

GENERAL FRAMEWORK FROM CRISIS APPROACH AS TO MAINTAINING PERFORMANCE

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ABSTRACT

In crisis management planning and providing information to an organisation or employees represents general framework for maintaining the performance. For that, is important to explain how organisational communication relies on a structure made up of networks for information and it must be created a crisis management teams to protect organisations from the adverse effects of a crisis situation. The purpose of the paper is to indicate the stages of crisis from the theoretical point of view to which the emotional and response factors are interfered, as they are consecrated in the literature, with the highlighting of a case study reflecting the way of collective reaction to a public conflict that, through integrated managerial methods, lead to the maintenance of the citizen's safety and, implicitly, to, establishing organizational performance indices after analyzing the mode of action. The originality and novelty of the paper consist precisely in the description of the case study, materialized in a plan of measures adapted to a crisis situation that has really been carried out, and through qualitative methods of observation and analysis of documents, specific indicators are revealed to maintain performance in an organization as a result of knowledge of the dysfunctions resulting from the conduct of the action, strengths and weakness. The conclusions will show a new comparative approach of the crisis field, which is customized to a concrete situation with applicability in the practice of institutions for maintaining and ensuring public order, the results obtained and their significance.

KEYWORDS: *case study- plan of measures National Arena confrontation, crisis, integrate, organisations, performance.*

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1. INTRODUCTION

Crisis management aims to implement precautions of anticipation, vigilance and intervention to meet the targets. It is based on a specific tool called "crisis cell" also based on Crisis Management Plans (Lachtar & Garbolino, 2012).

Crisis Management Plans are formalized in order to provide to the organizations a structured tool, where the staff involved into the crisis cell can find information and procedures. Usually, the Crisis Management Plans are tested with the preparation of exercises that can involve the Industries, the Civil Protection and the Municipalities. The improvements of these plans are based on the feedback experience from real or simulated events. However, the study of feedback experience according to real crisis show these plans do not guarantee an optimal performance of crisis cells and crisis management process. Crisis cells may become particularly weak and unable to fulfill their missions according to their own points of vulnerability. This fact underlines the importance of the implementation of a comprehensive approach for decision making, particularly on indicators performance ensuring an effective management of emergencies in terms of space and time.

This performance is based on the four main factors that must be assessed (Lachtar & Garbolino, 2012), respective, the organizational and institutional factors, the type of infrastructure dedicated to crisis management, the time factors and the knowledge and skill factors.

The methodology developed is primarily based on systems thinking. The systemic approach aims to understand and simulate the operations of the crisis management, including the interactions between actors which are complex. This model describes the functions and resources of communal safeguard plan. It represents an approach particularly suited to understand the behaviour of a system. This model is also applied to give a formal reflection frame in order to analyze the potential failures of the crisis cell.

Within this paper, the author will outline different types of crises, elucidating their respective strategies, characteristics, and dimensions. Furthermore, the author aims to examine techniques for effective crisis management by delving into the study of specialized literature, thereby imbuing the work with a scientific foundation.

Commencing with a foundation in theoretical knowledge, the author will subsequently present a case study, analyze key findings, and draw pertinent conclusions. These conclusions will unveil specific indicators for maintaining organizational performance within the public order and safety system, as related to the described case. The qualitative scientific methods employed, including comparison, observation, and association, aim to allow readers to correlate these findings with practical management in a similar crisis situation, with the ultimate goal of predicting and reducing the loss of institutional performance at a given moment.

This holistic approach collectively contributes to sustaining overall institutional performance, ensuring employees experience a conducive and satisfying work environment.

Furthermore, the author will shed light on emotional factors inherent in crises, particularly emphasizing the confrontation between two Romanian football teams marked by historical conflicts among their fan bases. The case study will offer recommendations and measures to effectively address these emotional elements and manage the crisis situation. In accordance with the performance during a crisis, another aim should be focused on a plan based on emotional part, as remaining calm, acting quickly-but not so quickly, embrace adaptability to adjust the plan as new information is presented, communicating with the team honestly, measuring the type of crisis that manage the worst the institution and once there is an answer, it can decide what kind of metrics is upper hand.

So, the crisis management process involves much more than managing the crisis itself, although that is arguably the most important part.

Basically, in the manuscript it will be detailed concepts as pre-crisis, response to crisis management, post-crisis and naturally, the answer that if all the factors exposed lead to a performance organization which already have come out of the crisis.

Cornescu et al., (2004) claim that, over time, several methods of motivation of subordinates have been used, including: "Crisis. This strategy is based on the premise that if a crisis requires higher levels of performance, people will react in the crisis by putting more effort".

In substance, this analysis will propose recommendations for institutions in general for improving the management structure of the crisis so that the performance would not be altered.

In this context, the author aims to assess the organizational performance of a crisis cell, which can be considered as a complex system, shown in a specific plan of measure.

1.1 Methodological approach

In this paper it was used the documentary research that was based on an extensive literature review, but also on the real case study. This methodology is used by researchers to investigate and assess a different papers, documents for economic and managerial value that is going to provide important insights for the approached topic.

Going through a wide range of documents, the researcher has the opportunity to see different perspectives on individual or collective subject, understanding that phenomenon, but also the factors that affect it.

This research is correlated with Content Analysis and in this paper it was investigated the crisis not only individual, but in the context of the organization and its environment. In applying this research methodology the author paid attention to important criteria as authenticity, credibility, but also representativeness.

When it was taken into consideration the authenticity the author paid respect to the works to be both original and reliable, in order to provide the necessary information for the topic that it was investigated. Another important issue was connected to credibility, as the literature that the author reviewed should be of real value and the information shouldn't be distorted in any aspect.

The representativeness is based on having the state of art papers and articles of the most important researchers and specialists in the field, in order to provide with a global perspective on crisis management aspects, but also to give important insights in how to deal with such challenges.

That is why it was painted a general framework in order to understand how the crisis appears and its implications, linked to how it is possible to prevent and/or manage this type of disruptive event.

The case study methodology is a qualitative research that brings to the attention a special situation that the researcher investigated and it is very much connected with a particular event and context.

2. STAGES AND FACTORS OF A CRISIS MANAGEMENT

A crisis is how the organization carries out its crisis management plan during a challenging period. Knowing that something difficult will occur at some point to shift the focus when it happens. A solid crisis management plan will mitigate the fallout and help the organization function throughout this period and beyond. While the crisis management plan should start well before a crisis ever occurs, it is going to focus on improving performance during crisis.

A crisis is by definition, „*an event, or set of circumstances that threaten the integrity, reputation, or very existence of the individual or organization. She «try» the public's sense of security, its values. Potential damage to the organization is considerable*” (Sapriel, 2003).

Nimmo and Combs (1985) recall another dictionary definition of crisis: „*a condition of instability in which a decisive or unexpected change becomes imminent*”, adding: „*is something that people have to live up to the moment the change has taken place and stability is restored. And people can do that if the mystery surrounding the condition of instability is removed and the course of change recorded in a graph*”.

In the opinion of Ministerul public (n.d.) the authors of the crisis communication manual state that the main foundations for the effective management of a crisis situation, are:

1. Response speed: in crisis situations, time is of the essence. For the public, the first source often becomes the preferred source of information.
2. Correctness: the correctness of the information provided generates credibility. The information may refer to known aspects, the elements still unknown and the measures taken.
3. Credibility: honesty and truth are basic elements in a crisis situation.
4. Empathy: crises generate emotions, and they are good to be recognized and managed.
5. Respect: respect-based communication plays an important role, especially in situations where people feel vulnerable. This encourages an attitude of cooperation from the public.
6. Solution orientation: In difficult situations, solutions are strongly demanded by public opinion, society, professional body or other legal professions.

As it is presented in Cristache (2012), the planning stage is defining for the success of a crisis strategy. The content and the main coordinates of such a plan are:

- Identification of potential crises: important events (conflicts, accidents) that have occurred in the organization lately and may affect in the future;
- The crisis model to which it corresponds and the date on which the plan is drawn up;
- The principles of action of the organization in such a case and the policies by which these principles are to be attained;
- Purposes and objectives;
- Strategies adopted;
- The composition of the crisis centre and its tasks;
- The place of the crisis cell (the space where the actions are carried out);
- Means of information to which appeal is made;
- Contact list of intervention personnel;
- Ready-made data banks and updated press files;
- Messages – builds a joint statement for all audiences, from which other messages are declined depending on the nature of the crisis, the effect on the environment or other organizations, the statement said, the measures taken by the organisation to contain the crisis, etc;
- Establishing the target audience, its place and role according to relevance;
- Informing employees about the real situation the organization is facing;
- Forming a team of initial communicators to answer the questions of the press until the enlarged team enters into action;
- Choice of a competent spokesperson;
- Elaboration of a set of standard press releases for confirmation of events;
- Setting up broadcast channels – briefings, press conferences, radio and television appearances, etc.;
- Identifying partners in crisis management: police, fire brigades, environmental groups, government structures, personalities of cultural or political life, humanitarian groups, etc.;
- The hierarchy of communication activities for the first hours of the crisis;
- Testing crisis management plans through spontaneous or prepared simulations.

In the sense of the authors from Minsiterul Public (nd), it is important to know that each crisis evolves in stages and depending on these being developed and put into practice and communication plan. With this sharing, the information needs of the media, organisations or the general public can be anticipated. Also, for each of the identified steps, specific types of information must be created and delivered to the audience.

The strategy for each stage will be different depending on the event that triggered it. Its intensity and duration determine the assessment of the resources necessary for its management. It should be noted that a crisis can be an opportunity to strengthen the reputation of the institution, if addressed correctly.

2.1 Pre-crisis stage

At this stage, the role of the spokesperson is to:

- a. Monitor and identify the risks of a potential crisis, taking into account the impact of the event and the topics on the agenda;
- b. Anticipate and create answers to possible audience questions. This will be all the more useful as the reactions/communications can be approved in advance within the institution, thus gaining an important reaction time;

- c. Build proposals for messages, which to validate hierarchically;
- d. Identify other potential spokespersons, resources and additional crisis management mechanisms;
- e. Create partnerships with other institutions involved (if applicable) to ensure that the experts involved/their spokespersons are coordinated at the level of messages, complementarity, agenda of declarations, reaction time;
- f. Develop and test communication systems and networks (e.g., WhatsApp discussion groups).

Also, the first part of crisis management in preventing any potential crisis.

Not to forget in all this evaluation is the principle “better safe than sorry”, because no matter befalls the organization, staying calm and thinking clearly, communicating properly and accepting responsibility will go a long way to surviving the crisis without incidents.

To spotlight the differences between natural disaster such as an earthquake or a tsunami, that brings devastation to an area and other types of crisis too, which result from various events and circumstances, such as existential crisis, man-made disaster, institutional crisis, political crisis etc. So, all kinds of institution are susceptible to these crises and to prepared for anything may come to avoid what could a downfall.

In figure 1, the author shows the succession of the internals factors in pre-crisis.

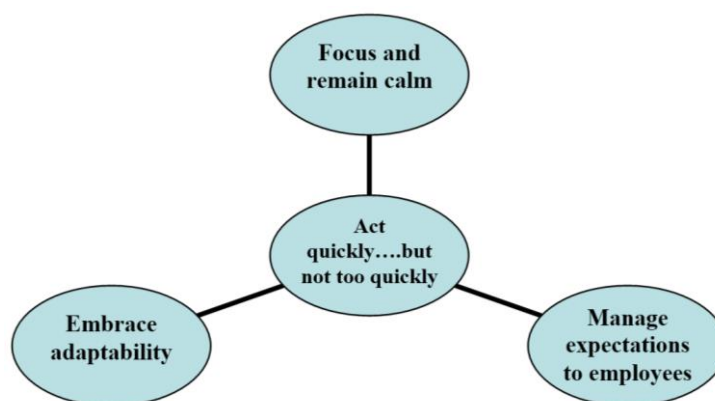


Figure 1. Internals factors in pre-crisis

Source: the author

PR legend Garold Burson said “when a company is in crisis, I always gather the management team and ask them to explain the worst possible consequences of the problem. If we avoid the worst possible consequence, then that would be our success” (<https://blog.hubspot.com/service/crisis-performance>). Determining the success during a crisis is not always a subjective measurement, even though it may be difficult to quantify. The first challenge is determining what aspects from crisis has a potential to damage. Once there is an answer, it can decide what metrics are opportune to focus on.

For example, if the current crisis directly affects the public, whether it be their health and safety, or others areas, the PR efforts will need to be quantified and ensure that the key messages reach the intended audience, how has public opinion changed regarding the plan, how have their behaviors changed during this time.

2.2 Stage of the crisis

The communication objectives of this phase include:

- Taking the necessary measures to keep the public up to date with the evolution of events, knowledge of risks and solutions to manage them;
- Providing support information to those who need it. Collecting reactions – „listen, learn and evaluate”. Correction of possible rumors, misunderstandings or unclear data;
- Anticipating a continuous interest manifested by the media and preparing for a possible escalation of the situation.

This stage is when the crisis management plan is put into action. Initial crisis management messages are released, employees are contacted and public and institution safety is prioritized.

The crisis response contributes to ensure coherence between various aspects of crisis response and management measures, in particular in the security, political, diplomatic, consular, humanitarian, developmental, space related, environmental and corporate fields.

Emerging and acute crises require swift responses, not only to alleviate human suffering, to avoid or prevent further escalation and instead strive to promote dialogue, reconciliation and reconstruction, and to protect citizens. Unlike in other areas of foreign policy, the capacity of the institution to meet the needs and challenges that (often unexpectedly) arise in natural and man-made emergencies crucially depends on its ability to take, in real time, ad hoc decisions and actions. In short, when crises erupt – though they seldom follow a predictable pattern – immediate attention and coordination is required. Response is thus complementary to medium- to long term measures and integral part of a comprehensive approach.

The first step in developing a successful and keep performance institution is to recognize the different types of crises an organization might face and plan accordingly. By providing a well-documented set of responses to potential critical situations, a plan allows an affected organization to act quickly should any serious incident occur.

2.3 The end of the crisis

The communication objectives at this stage aim at continuous communication with the target audience. Now the spokesperson could consider:

- Presentation of measures taken and results;
- Facilitating open, honest discussions on causes, responsible parties, decisions;
- Promoting the competences and activities carried out within the institutions and /or by the professionals involved, in order to strengthen the positive perception on them.

As the crisis situation draws to a close, there may be a return to the status quo, with greater understanding of what has happened. Recovery mechanisms are activated. While public and media interest is declining, demands may arise from journalists on the balance sheet of the crisis and how it was managed. These may represent an opportunity to include in the responses key messages recommended in the communication strategy and to recall any novelties or measures taken by the system, or, they may be of interest to the public in relation to the subject at issue.

2.4 Post-Crisis

When a crisis passes or subsides, the crisis management work is hardly finish. It is important to remain in contact with the employees and remain available to answer questions. It is also best practice to send proactive updates to these parties. Finally, work with your crisis management team to review and analyze the crisis management plan how it played out during areal emergency situation.

A few measures are taken, basically to make an analysis about the perform of crisis communications, if the audience had any lingering questions or were concerned that the answer was neglected and of course, to integrate any lessons learned into crisis management process for future planning.

The objectives during this phase are to assess the effectiveness of the responses during the crisis, through discussion and sharing of conclusions. Following consultation with key stakeholders and the centralisation of key points of the crisis, the, a report can be drawn up identifying specific actions to improve crisis communication and the necessary resources.

Once the crisis situation is overcome, the management of the parquet unit will proceed to:

- Final analysis of the case and adjustment/supplementation of mitigation measures (if applicable);
- Periodic crisis management training sessions and crisis communication for the management team and employees with responsibilities in this field;
- Measures to prevent similar situations in the future (which may involve discussions with higher institutions, rescheduling resources);
- Periodic actions to identify and assess the vulnerabilities of the institution (SWOT analysis, vulnerability audits) in order to identify proactive solutions and possible elements to prevent future crises.

2.5 Characteristics of crises

As claimed Coman (2009), the occurrence of a crisis can be recorded at the level of any organization, a defining element of which is inevitability.

After a careful analysis of the specialized works, Coman (2009), synthesizes the following constants involved in any crisis:

- a) the difficult-predictable nature of the crisis;
- b) the need for change: the crisis first produces a negative effect (from the perspective of the usual functioning of the system) and imposes changes which, in the long run, may be positive;
- c) lack of reliable information on the causes and course of the crisis;
- d) lack of time for decision making;
- e) lack of effective (theoretical and procedural) crisis assessment frameworks;
- f) the uncertain nature of the solution and the decision that should be taken to resolve this condition;
- g) creating a stress situation.

3. CASE STUDY - PLAN OF MEASURES FOR NATIONAL ARENA CONFRONTATION

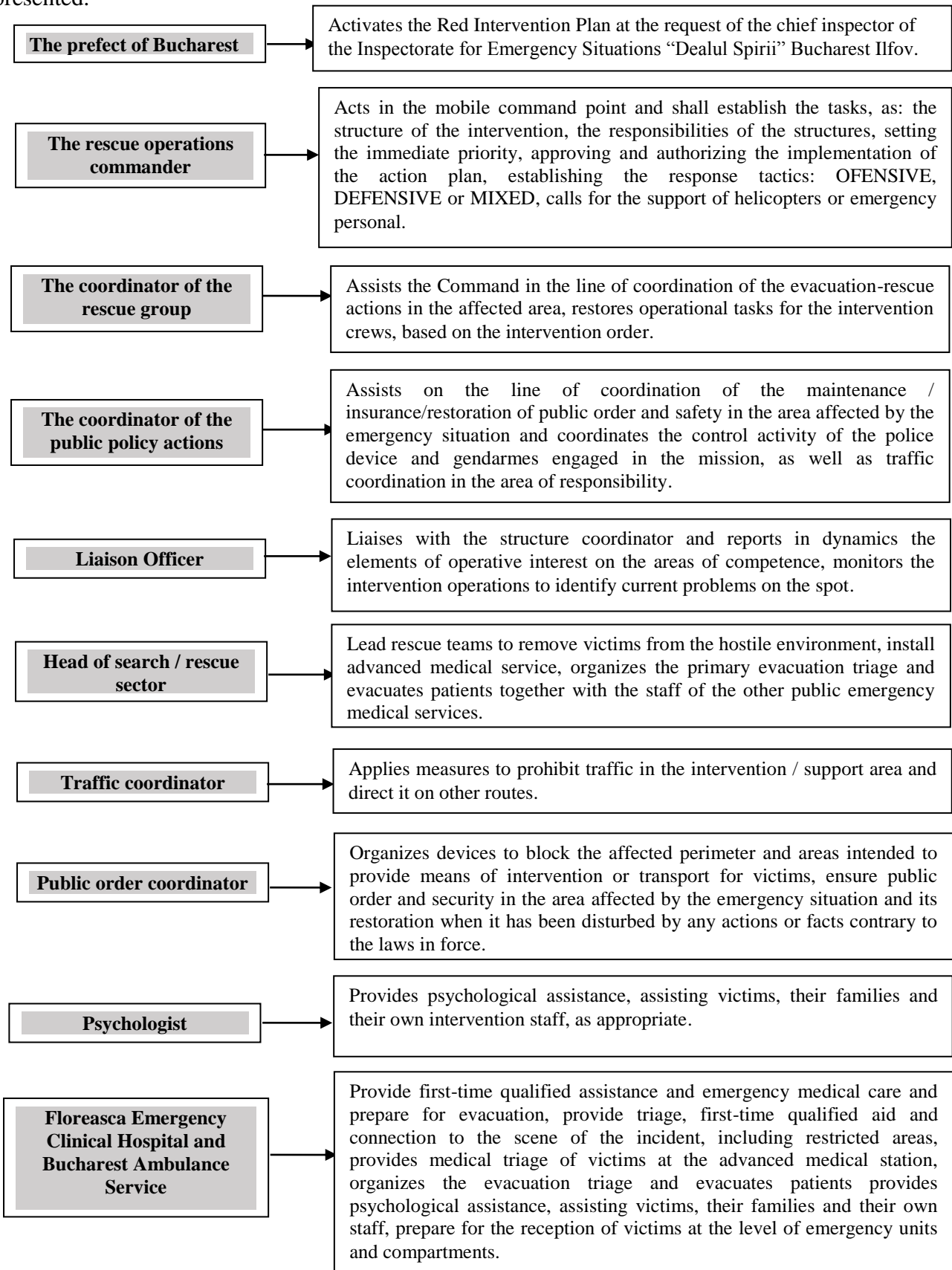
This case is based on the author's expertise in the area of maintaining public order and safety, occasion on which he put into practice the plan of measures in the hypothetical crisis situation generated by the violent confrontation between the football galleries F.C.Steaua Bucharest and F.C. Rapid Bucharest, on the occasion of the football match that took place on April 14, 2018 at the National Arena in Bucharest.

3.1 Premise

At National Arena from Bucharest took place a major incidence between supporter groups of the team *F.C. Dinamo Bucharest* and *F.C. Rapid Bucharest*, with dead and wounded and the devastation of buildings in the area. There is the possibility that the violences to extend in Bucharest and in the supporter's cities which are in fight, also in view high risk of interethnic conflict due to specific of communities represented by the two teams.

3.2 Institutional responsibility, trigger intervention and the role of partners

In figure 2 the institutional responsibility, trigger intervention and the role of each partner are presented.



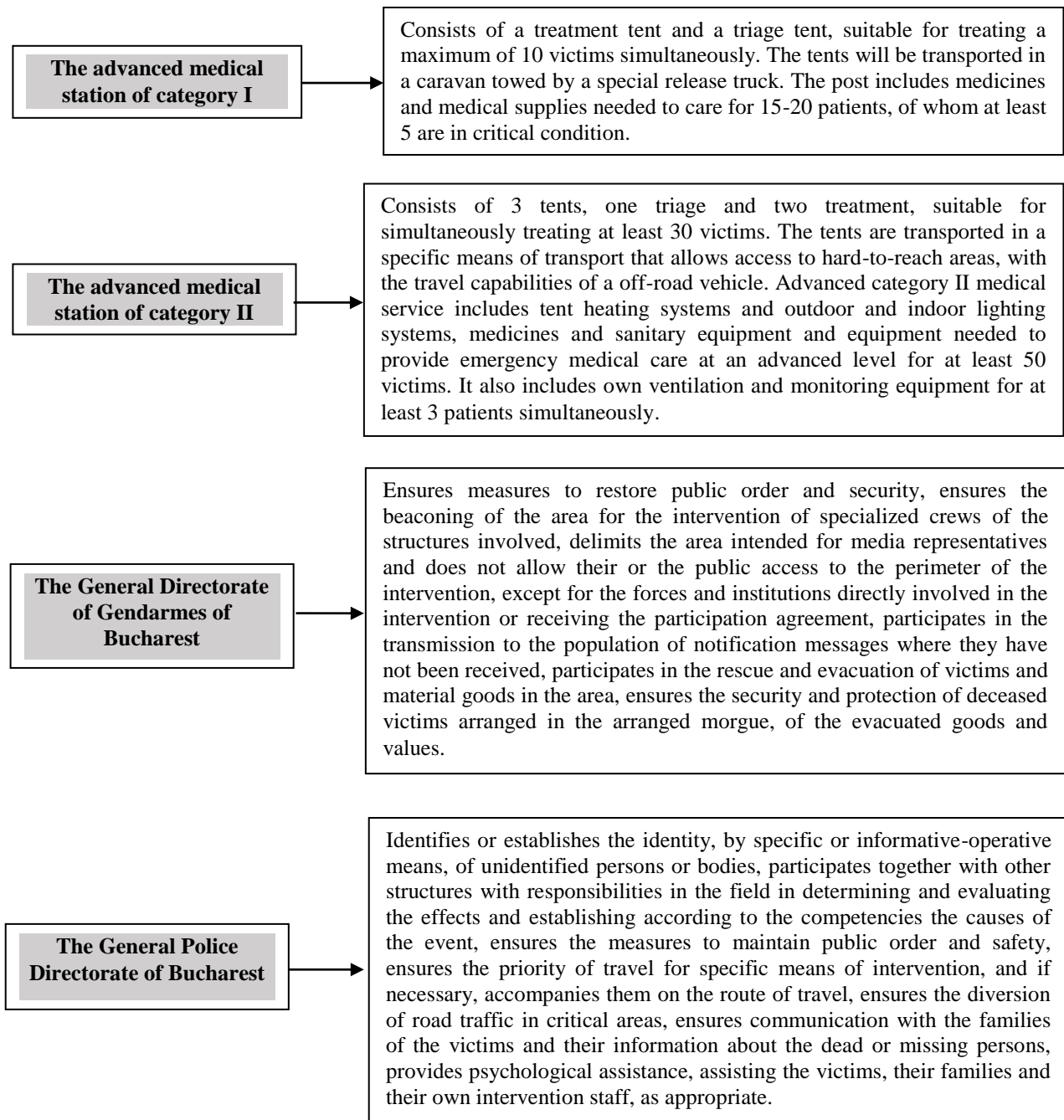


Figure 2. The institutional responsibility, trigger intervention and the role of partners

3.3 Measures

The measures applied during the intervention are listed below:

- Measures to limit and remove emergency follow-up, in cooperation with the police, gendarmerie.
- Collective protection of the population, evacuation of persons and goods from the affected area.
- Meeting of medical and paramedical staff directly in the operations center.
- The triage of victims, as fast as possible to save their lives.
- Traffic monitoring of motor vehicles with fans, on travel routes and dynamic transmission of data interest.
- Proper sizing of transport police devices in the area of railways stations, in order to prevent negative events.

- Verification and supervision of suspects who are prone to serious public policy disorder in the conflict.
- Establishment of research teams at all police stations in Bucharest, in order to ensure the operative framework.
- Verification, restriction and safety measures for the use and storage of explosive or hazardous materials, weapons and ammunition, to natural and legal persons holding weapons and explosive materials.
- Carries out informative actions – operative for gathering information on the possible intentions of some Romanian or foreign citizens, in the police records or about which data are held that they are preparing or intend to commit antisocial acts or have expressed their intention to form groups to carry out actions that would could jeopardize the smooth running of the event and related activities.

3.4 Final tasks

Device realization: immediately, spontaneous intervention.

Realization of the command point: to order, depending on the evolution of the operative situation.

Lifting the device: in order.

The connection: is made through the radio station, depending on the structure.

Particular attention:

- ▶ respect for human rights, acting to eradicate abuses committed through aggression (physical or mental), unfair treatment or excessive use of force, during the application of police measures, minimizing the type necessary to perform procedural acts in case of finding criminal or contravention acts, preventing and combating any hostile manifestations against participants;
- ▶ the staff involved in the mission will follow the rules of professional conduct, will show tact, discernment, avoiding challenges and engaging in actions or non-principal discussions, intervening firmly for the prevention and settlement of situations that could evolve towards the disturbance of the public order and the safety of the road traffic, respecting the provisions of the Laws in the matter.



Figure 2. Road restrictions, detours

Source: Google MAPS

4. CONCLUSIONS

In reference to the results of the plan of measures, the author notes that the effect in practice was effective, the institutional forces involved knew their assigned role according to professional competence, they acted tactfully and applied in dynamics the right measures depending on the escalation of the situation. Previewing case data, organisational planning, assignment of tasks, staff training, monitoring and effective coordination at the event venue, are the indicators tracked and analysed at a later stage, so that, any syncope found to be prevented at the following events, thus increasing organizational performance. From the case study it turns out that crisis management involves sensing system and process malfunctions and finding a way to resolve them.

High performing crisis management teams have designated leaders and deputies, defined roles and pre-identify in-house and external advisors and resources available, they also rely on a framework for gaining clarity on the situation as it evolves, which aids focus on the key issues, maintains a view of the worst-case scenario, prioritises and tracks actions and enables key messages to be communicated to employees.

After all presented, crises are characterised by the need to make decisions and take action rapidly, using incomplete and uncertain information. Therefore, mindset is critical to performing in this high-pressure environment.

As can be seen, crisis management contains three sequential objectives. The first, the ideal one, is to prevent crises when possible. The second, if a crisis does occur, is to change the negative effects it could have on the company or product. The third is to provide a platform for the future of the organization. The outcome of a crisis always has to do with the readiness of the organization and how loyal the leadership is to its missions and goals.

High performance after a crisis, whatever type it is, does not happen by accident or overnight. Instead, it requires planning and commitment over time to develop a structure that fits the organisation, its risk profile.

As presented (Loury, 1999), drawing lessons from the crisis situation is carried out on the basis of relevant data collected during the crisis situation. Thus, the exit plan from the crisis situation is drawn up, this document is completed with the significant aspects resulting from the life and activity of the entity during the crisis situation. In this context, the measures that proved effective in limiting the damage and those that allowed the entity to return to normal state are retained. At the same time, the measures that proved ineffective and anti-effective in the process of minimizing the negative effects of the crisis situation are eliminated. In fact, dealing with crisis situations means leading an entity into risk situations.

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