

There comes a point  
when you realize  
this could be serious.

# That's where we come in.

## Navigating crisis.

In the midst of a crisis, when events are unfolding rapidly, accurate information is scarce, and the pressure to respond is high; Blue Moon Consulting Group provides the insight, counsel, and experience necessary to help you navigate the treacherous and fast-moving waters. But more importantly, we help you anticipate potential issues, find options, buy time, and avoid crises altogether through the development of proactive crisis management, communications, emergency management, and business resiliency plans and with training, exercises, and leadership sessions.

## Mitigating risk.

Operating at the intersection of an institution and its stakeholders; a disciplined and rigorous approach to issues management should be at the heart of any program designed to understand, build, and protect an institution's reputation.

Unfortunately, issues management tends to be poorly defined and poorly understood. Instead of being viewed as a strategic tool, it conveys a deviousness or sleight of hand, "spin" used to confuse rather than to educate, a reactive process to put the best face on the issue of the day. If issues management is to provide valuable strategic insight to your leadership team, it cannot simply be about rationalizing preordained positions. Rather, its value is in proactively identifying potential issues, supporting leadership alignment around concrete steps to improve the institution's position, and insuring approved, clear, consistent messaging on the issue should an incident occur.

## Managing change.

In a constantly evolving environment, we have no option but to adapt, innovate, grow, and respond to existential challenges presented by our competitors. Recognizing the imperative, however, doesn't make it any easier. At BMCG, we use the same approach and methodology we use for crises and pair it with proven change management strategies to help you effectively:

- Develop and articulate your strategic vision
- Build an understandable, detailed, and data-driven analysis and case for change
- Effectively, honestly, and compassionately communicate the "what," "how," and "why" that helps build community support and address criticism
- Identify and mitigate barriers to implementation
- Undertake and sustain change by establishing and measuring against KPIs

# Prepare proactively.

A significant issue or crisis can put tremendous stress—organizationally and psychologically—on leaders; stress that can be alleviated by having confidence in a well thought out and strategically aligned crisis preparedness program. At BMCG, we build programs that mitigate risk and meet stakeholder expectations through fast, coordinated, and proactive decision-making and response. This preparedness, we believe, rests on three pillars:

Crisis Management—the senior-level, strategic management framework and process that allows the organization to make fast, coordinated decisions

Emergency Response & Business Resiliency—the ability to mitigate an incident’s impact on human life, property, and operations

Crisis Communications— the process of communicating decisions across stakeholder groups in a clear, timely, compassionate, and consistent way

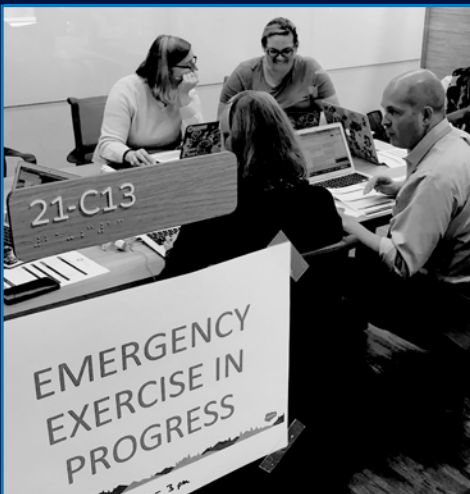
By addressing all three, an institution ensures that each, while distinct, is mutually supportive. Critical components such as roles/responsibilities, internal coordination, and incident reporting/escalation become seamlessly integrated, allowing for a consistent and repeatable response.

We believe that a plan is a means to an end—not the end itself—so we develop plans that are simple, practical, usable, and designed to solve the actual challenges and issues an institution faces during a crisis.

## Crisis Plan Development



	RISK ASSESSMENT	PLAN DEVELOPMENT	TRAINING & EXERCISING
CRISIS MANAGEMENT	Crisis Readiness Assessment	Crisis Management Plan & Policy/Governance	Crisis Management Team Exercises & Training
EMERGENCY RESPONSE & BUSINESS RESILIENCY	Emergency Response & Business Impact (BIA) Assessments	Emergency Response & Business Continuity Plans	Emergency Response & Business Continuity Team Exercises
CRISIS COMMUNICATIONS	Crisis Communications Gap Analysis	Crisis Communications Plan	Crisis Communications Team Exercises & Training



## Crisis Exercises

Exercising is a critical component of effective crisis response. In fact, barring an actual crisis or event, it is the only way a team can build and enhance its capability. Exercising increases team cohesion; improves individual understanding; validates and improves written plans to ensure that they are aligned and mutually supportive; and just generally helps an institution become crisis ready.

Our team has conducted hundreds of exercises to help our clients reach specific and measurable levels of performance. We do this by taking our hard-learned lessons in helping clients manage real-time issues and crises and applying them to our training and exercising programs. In fact, we believe it is critical that anyone who is developing a crisis management exercise actually has first-hand experience in the midst of a crisis.

At BMCG, we don’t spoon-feed. We like ambiguity and lack of information. We demand realism and don’t allow cozy assumptions.

Crisis are hard. We’ll help you prepare.





## Media & Contentious Meeting Training

During periods of significant change or crisis, there are unavoidable high-stakes encounters with key stakeholders—whether the media, the Board, at a community town hall or Faculty Senate meeting—that can present significant risk to an institution and its leadership’s credibility.

While traditional media training builds confidence through public speaking skills, body language, appearance, and consistent messaging; we go beyond, teaching leaders to connect with myriad stake-holders in meaningful ways under the most difficult of circumstances. Built upon vital psychological principles and interpersonal relationship skills essential to authentic leadership; our training prepares your team to confidently manage both media and contentious meetings—to reach stakeholders with credibility and compassion on even the most difficult subjects.



## Crisis Leadership Workshop

Crises can be a great leveler, putting your leadership style and your ability to motivate, inspire and drive behavior to the test. However good the best-laid plans, the role of leadership is probably the single most important variable in the perceived—and actual—effectiveness of an organization’s response to a crisis.

Our workshop includes a presentation and discussion of best practices in combination with 2-3 short exercises that test reputational risk awareness, understanding of key stakeholder expectations, and the quality/speed of strategic decision-making. Each workshop is tailored to the risks, experiences, and leadership expectations of your school.



## Risk Assessment / Post Incident Review

A risk assessment or post incident review provides an opportunity to learn from a recent emergency event or crisis—to use the incident as a means of improving overall preparedness and future response to a broad range of issues. Activated teams—and the institution as a whole are able to examine, evaluate, and address any potential gaps in the:

- operational and strategic decision-making at each step
- strength of both internal and external coordination and communications
- impact of underlying policies and procedures
- resources, training, and technology that may have enabled or hindered response



## Active Aggressor Program Development

Our team has had decades of experience working in the field with workplace violence and active aggressor events, some of the most difficult and challenging of crises to manage. We’ve partnered with clients across industries to develop comprehensive approaches that mitigate, respond to, and manage the impacts and consequences of this most troubling of risks.

While the duration of an active aggressor event can be measured in minutes, its impact on an organization can be measured in months or even years. As with any crisis, the perceived effectiveness of the response can have more influence on an organization’s reputation and viability than the underlying event or issue.



# Respond effectively.

When events are unfolding rapidly, accurate information is scarce, and the pressure to respond is high; strategic decision-making is critical. Unfortunately, it is at that point that many institutions recognize that the very processes they rely on day-to-day are simply not sufficient to support effective crisis response.

In those moments, BMCG can provide the experience, common sense, and crucial “outside” perspective—based on decades of experience—needed to respond effectively. We’ll help you avoid the mistakes that many organizations make and seize potential opportunities that a crisis can present. We help ensure that you not only survive but emerge stronger.

## **STRATEGY & DECISION-MAKING**

During a major issue or crisis, even something as fundamental as an understanding of the situation and the risk it poses to your institution can differ from one member of your crisis team to the next illustrating why the path forward can be so difficult. If your team does not even agree on what is at stake, how can next steps be determined? Our rigorous and defined methodology helps you:

- Recognize and reconcile the disparate views of key decision makers
- Create a shared understanding of the risks, priorities, and longer-term strategic impacts and consequences—both downside and upside—through the use of a “planning case”
- Ensure robust and proactive decision-making by using a consistent framework to analyze and evaluate the risks, benefits, and dependencies associated with competing strategic options
- Respond in a coordinated and effective manner using tools that define responsibility and deadlines

## **CRISIS COMMUNICATIONS**

At BMCG, we take a stakeholder-centric—as opposed to a media-driven—approach to communications. While we recognize the influence traditional and social media can have on the perception of the response, we strive to avoid “wag-the-dog” communication strategies, focusing instead on the individuals and groups most critical to your institution’s success. In fact, it is our strong belief that when the needs and expectations of those most directly impacted are met; that will be the most effective way to shape public perception. We help your team to:

- Develop a crisis response strategy and key messaging
- Create key materials and communications including positioning/holding statements, press releases, media and front-line talking points, FAQs, and Hard Qs (those questions you don’t want but need to be able to answer)
- Build, launch, and update issue-specific microsites or “dark” websites
- Prepare for media and/or community engagement events such as town halls and online forums
- Develop post-event or proactive issue briefs that document key information, latest developments, influential stakeholders, baseline communications, and important resources—in order to speed up response to fast-evolving situations and to help ensure consistency both over time and across stakeholders

## **ABOUT BLUE MOON CONSULTING GROUP**

Blue Moon Consulting Group is a boutique consulting firm focused on higher education. We provide insight, counsel, and experience to help colleges and universities effectively manage real-time response to significant change, issues, and crisis events. We also help institutions mitigate issues and avoid crises altogether through the development of proactive crisis management, crisis communications, emergency management and business resiliency plans, and by conducting training, exercises, and leadership sessions.

## **WHY BLUE MOON?**

Metaphorically speaking a blue moon is a very rare event. In reality, blue moons are highly predictable and occur more often than most people realize. Likewise, threats to an organization's reputation are predictable, frequent and require a proactive management approach.

## **THOUGHT LEADERSHIP. PRACTICAL KNOW-HOW.**

Founded in 2014, Blue Moon Consulting Group is committed to helping you build innovative, sophisticated, and practiced programs to protect your hard-earned reputation. Our team brings on average, over thirty years of first-hand, in-the-trenches experience. We've been involved in some of the largest crisis events in history and pioneered concepts in crisis and issues management.

## **WE'VE BEEN THERE. WE'LL HELP YOU PREPARE.**

Learn more:



[bluemoonconsultinggroup.com](http://bluemoonconsultinggroup.com)



Optimism is NOT a Strategy®

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