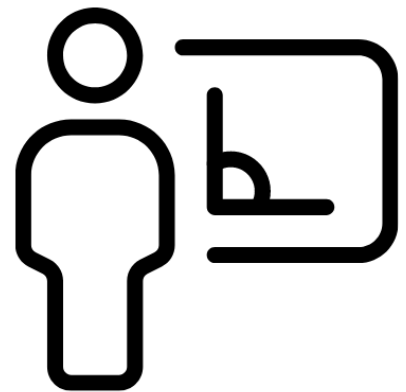


Instructors Guide



On the following pages is a sample module from our Instructor Guide. It provides the instructor with a copy of the material and a Lesson Plans box.

The key benefit for the trainer is the Lesson Plan box. It provides a standardized set of tools to assist the instructor for each lesson. The Lesson Plan box gives an estimated time to complete the lesson, any materials that are needed for the lesson, recommended activities, and additional points to assist in delivering the lessons such as Stories to Share and Delivery Tips.



Those who manage their way into a crisis are not necessarily the right people to manage their way out of the crisis.

Albert Einstein

Module Two: Crisis

CRISIS ALERT

What is a crisis? A crisis is any event that threatens a person, group of people, or the company itself. Crisis can occur any time, day or night, weekday or weekend. A company that anticipates a crisis, and prepares for such an event, is better able to avoid negative situations completely, or, if the situation occurs, better able to manage it.

Internal Risks



Internal risks occur inside of the company property, or during company hours and involve an employee and their duties. The internal risks of crisis are many. Triggers that take place outside of the workplace, can result in a reaction or escalation within the company. Vendors, employees, customers, any of these people could pose the risk of committing an act of violence within a company or on its property. Internal risks are not always a violent act, such as an assault, it could also come in the form of threatening emails, unwanted deliveries, etc.

Another source of internal risk for violence, is the company and its management. Understaffed sites and poorly managed departments are another risk that could trigger an escalation to violence. High turnover rates, under equipped areas, and poorly organized departments can be a source of stress that should be addressed before an event does occur.

Estimated Time	7 minutes
Topic Objective	Review internal risks to violence.
Topic Summary	Internal Risk Discuss the sources of internal risks.

Materials Required	Flipchart/Whiteboard & markers
Planning Checklist	None
Recommended Activity	List and discuss different customer support and services.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What are some internal risks that management could address?

External Risks



External risks, are just like they sound, they are the risks that the company or employees have from the outside environment. Strangers, non-employees, anyone not related to the company. These risks can include crimes like robbery, larceny, and drive by shootings, etc.

Although external risks are not as easily controlled as internal risks, the risk of an external event occurring can be lessened. With the proper analysis of the operations of the company, risks can be mitigated: a drop safe for deposits at the cash register, security cameras, etc.

Estimated Time	7 minutes
Topic Objective	Review external risks to the workplace.
Topic Summary	External Risks Discuss how external risks can occur.
Materials Required	Flipchart/Whiteboard & markers
Planning Checklist	None
Recommended Activity	List and discuss how external risks can affect the company internally.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	Are external risks avoidable?

Aggression



Aggression is defined as violent or hostile behavior, without provocation. It can also mean the readiness of the aggressor to confront those perceived to have wronged the them. Aggression usually results in the physical or mental harm to one's self, or others. There can be warning signs of aggressive behavior: a withdrawal from social life and isolation from others, losing one's temper more easily, and violent outbursts against inanimate objects.

There are a number of reasons why aggression may be projected:

- A sense of competition
- To assert dominance
- To express possession
- To intimidate or threaten
- A reaction to fear and loss of control

Estimated Time	7 minutes
Topic Objective	Review aggression and its warning signs.
Topic Summary	Aggression Discuss aggression in behavior.
Materials Required	Flipchart/Whiteboard & markers
Planning Checklist	None
Recommended Activity	List and discuss aggression and its use.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What are warning signs to an aggressive behavior?

Violence



The textbook definition of violence is, “The use of physical force or power to hurt, damage, or otherwise do harm to others or property of others.” Other definitions describe violence as a criminal offense of physical force or intimidation; an extreme form of aggression. Workplace violence occurs more often than many of us realize. Violence can be committed by a stranger, a co-worker, a manager, even the owner. Most violent acts have warning signs that indicate a person’s emotional state may be escalating, and that they are a danger to others.

Every company needs a stern and well-planned policy and program educating its employees about workplace violence. Every employee needs to be made aware that violence will not be tolerated. A culture of non-violence, is one way to protect everyone, including customers, from an unpleasant event.

Estimated Time	7 minutes
Topic Objective	Review the definition of violence.
Topic Summary	Violence Discuss violence.
Materials Required	Flipchart/Whiteboard & markers
Planning Checklist	None
Recommended Activity	List and discuss violent acts.
Stories to Share	Share any personal, relevant stories.
Delivery Tips	Encourage everyone to participate.
Review Questions	What can a company do to protect against violence?

Practical Illustration



Mr. Smith has just returned from a workplace violence seminar. He asks his department manager, Steve to join him in creating a crisis management plan. First, they need to identify the risks, and complete an assessment rating the risks. Mr. Smith explains that internal risks are those that are within the company, like an employee that has been terminated. Steve says that they also need to consider the external risks like being robbed.

As they are assessing the probability of their risks for violence, Steve asks Mr. Smith what he considers aggression. Mr. Smith explains that aggression is violent or hostile behavior, possible to be powerful or intimidating to someone else. Steve then asks what violence is defined as then, and Mr. Smith tells him what he learned at the conference, that violence is any harmful action that is meant to hurt whether physically or mentally. These definitions helped Steve while he was completing the assessment of risk.

Module Two: Review Questions

1.) What is an example of an internal risk of violence?

- a) **Disgruntled employee**
- b) Robbery
- c) New product rollout
- d) Weather occurrence

An internal risk is one that exists within the company. This could be an employee, visiting vendor, or even a customer.

2.) Internal risks can be avoided with:

- a) Proper training
- b) Proper identification
- c) Proper policies and programs
- d) **All of the above**

Awareness of behaviors and risks are the key to being educated and knowing what your response should be in case an event occurs.

3.) What is the definition of an external risk?

- a) Customers
- b) Team leaders
- c) Stockholders
- d) **Strangers**

External risks are risks that originate from outside the company and its property. Strangers are a good example.

4.) How can the company reduce external risks?

- a) Spend less money
- b) **Risk analysis**
- c) Program re-organization
- d) Employ more managers

Executing a risk analysis will highlight external risks and then steps can be taken to reduce the probability of these risks.

5.) Which of the following options is an example of aggression?

- a) Not saying good morning to the parking attendant
- b) Being reprimanded for absences
- c) Yelling at the person who cut you off in traffic
- d) Donating to the soup kitchen

Yelling at someone in traffic is an act of aggression. It is an escalation of being scared and feeling out of control.

6.) A co-worker's aggression should be:

- a) Noted and discussed if it continues
- b) Ignored
- c) Reported to the local police
- d) Ground for termination

This behavior needs to be noted and if it continues, possibly have HR speak to the employee. This could just be a healthy competitive behavior or a possible workplace violent event.

7.) Violence in the workplace:

- a) Is acceptable in certain cases
- b) Is everyone's responsibility
- c) Is not the responsibility of the company
- d) Is the responsibility of the local police department

Violence is the responsibility of everyone. Anyone can see a warning sign, everyone needs to be concerned with the safety and well-being of everyone on the property, including customers.

8.) Violence usually:

- a) Cannot be stopped
- b) Is random and unpredictable
- c) Has been an escalation of past behaviors
- d) Occurs in low-income neighborhoods

The occurrence of violence, is usually an escalation of past behaviors. When investigated, past events have revealed that there were in fact warning signs.

9.) A crisis is any event that threatens a person, group of people, or _____.

- a) Legality
- b) Employees
- c) The company
- d) Police department

A crisis is any event that threatens a person, group of people, or the company itself.

10.) How can a company manage a crisis?

- a) Anticipates issues
- b) Prepare for it
- c) A and B
- d) None of the above

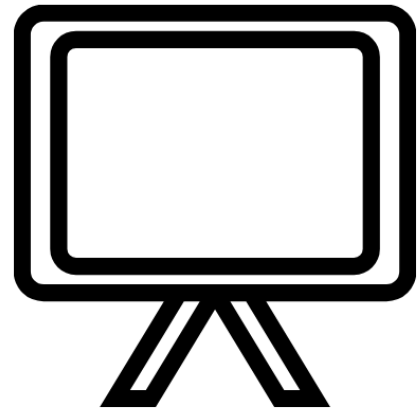
A company that anticipates a crisis, and prepares for such an event, is better able to avoid negative situations completely, or, if the situation occurs, better able to manage it.

PowerPoint Slides



Below you will find the PowerPoint sample. The slides are based on and created from the Instructor Guide.

PowerPoint slides are a great tool to use during the facilitation of the material; they help to focus on the important points of information presented during the training.





“

Those who manage their way into a crisis are not necessarily the right people to manage their way out of the crisis.

Albert Einstein

MODULE TWO

Crisis

A company that anticipates a crisis, and prepares for such an event, is better able to avoid negative situations completely, or, if the situation occurs, better able to manage it.



Internal Risks

Internal risks occur inside of the company property, or during company hours and involve an employee and their duties.

External Risks

Strangers, non-employees, anyone not related to the company.





Aggression

Aggression is defined as violent or hostile behavior, without provocation.

Violence

Physical force or power to hurt, damage, or otherwise do harm.



Practical Illustration



- Internal Risks
- External risks
- Aggression
- Violence

Module Two: Review Questions

1. What is an example of an internal risk of violence?

A. Disgruntled employee

B. Robbery

C. New product rollout

D. Weather occurrence

Quick Reference Sheets



Below is an example of our Quick Reference Sheets. They are used to provide the participants with a quick way to reference the material after the course has been completed. They can be customized by the trainer to provide the material deemed the most important. They are a way the participants can look back and reference the material at a later date. They are also very useful as a take-away from the workshop when branded. When a participant leaves with a Quick Reference Sheet it provides a great way to promote future business.



Crisis Management Quick Reference Sheet



It is Possible to Prevent Violence

Many people believe that it is not possible to prevent violence because it is unpredictable. "They just snapped!" We have heard this phrase many times. But is it true? No, this is a myth, and a way of avoiding the issue at hand. In fact, many statistics support the fact that in most situations of workplace violence, there were in fact warning signs to the impending acts, and were in fact preventable.

Usually, these acts of violence are planned, and focused on specific targets. The perpetrator has likely experienced a lot of negative events, perhaps a bad breakup, a job termination, or financial problems. Very seldom is the trigger a sudden and traumatic event. Knowing this can make you more aware of others and their possible changing behavior. Being aware can not only save costs and property, but more importantly, lives.

Examples of Behavior

Other examples of warning signs that need to be reported are sudden changes in behavior, like:

Increased Absenteeism



Tardiness



Confusion



Distraction



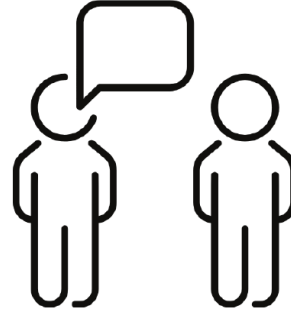
This not only costs the company money in production, but also indicates a lack of regard for the company. Someone that no longer takes care of their personal hygiene, or who becomes isolated, with no friends or limited contact with others, may be experiencing some bad times; these changes in behavior should be noted.

In many cases, there were clear patterns of warning behaviors prior to escalation. When a person displays violence towards inanimate objects, or has a preoccupation with violence, their behaviors need to be reported to the proper manager, and documented for future reference.

Report Extreme Cases HR/Tip Line

Let's use the example of a co-worker who is bullying customers. You are the only one that sees this happen. You can report your concerns to a supervisor, but if that makes you uncomfortable, you can always go the human resources department (HR), or the employee assistance program (EAP). Bullying customers is a form of intimidation. The employee may assume that since you haven't reported it, you condone it. This behavior cannot go unreported; you have to bring it to the proper department's attention.

HR, tip lines, or the EAP, are all trained to handle your situation. Your safety and wellbeing are the company's top priority. You just need to report the issues, incidents, or occurrences. Have your details ready, such as date, time, other witnesses, location, etc. The company can't improve things, if they do not know there is an issue.



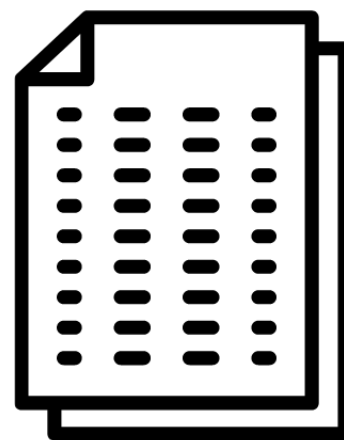
Handouts



Each course is provided with a wide range of worksheets.

Worksheets help check your participants' understanding. If a lesson calls for a worksheet, it will be listed in the Lesson Plan box under Materials Required. All worksheets are customizable and can be found in the Appendix of the Instructor Guide and the Training Manual.

As a trainer, icebreakers give your participants the opportunity to get to know each other better or simply begin the training session on a positive note. Icebreakers promote collaboration, increase engagement, and make your training more light-hearted and fun. Below is an example from the Icebreakers folder.



Icebreaker: The 10 Minute Challenge

PURPOSE

It will help introduce the topic of time management in a fun, non-confrontational manner.

MATERIALS REQUIRED

1. Flip chart paper
2. Markers
3. Timer or watch
4. Craft supplies if desired (colored paper and pencils, glue, sparkles, etc.)

PREPARATION

Write out the following list on a piece of flip chart paper. Ensure that it stays covered until the end of the activity explanation.

5. Do a lap around the room (5 points)
6. Create something for the instructor to wear, such as a hat or tie (10 points; bonus 5 points if the instructor actually wears it)
7. Find out something unique about each person on the team (5 points)
8. Sing a song together (15 points)
9. Make a paper airplane and throw it from one end of the room to another (10 points)
10. Get everyone in the room to sign a single piece of paper (5 points)
11. Count the number of pets owned by your group (20 points)
12. Assign a nickname to each member of the team (5 points)
13. Create name cards for each team member (5 points; bonus 5 points if you use your team nicknames)
14. Make a tower out of the materials owned by your group (10 points)
15. Convince a member of another team to join you (20 points)
16. Name your team and come up with a slogan (5 points for the name, 5 points for the slogan)
17. Re-create the sounds of the Amazon rainforest with the sounds of your voices (10 points)
18. Make a list of what your team wants out of the workshop (15 points)
19. Form a conga line and conga from one end of the room to another (5 points; bonus 10 points if anyone joins you)

You can customize this list as you wish; just make sure there is a point value (which is completely up to you) assigned to each item.

You will also want to create a scoreboard matrix on flip chart paper that looks like this:

	TEAM 1	TEAM 2	TEAM 3
TASK 1			
TASK 2			
TASK 3			
TASK 4 (AND ON...)			
TOTAL			

This should stay hidden until the end of the activity.

EXPLANATION

Divide participants into teams of five to eight. Unveil the numbered list of tasks. Explain that they have ten minutes to collect as many points as possible. They must be safe and they only have ten minutes!

ACTIVITY

Give participants ten minutes to perform their tasks, and enjoy the show! After ten minutes, add up their points using your pre-designed matrix and announce the winner. Keep the list of tasks; you may want to tape it to the wall.

DEBRIEF

After the activity, discuss learning points. Possible discussion topics include:

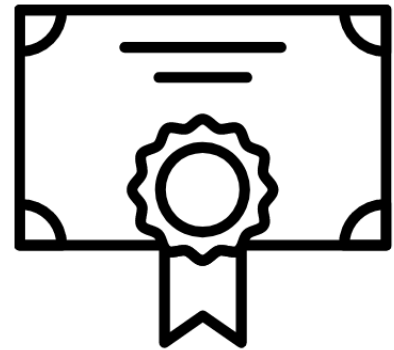
1. How did teams decide what tasks they wanted to do? Most groups will analyze the time the task will take and/or the difficulty level, compare it with the value (possible number of points), and prioritize as a result. We do this when managing our time, too: we often choose the high-yield, low-effort tasks over the low-yield, high-effort tasks (and rightly so!).
2. Were any decisions based on task dependencies? For the name card task, for example, teams received bonus points if they used team nicknames. Performing these two tasks together would triple the points received. This often happens in life, too – batching tasks increases your results exponentially.
3. What group dynamics came into play? If participants knew each other before, they may feel more comfortable performing a personally risky activity, like singing a song. This comes into play when prioritizing tasks, too; we're more likely to stay within our comfort zone, especially if we're working in a team.

4. What skills came into play? For example, several tasks involved creativity and artistic skills. Did teams find out whether any members had artistic talent before deciding to do the task?
5. What additional information did you ask for? How did that affect your approach? Some groups will catch on to the fact that there is no rule that the whole group must perform every task, and will divide their resources and achieve more points as a result. The lesson to learn here is that you need all the information you can get before prioritizing tasks and making a plan. Some teams may have even realized this partway through the activity and adjusted their approach as a result. Kudos to them!
6. Did ethics come into play? Although “stealing” another team member was worth a lot of points, some teams are uncomfortable with the idea and avoid this task.

Certificate of Completion



Every course comes with a Certificate of Completion where the participants can be recognized for completing the course. It provides a record of their attendance and to be recognized for their participation in the workshop.



CERTIFICATE OF COMPLETION

[Name]

*Has mastered the course
Crisis Management*

Awarded this _____ day of _____, 20____

Presenter Name and Title
