



# Crisis Leadership and Human Behaviour

## EXECUTIVE EDUCATION

### Programme overview

This programme is designed for those who are looked to in a crisis – the leaders whose performance can spell the difference between success and failure in challenging times.

To have that positive impact, you need to understand how crises change the dynamic of decisions and influence the way people react to different forces at play. To be effective in a crisis, leaders must understand the human factor in their response plan.

Crisis Leadership and Human Behaviour is an immersive programme designed to give you the leadership tools and behavioural insights to meet the challenges of today and tomorrow. Rich case studies coupled with a ground-breaking live interactive real-time simulation to bridge the gap between the rigour of theory and the white heat of practice. Designed and led by LBS faculty, with expertly guided peer-to-peer learning throughout, this three-week programme offers a dynamic blend of live interactive sessions, reflection and practical application.

### Who is this programme for?

Participants will have a minimum of three years' management experience, and will include:

- Crisis Managers and Risk Management executives
- Communications and Public Relationships Executives
- HR Directors and Learning and Development Directors
- Organisational Change and Transformation Directors
- Public Health and Public Policy Officials
- Mid- to senior-level managers making key decisions, including those without a specific Crisis or Risk Manager remit.

### Programme content

Crisis Leadership and Human Behaviour is ideal for leaders navigating today's demanding and unpredictable world. You will:

- Identify and challenge your preconceptions on the nature of a crisis and its impact on judgement, decisions and behaviour
- Develop techniques for successfully solving problems in high-pressure crisis situations, characterised by complex environments, time pressures, high stakes, unanticipated events and information overload
- Enhance and deepen your communication strategies with multiple stakeholders – internally, the public, the media and activists.
- Understand the psychological dynamics required when you need to rebuild trust and reputation in the immediate aftermath of a crisis.

### Good for your organisation

Through our unique learning journey and insights from world-class faculty, your organisation will:

- Be equipped to better manage a crisis in a dynamic and fast-changing world
- Understand why the 'human factor' is the single biggest variable in a crisis, and learn how to leverage it rather than crumble under pressure
- Have a greater awareness of the burden decision-makers face in a crisis and how pressure can skew decisions
- Develop mitigation strategies and small behavioural nudges based on a deeper understanding of the research into recurring patterns of human behaviour that characterise the reaction to crises

- Respond decisively when your reputation has been damaged and start rebuilding trust rapidly
- Communicate quickly and appropriately with a range of stakeholders.
- Adopt a mindset and culture that enables learning from past crises.

### Experts in the field



#### Niro Sivanathan Associate Professor of Organisational Behaviour

Dr Sivanathan's research focuses on how social hierarchy and the psychological experience of status and power regulates judgement, decisions and behaviours. He co-directs the Decision-Making Strategies for leaders programme, and directs the Leading Teams for Emerging Leaders programme. His teaching portfolio also includes the Negotiating and Bargaining elective for degree programmes and Influence and Persuasion for Executive Education programmes.



#### David Faro Associate Professor of Marketing

Dr Faro's research focuses on consumer decision-making, particularly in the domains of health and finance. He has also published research on how managers react to risk and uncertainty. Dr Faro co-directs two Executive Education programmes at London Business School: Strategic Branding and Decision-Making Strategies for Leaders. He also teaches Behavioural Economics and Decision-Making for degree programmes.

[See schedule](#)

**Interested in learning more?**

Email: [csm.online@london.edu](mailto:csm.online@london.edu) Telephone: **+44 (0)20 7000 7390**

## Schedule\*

### Pre-programme activities – Wednesday 4 November

- Preparation and Introduction
- Faculty video with Dr Faro and Dr Sivanathan
- Course aim and focus
- Connect with Learning Manager and peers
- Pre-reading and diagnostic

### Week 1 – Week of 09 November 2020

<b>Monday 9 November</b>	<ul style="list-style-type: none"> <li>○ <b>Live faculty session</b> 12:30 – 14:00 GMT Uncertainty, novelty, emotions Case study: Crisis leadership and human resources</li> </ul>	
<b>Tuesday 10 – Wednesday 11 November</b>	<ul style="list-style-type: none"> <li>○ Self-directed activities</li> <li>○ Group discussions with Learning Manager, videos and reflection work</li> <li>○ Individual or group preparation for the Live Simulation</li> </ul>	
<b>Thursday 12 November</b>	<ul style="list-style-type: none"> <li>○ <b>Live simulation – extended session</b> 12:30 – 15:00 GMT Interactive real-time live crisis management simulation Focus themes: experience of the human factor as a crisis unfolds Note – all participants must be available to attend this session</li> </ul>	
<b>Friday 13 November</b>	<ul style="list-style-type: none"> <li>○ <b>Live group session with Learning Manager</b> 12:30 – 14:00 GMT Reflection and feedback session – Complete reflection exercise in learning journal</li> </ul>	

### Week 2 – Week of 16 November 2020

<b>Monday 16 November</b>	<ul style="list-style-type: none"> <li>○ Case preparation for problem solving and decision making</li> </ul>	
<b>Tuesday 17 November</b>	<ul style="list-style-type: none"> <li>○ <b>Live faculty session</b> 12:30 – 14:00 GMT Navigating information and feedback Main case: Pattern detection</li> </ul>	
<b>Wednesday 18 November</b>	<ul style="list-style-type: none"> <li>○ <b>Self-directed activity</b> Agile organisational design           <ul style="list-style-type: none"> <li>– Group discussions, videos, and reflection</li> <li>– Mid-course session with Learning Manager with Learning Journal reflection</li> </ul> </li> </ul>	
<b>Thursday 19 November</b>	<ul style="list-style-type: none"> <li>○ <b>Live faculty session</b> 12:30 – 14:00 GMT Problem solving and decision making Focus themes:           <ul style="list-style-type: none"> <li>– Resource management</li> <li>– Experimentation</li> </ul> </li> </ul>	
<b>Friday 20 November</b>	<ul style="list-style-type: none"> <li>○ Free day</li> </ul>	

Continues

## Week 3 – Week of 23 November 2020

<b>Monday 23 November</b>	<ul style="list-style-type: none"><li>○ <b>Live faculty session</b> 12:30 – 14:00 GMT Communication in a crisis<ul style="list-style-type: none"><li>– Media and sources of information</li><li>– Behavioural change</li></ul></li></ul>	
<b>Tuesday 24 November</b>	<ul style="list-style-type: none"><li>○ <b>Live faculty session</b> 12:30 – 14:00 GMT Rebuilding Trust<ul style="list-style-type: none"><li>– The art and science of apology</li><li>– The science of trust repair &amp; reputation building</li></ul></li></ul>	
<b>Wednesday 25 November</b>	<ul style="list-style-type: none"><li>○ <b>Self-directed activities</b><ul style="list-style-type: none"><li>– Prep for final case study</li><li>– Complete Learning Journal</li></ul></li></ul>	
<b>Thursday 26 November</b>	<ul style="list-style-type: none"><li>○ <b>Extended live faculty session</b> 12:30 – 14:30 GMT Learning from past crises<ul style="list-style-type: none"><li>– Coming out of a crisis</li><li>– How to learn from a crisis</li><li>– Application in the workplace</li></ul></li></ul>	
<b>Friday 27 November</b>	<ul style="list-style-type: none"><li>○ <b>Certification, follow-up and feedback</b></li><li>○ <b>Shared impact</b></li><li>○ <b>The completion of an individually agreed post-programme action plan</b></li></ul>	

\*Exact timings are subject to change

## THE IGNITE SERIES

Spark new thinking with some of the world's brightest minds on the Ignite Series – an intensive and inspiring suite of live online programmes for individuals, teams and organisations. Highly topical, relevant and incisive, this is accelerated learning at its best, delivered through a blend of peer-to-peer learning and live interactive faculty sessions.



### LIVE INTERACTIVE FACULTY SESSIONS

Experience a digital classroom where you can interact with our world-class faculty in real time.



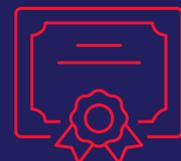
### GROUP COACHING AND DISCUSSIONS

Consolidate your learning, share your reflections and connect with a global peer group.



### PRACTICAL AND SHORT FORMATS

Learn across 3-4 weeks through a blend of live online and self-directed content.



### E-CERTIFICATES

Build credibility with a London Business School e-certificate on completion.