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TSUNAMI TRAGEDY

The events in Asia over the past few days have been beyond our comprehension. Please join us in supporting these and other organizations who are providing critical aid and assistance to those hundreds of thousands of people who have been impacted.

American Red Cross International Response Fund

<https://www.redcross.org/donate/donation-form.asp>

The Salvation Army - South Asia Disaster Fund

https://secure3.salvationarmy.org/donations.nsf/donate?openform&projectid=IHQ-Asia_Fund

Save The Children Asia Earthquake / Tsunami Relief Fund.

http://www.savethechildren.org/radio_asia_earthquake.asp?StationPub=hp_radio_asia_earthq&ArticleID=&NewsID=

Care Asia Quake Relief

<https://donate.care.org/05/20180000/?source=170570040000>

FEATURE ARTICLE:
EMOTIONAL TERRORS IN THE WORKPLACE
by Vali Hawkins-Mitchell, Ph.D., LMHC

Editor's Note

As I have been working with one of our consulting clients the past few days who has been dealing with the profound human impact as well as organizational impact of the tragedy in South Asia - at the same time they are coping with the acute business impact of major flooding in California - it struck me just how much emotions can drive an organization. For better or for worse, the ability to manage emotions - or "emotional terrorism," to use Dr. Hawkins-Mitchell's term - is an essential skill set for any effective manager.

Managing emotions in the workplace goes way beyond employee assistance programs. Effective Emotional Continuity Management, like Business Continuity Management - and, as an integral component of Business Continuity Management -, requires a proactive, not reactive approach.

Reasonable variations of human emotions are expected at the workplace. People have feelings. Emotions that accumulate, collect force, expand in volume and begin to spin are another matter entirely. Spinning emotions can become as unmanageable as a tornado and in the workplace they can cause just as much damage in terms of human distress and economic disruption.

All people have emotions. Normal people and abnormal people have emotions. Emotions happen at home and at work. So understanding how individuals or groups respond emotionally in a business situation is important to have a complete perspective of human beings in a business function. Different people have different sets of emotions. Some people let emotions roll off their back like water off a duck. Other people swallow emotions and hold them in until they become toxic waste that needs a disposal site. Some have small simple feelings and others have large, complicated emotions. Stresses of life tickle our emotions or act as fuses in a time bomb. Stress triggers emotion. Extreme stress complicates the wide range of varying emotional responses. Work is a stressor. Sometimes work is an extreme stressor.

Since everyone has emotion, it is important to know what kinds of emotion are regular and what kinds are irregular, abnormal, or damaging within the business environment. To build a strong, well-grounded, value-added set of references for professional discussions and planning for *Emotional Continuity Management*, a manager needs to know at least the basics about human emotion. Advanced knowledge is preferable.

Emotional Continuity Management involves planning for emotions that come from the stress caused by changes inside business, from small adjustments to catastrophic upheavals. This specialization of Business Continuity Management requires knowing emotional and humanity-based needs and functions of people and not just technology and performance data. Emergency and Disaster Continuity planners sometimes posit the questions, "What if during a disaster your computer is working, but no one shows up to use it? What if no one is working the computer because they are terrified to show up to a work site devastated by an earthquake or bombing and they stay home to care for their children?"

On the other hand, the Emotional Continuity Manager asks, "What if no one is coming or no one is producing even if they are at the site because they are grieving or anticipating the next wave of danger? What happens if employees are engaged in emotional combat with another employee through gossip, innuendo, or out-and-out verbal warfare? And, what if the entire company is in turmoil because we have an Emotional Terrorist who is just driving everyone bonkers?" The answer is that in terms of bottom-line thinking, productivity is productivity and if your employees are not available because their emotions are not calibrated to your industry standards, then fiscal risks must be considered. Human compassion needs are important. And so is money.

Employees today face the possibility of biological, nuclear, incendiary, chemical, explosive, or electronic catastrophe while potentially working in the same cubicle with someone ready to suicide over personal issues at home. They face rumors of downsizing and outsourcing while watching for anthrax amidst rumors that co-workers are having affairs. An employee coughs, someone jokes nervously about SARS, or teases a co-worker about their hamburger coming from a Mad Cow, someone laughs, someone worries, and productivity can falter as minds are not on tasks. Emotions run rampant in human lives and therefore at work sites. High-demand emotions demonstrated by complicated workplace relationships, time-consuming divorce proceedings, addiction behaviors, violence, illness, and death are common issues at work sites which people either manage well or do not manage well. Low-demand emotions demonstrated by annoyances, petty bickering, competition, prejudice, bias, minor power struggles, health variables, politics and daily grind feelings take up mental space as well as emotional space.

It is reasonable to assume that dramatic effects from a terrorist attack, natural disaster, disgruntled employee shooting, or natural death at the work site would create emotional content. That content can be something that develops, evolves and resolves, or gathers speed and force like a tornado to become a spinning energy event with a life of its own. Even smaller events, such as a fully involved

gossip chain or a computer upgrade can lead to the voluntary or involuntary exit of valuable employees. This can add energy to an emotional spin and translate into real risk features such as time loss, recruitment nightmares, disruptions in customer service, additional management hours, remediations and trainings, consultation fees, Employee Assistance Program (EAP) dollars spent, Human Resources (HR) time spent, administrative restructuring, and expensive and daunting litigations. Companies that prepare for the full range of emotions and therefore emotional risks, from annoyance to catastrophe, are better equipped to adjust to any emotionally charged event, small or large. It is never a question of if something will happen to disrupt the flow of productivity, it is only a question of when and how large.

Emotions that ebb and flow are functional in the workplace. A healthy system should be able to manage the ups and downs of emotions. Emotions directly affect the continuity of production and services, customer and vendor relations and essential infrastructure.

Unstable emotional infrastructure in the workplace disrupts business through such measurable costs as medical and mental health care, employee retention and retraining costs, time loss, or legal fees. Emotional Continuity Management is reasonably simple for managers when they are provided the justifiable concepts, empirical evidence that the risks are real, a set of correct tools and instructions in their use. What hasn't been easy until recently has been convincing the "powers that be" that it is value-added work to deal directly and procedurally with emotions in the workplace. Business decision-makers generally have not seen emotions as part of the working technology and have done everything they can do to avoid the topic. Now, cutting-edge companies are turning the corner. Even technology continuity managers are talking human resources benefits and scrambling to find ways to evaluate feelings and risks.

Yes, times are changing. Making a case for policy to manage emotions is now getting easier. For all the pain and horror associated with the Terrorist Attacks of September 11, 2001, employers are getting the message that no one is immune to crisis. In today's heightened security environments the demands of managing complex workplace emotions have increased beyond the normal training supplied by in-house Human Resources (HR) professionals and Employee Assistance Plans (EAP). Many extremely well meaning HR and EAP providers just do not have the necessary training to manage the complicated strata of extreme emotional responses. Emotions at work today go well beyond the former standards of HR and EAP training. HR and EAP providers now must have advanced trauma management training to be prepared to support employees. The days of easy emotional management are over. Life and work is much too complicated.

Significant emotions from small to extreme are no longer the sole domain of HR, EAP, or even emergency first responders and counselors. Emotions are spinning in the very midst of your team, project, cubicle, and company. Emotions are not just at the scene of a disaster. Emotions are present. And because they are not "controllable," human emotions are not subject to being mandated.

Emotions are going to happen. There are many times when emotions cannot be simply outsourced to an external provider of services. There are many times that a manager will face an extreme emotional reaction. Distressed people will require management regularly. That is part of your job! Your job today includes acquiring the skills necessary to know when you can manage emotions yourself, when you are way over your head, and when you need to call for backup. Emotional Continuity Management is a collection of ideas and skills supported by scientifically designed tools that help you manage, not control, human emotions.

Many twenty-first century organizations are beginning to agree that, to be comprehensive, Business Continuity Management must address managing people's emotions. They are discovering that a system-wide approach to creating an emotionally spin-free workplace, means preparing themselves and all employees for potential emotional impact, thus lowering the risks of collective, system-wide spinning. This planning also prepares everyone for rapid recovery no matter the size or conditions of

the impact event. Organizations that develop Emotional Continuity policy, procedures, practice drills, multiple resources, and management tools are more ready to withstand whatever comes along with a healthy, rapid-recovery mentality. Good days are good. Bad days are bad. But what happens if things go terribly, terribly, terribly bad? Then what? Then you need to have a policy, a plan and the right tools to support your business and your people!

VALI HAWKINS MITCHELL, Ph.D., LMHC is a Licensed Mental Health Counselor and holds a Doctorate in Health Education. She consults nationally in the field of Emotional Continuity Management and has pioneered the development of this field (www.emotionalcontinuitymanagement.com). Two decades of disaster work — in the shadow of Mount St. Helens, the Hanford Nuclear Site and the Umatilla Chemical Weapons Depot — have provided her unique perspectives on the emotional nature of disaster planning.

Vali is the author of **Emotional Terrors in the Workplace: Protecting Your Business' Bottom Line** (<http://www.rothstein.com/data/dr771.htm>).

Her assignments at numerous incidents include serving at the site of the World Trade Center attacks. She has served as co-clinical director of the Southeast Washington Critical Incident Stress Management team and is a member of the Disaster Services Human Resources System with the American Red Cross. Providing advanced training in trauma and disaster management, dispute resolution, critical-care health topics, and Emotional Terror in the workplace has kept her busy serving a wide range of industries and employees with a unique "been there, done that" style. The highest praise she has received has been from first responders who have recognized her contributions and style as authentic by pronouncing her "one of us."

BUSINESS CONTINUITY SOFTWARE: SURVEY SAYS...

CONTINUITY CENTRAL (www.continuitycentral.com) conducted an online survey with the aim of discovering how and in what ways business continuity managers are using software to aid in plan writing, development and management. It also set-out to discover what users think of the software they have purchased.

The survey found that a majority of respondents (58.75%) used business continuity software. Of these:

- * 60.62% used it to manage and update business continuity plans
- * 37.11% used it to manage and co-ordinate crisis management response
- * 25.95% used it to train personnel
- * 31.41% used it to evaluate the adequacy of existing capabilities.

See <http://www.continuitycentral.com/feature0142.htm> for details.

RECOMMENDED READING

EMOTIONAL TERRORS IN THE WORKPLACE: PROTECTING YOUR BUSINESS' BOTTOM LINE *Emotional Continuity Management in the Workplace* by Vali Hawkins Mitchell, Ph.D., LMHC

The failure to adequately address the victims and the emotional dimensions of corporate problems is what changes adverse events into crises and catastrophes. Buildings can be replaced; machines can be fixed; products can be re-engineered and re-marketed; but leaving the needs of victims unmet, denied, or trivialized, and failing to address the emotional impact of events and behaviors can cause permanent damage and often defines careers.

EMOTIONAL TERRORS IN THE WORKPLACE: PROTECTING YOUR BUSINESS' BOTTOM LINE is an interesting, comprehensive, and constructive approach to adding this key management ingredient to the manager's role. This book's goal is to arm the individual with enough information and structure to persuade the boss to take a shot at adding this skill and knowledge that will help managers and leaders preempt or at least begin to recognize the signs of corrosive emotional distress.

This book is an eye-opener. There are many case histories with frequent efforts to connect the type of manager and management behavior to forecast success or the need for more effort. There is an interesting methodology for calculating the cost of emotional distress and disturbance. There are lists and descriptions of all types of employees and managers, and how to recognize the destructive emotional dislocations that category can cause.

This book and your guidance can help your boss prepare for changes in their personal behavior and concept of management, fill a serious gap in their experience and training, and truly become an "empathetic manager." - James E. Lukaszewski, ABC, APR, Fellow PRSA; Chairman, The Lukaszewski Group.

See <http://www.rothstein.com/data/dr771.htm> for details.

TERRORISM - HOW CAN BUSINESS CONTINUITY COPE? INITIATING CONTINUITY PLANNING FOR TERRORISM THREATS by Robert C. Chandler, Ph.D.

Most business continuity planners can just about cope with "reasonable" or "typical" threats - power outages, floods, earthquakes, labor unrest, hurricanes, network failures, computer outages. When it comes to terrorism, the issues and complexity of business continuity planning really go off the scale.

Most of the direct and indirect effects of a hurricane can be identified, based on historical and anecdotal data; but for terrorism-induced business disruptions, the potential magnitude and nature of business impact can be unknowable - that is, after all, the nature of terrorism.

Dr. Chandler's new book is an effective attempt to frame terrorism in a business continuity context. The author has provided the reader with a practical business continuity framework and methodical approach to prepare for and deal with terrorist-caused business disruptions. While there are other books which address terrorism and counterterrorism in more depth, the value of this book is in its specific business continuity perspective. The bonus DVD and CD-ROM add valuable insights.

See <http://www.rothstein.com/data/dr736.htm> for details.

BUSINESS CONTINUITY, DISASTER RECOVERY, AND INCIDENT MANAGEMENT PLANNING: A RESOURCE FOR ENSURING ONGOING ENTERPRISE OPERATIONS

by Albert J. Marcella Jr., Ph.D., COAP, CQA, CSP, CFSA, CDP, CISA, and Carol Ann Stucki, CISA

(includes CD-ROM)

If one segment of your business were to disappear in an instant, would your business survive? What about disruptions like power outages, vendor or provider bankruptcy, denial of service attacks on your servers, computer viruses, and employee sabotage, cyber terrorism?

If you cannot honestly say that you have a viable plan that will have your business up and running with little disruption within hours or days, then you need this book. This book covers the latest networking considerations of disaster recovery and business continuity planning that include Internet, intranet, service providers, and client server-based applications that are the core of today's businesses.

See <http://www.rothstein.com/data/dr739.htm> for details.

**BUSINESS CONTINUITY PLANNING:
A STEP-BY-STEP GUIDE WITH PLANNING FORMS ON CD-ROM**
by **Kenneth L. Fulmer, CBCP; Philip Jan Rothstein, FBCI, Editor**

Third Edition, includes CD-ROM

Endorsed by the Business Continuity Institute (BCI) and the Disaster Recovery Institute International (DRII)

In this book and companion CD-ROM, Ken Fulmer has provided us with a clear, easy-to-use resource for business continuity: a step-by-step tool which isn't going to overwhelm you nor break the bank, yet which will provide you with a sound foundation for beginning on the path to effective business continuity. While there are more complex tools and books available, this Guide will get your BC program going surprisingly fast and with a lot less sweat and tears than you might expect. It will also give you a structure which you can continue to build on as your business changes and evolves, and as you are willing and able to devote more resources to business continuity.

See <http://www.rothstein.com/data/dr772.htm> for details.

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