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Warsaw Study Centre

say it with Mr Zloty

HAVE FUN WITH MR ZLOTY

One day a secretary is leaving on her lunch break, and she notices her boss standing in front of a shredder with a clueless look on his face. The secretary walks up to him and asks if he needs help.

"Yes!" he says looking and sounding relieved, "This is very important."

Glad to help, she turns the shredder on and inserts the paper. Then her boss says, "Thanks, I only need one copy."

READ AND LEARN

This time we deal with... 'crisis management'

The term may apply to all crisis situations: personal, family, community, country etc. Here, we focus on business and on the other side of the coin that is: business continuity.

In today's **volatile** work environment, avoiding disaster is more important than ever. Crisis Management helps managers identify, manage, and prevent potential crises. Crisis management is a relatively new field of management. Typically, proactive crisis management activities include forecasting potential crises and planning how to deal with them, for example, how to **recover** if your computer system completely fails. Hopefully, organizations have time and resources to complete a crisis management plan before they experience a crisis. Crisis management in the face of a current, real crisis includes:

- identifying the real nature of a current crisis
- intervening to minimize damage
- recovering from the crisis.

Additionally, crisis management often includes strong focus on public relations to recover any damage to public image and assure stakeholders that recovery is underway. It has often been said by experts that 'crisis management' and 'business continuity' are two sides of the same coin – the same principles apply to both disciplines and while the first one is busy with disaster management, the other i.e. business continuity should also be taken into account and *visa versa*. Both, crisis management and business continuity require careful and detailed planning.

Below you can find some tips concerning business continuity plan (BCP), that each and every successful company should have.

A. Step one

Identify business practices (e.g. just-in-time inventory) that may **adversely** impact the organization's ability to recover following a disaster/critical event:

- 2) Communicate the Need for Business Continuity Plan
- 3) Develop awareness by means of formal reports and presentations:
 - State the benefits of BCP and relate the benefits to organizational mission, objectives and operations
 - Gain organizational **commitment** to the BCP Project

B. Step two.

- 1) Involve Executive Management in the BCP Project
- 2) Establish a Planning Committee, roles and responsibilities,
- 3) Develop Budget Requirements
- 4) Identify Planning Teams and their responsibilities:
 - Crisis response/crisis management teams
 - Business Continuity Planning teams
 - Recovery/Response and restoration teams

C. Step three.

- 1) Develop and Co-Ordinate Action Plans
- 2) Develop Project Management and Documentation Requirements
- 3) **Set up** a schedule to report the progress of the BCP project to senior managers
- 4) Identify and develop business continuity plan phases similar to classical project plan phases; e.g. problem investigation, problem definition, **feasibility** study, systems description, implementation, installation and review.
- 5) Establish business continuity plan project characteristics; goals, tasks, resources, time schedules and critical success factors

D. Step four.

- Execute generally accepted responsibilities of a business continuity planning project manager:
- 1) Define the business continuity planning project
 - 2) Assess the business continuity planning project risk
 - 3) Organize the business continuity planning project
 - 4) Plan the business continuity planning project in detail, including the time management and project scheduling
 - 5) Monitor and manage the business continuity planning project activities
 - 6) **Track** and report the business continuity planning project progress

7) Manage change associated with the business continuity planning project

External professional help.

Turnaround specialists are professionals who rescue failing companies. They are professional crisis managers who are asked to take control, usually as executive chairmen of companies in crises.

Unfortunately, by the time they are called in, it is usually too late to save much for the shareholders. In almost every case, however, there is still a lot to salvage. Clearly, successful crisis management makes a big difference to the parties directly involved, and it can greatly reduce the economic impact of a company's collapse on the broader business community.

Successful – does not mean immune to crisis.

The healthiest-looking companies are often the most likely to get into trouble. Delighted with the company's results, shareholders press management to grow by increasing production capacity, moving into new markets, or even making acquisitions, often backing up their demands with offers to fund more equity. At the same time, the company's banks are eager to lend to what they perceive to be a sure credit risk.

Now, please match the underlined words with their definitions.

1. volatile	a. To fall down or inward suddenly; To break down suddenly and cease to function
2. feasibility	b. To observe the progress of sth; to monitor the course of sth.
3. adversely	c. In a way contrary to one's interests or welfare; harmfully
4. collapse	d. Tending to vary often or widely, as in price: the ups and downs of volatile stocks. Inconstant
5. capacity	e. To regain a normal or usual condition
6. recover	f. The state of being bound emotionally or intellectually to a course of action
7. set up	g. Ability to perform or produce; capability. The maximum or optimum amount that can be produced
8. salvage	h. compose, construct
9. track	i. The act of saving imperiled property from loss. The property so saved
10. commitment	j. Capable of being accomplished or brought about; possible

ANSWERS: 1d, 2j, 3c, 4a, 5g, 6e, 7h, 8i, 9b, 10f

COMMUNICATION SKILL PILL

How about being even more polite? Some time ago we showed you how to stay diplomatic. Let's revise some of the ways of being diplomatic in different situations.

Saying "no" in a polite way

Direct: "I can't give you a bigger discount"

More polite: "I'm afraid that ... / I'm sorry but... / Actually... I can't give you a bigger discount."

The softening phrases create a more pleasant atmosphere.

Being distanced from what you say

Direct: "How much do you offer to pay?"

More distanced: "How much did you offer to pay?"

The past tense instead of present tense sounds more polite. Mind you, it refers to a present situation, not to the past.

Here's another example, with continuous tenses:

Direct: "I wonder if we can summarize..."

More distanced: "I was wondering if we could summarize..."

Giving your opinions in difficult situations

Direct: "We might be late with the delivery"

Softening phrases: "Apparently... / To the best of my knowledge... / As far as I know... / It seems that we might be late with the delivery"

The phrases soften your message, especially in situations when you have to pass on unpleasant news.

PRACTICE

Now, try to change the sentences below into more polite ones.

When do you need the loan? (use past tense)

The report is not ready yet. (use a softening phrase)

I won't attend the conference. (refuse more politely)

What's the price of the product? (use past tense)

We don't produce the colours you need. (say "no" more politely)

MORE FUN WITH MR ZLOTY

Two factory workers are talking.

The woman says, "I can make the boss give me the day off."

The man replies, "And how would you do that?"

The woman says, "Just wait and see." She then hangs upside-down from the ceiling.

The boss comes in and says, "What are you doing?"

The woman replies, "I'm a light bulb."

The boss then says, "You've been working so much that you've gone crazy. I think you need to take the day off."

The man starts to follow her and the boss says, "Where are you going?"

The man says, "I'm going home, too. I can't work in the dark."



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