

# Crisis Management

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# Background

- You are the Chief Executive Officer of the European Marbles Federation (EMF). You have just received a phone call from a journalist at the European Daily Mail saying that they have been investigating the EMF's Financial Director (FD) and found out that he has been 'cooking the books' and taking money from the organisation's accounts and asking you what the EMF is going to do about it.
- During the next 2 hours you will have to manage this crisis both internally and externally and issue a number of communications as follows.



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# Task 1

- The journalist from the European Daily Mail has given you the opportunity to make a comment on the situation by producing a statement. However, you need to do this within the next 20 minutes.
- In your groups discuss what you should say and write any statement.



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# Task 2

- You have decided to undertake an investigation to see whether the journalist is right in alleging the FD has stolen any money. Your President is coming into the EMF offices in 20 minutes to discuss with you how you are going to manage the situation.
- In your groups prepare a draft action plan on the next steps you are going to take to discuss with the EMF President.



# Task 3

- You have implemented your action plan and, unfortunately, found out that the journalist was right - your FD has stolen over 200,000 euros from your organisation. You have met with the FD and terminated his employment with the EMF. You now have to issue a communication to :
  - Group A your staff
  - Group B your members
  - Group C the press
  - Group D the Government/funding agencies
- You have 20 minutes to draft the statement as appropriate.



# Task 4

- You have received a lot of questions and comments following the release of your communication so you decide to hold a press conference to deal with them.
- In your groups either :
- as the journalists, prepare 5 questions to ask the CEO  
Groups A & C
- as the CEO, prepare answers to the questions the journalists may ask  
Groups B & D
- Be prepared to ask or answer the questions with another group. You have 20 minutes for this task

