MODEL-MODEL CRISIS MANAGEMENT (CM)
(Serial Crisis Management)

Rachmat Kriyantono, Ph.D
(Materi ini saya tulis juga di buku PR & Crisis Management, 2012, Prenada Jakarta)
a. CM study was begun when Steven Fink wrote a book of Crisis Management: Planning for the Inevitable in 1986.

b. The root comes from emergency & disaster management, both study focus on the way to avoid incidents & how to respond incidents.

c. Fink (1986, cited in Coombs, 2010, h.22) was the first who concluded that crisis happens in several stages (called “crisis development model”):

- *Prodromal*, there are signs for emerging crisis;
- *Accute*, crisis happens;
- *Chronic*, period of recovery: crisis event is still in people memories for period of time;
- *Crisis resolution*, organization can do activities normally again.

**Model Fink**
• Smith (1990) built Three Stage Model of CM process:

1. Crisis management, crisis is still at the early stage, be watched and maintained;

2. Operational crisis, stage in which the event triggering crisis emerges & there is a first response to crisis;

3. Crisis of legitimation, stage in which there are communication responses, mass-media and government give attention, and organization learn from the crisis.
• Mitroff (1994):

(1) *Signal detection*, try to identify warning signs & arrange preventive strategic;
(2) *Probing & prevention*, actively search & reduce risk factors;
(3) *Damage containment*, crisis happens so the organization try to limit in order not go widely;
(4) *Recovery*, attempt to back to normal condition;
(5) *Learning*, organization & public learn any effort in CM & make it as learning model.

**Model Mitroff**

Rachmat Kriyantono, Ph.D - Lecturer of Public Relations, School of Communication, University of Brawijaya Indonesia

- Antecedent conditions
  - Intrinsic crisis
  - Perceived crisis
    - Immature crisis response
  - Mature crisis management
    - Review and Feedback
Perceived crisis:

- As seen by all individuals from particular viewpoints

Intrinsic crisis:

- Total situation as seen by neutral observer with all the facts
Immature crisis response:
Instant and irrational (denial/shock/panic)
Mature crisis management:

- Grasp (take hold) of intrinsic crisis
- Implementation of plans and procedures
Mature crisis management:

- Technical intelligence
- Emotional intelligence
• Assessing success and failure
• Feeding learning into future planning

Review and feedback:
• Rachmat Kriyantono, Ph.D

Happy studying