure 5.23 can also be reached from Figure 5.14, by clicking on the button with the arrow on the 5 in the box at the far left-hand side of Figure 5.14. Figure 5.24 can be reached from Figure 5.23 by click-

Figure 5.22. What you will see if you click on CM PROFILE in Figure 5.14.



DEVELOPMENT of CM CAPABILITIES



CRISIS PROFILE			
1st Card	2nd Card	3rd Card	QUIT
FIFTH CARD			

Figure 5.23. The development of CM capabilities.

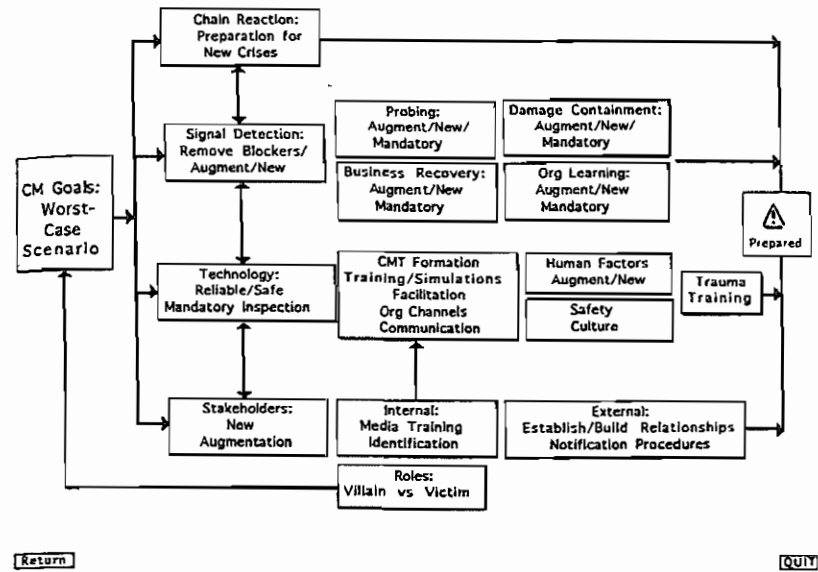


Figure 5.24. What you will see if you click on Conduct Interdisciplinary Risk Analyses . . . in Figure 5.23.

ing on the box “Conduct Interdisciplinary Risk Analyses . . .” in Figure 5.23. Clicking on “Return” in Figure 5.24 returns you to Figure 5.23. From Figure 5.23, you can go back to the first card by clicking on “1st Card,” and so forth.

CONCLUDING REMARKS

The software program CrMgt described in this chapter is an integral part of the CM process. All fields,

but especially new ones like CM, require all the tools they can muster to advance the state of the art. Indeed, we can say that a field will not truly begin to develop—let alone mature—until we have tools and frameworks to help assess its critical dimensions. Accordingly, we strongly urge you not to get caught up in the numbers of CrMgt for their own sake. All the numbers produced and used are no better than the judgments that created them. We especially recommend that you use CrMgt as part of a group process to allow the other members of the group—ideally, the members of your own organization's CMT—to express their opinions. This is the real purpose of CrMgt, to foster discussion and not to encourage entering meaningless numbers into a computer.

SIX

Managing Industrial Disasters

AN EXAMPLE