



Use of Role Play Simulation in Crisis Management Training

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<http://www.fablusi.com>



Scenario

- Based on a real crime
- 8 June, 2005, a letter received by Master Foods:

making demands against Star City Casino in Sydney, threatening to place poisoned Mars® and Snickers® products, on retail shelves in Sydney if his demands were not met.



- How to response?
- Set up Crisis Response Team
- Image Management
- Co-ordination with outside
 - media, police, resellers, consumers


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Result of the Crisis Management

- Recall 3 million bars
- Off the shelf for 4 months
- Relaunch as an exercise of a “new brand”
- 250% increase in sell after re-launch




Convert to a Role Play Simulations



be prepared, cos' when it happens, every second counts


Crisis Simulations

be prepared, cos' when it happens, every second counts



Collateral Damage

when your company's product is used in an extortion...



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 Powered by [Fablusi](#)™ the role play simulation platform for experience-based learning and training.

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role play simulations

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[Learning Objectives](#)

[Program Structure](#)

Learning Objectives

- Identifying stakeholders
- Collecting information
- Making decisions
- Resourcing a crisis team
- Emotional and physical management



Learning Objectives

- Delegation
- Developing an action plan
- Media management
- Control in the context - consistence of messages
- Media training





Designing simulations

- Author
 - create the simulation to meet learning objectives (content and experience level)
- Moderators
 - Multifunctional resource
- Administrators
 - Running the rps
- Participants
 - discovery and self reflection

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Designing simulations

- Concept design
- Coding
- Testing
- Running the simulation
- Improving and refining



Designing simulations

- Concept Design
 - Learning objectives
 - Experience level of players
 - Learning context
 - Formal/informal
 - Level of staff support, budget
- Design a simulation to meet these requirements



Designing simulations

- Simulation Architecture
 - Scenario
 - Roles and Types of Roles
 - Interaction and Types of Interaction
 - Tasks
 - Scenario/Issues Development
 - Evaluation



Designing simulations

Scenario

- As orientation
- “Kick start” issues
 - **Dynamic scenario**
- Description of issues (2-3)
 - In view of pedagogical objectives



Scenario

- # Scenario
- Circumstances of interest
 - conflict (Green vs economic rationations)
 - significant episode (Sept 11)
 - immediate problem to solve (food crisis, first fleet)
 - Stakeholders' view points
 - Contrasting stakeholders' view points
 - public and private agenda of different stakeholder
 - Common goal(s) if any
 - Information
 - social structure
 - public/private agenda of roles

Roles

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Designing simulations

Roles

- Brief descriptions of roles (name etc.)
- **Relationship** with other roles in the simulation
- **Instruction** to role
 - define public / private agenda
 - specific information (“information is power”)
- **Leave out** as much **detail** as possible
 - to engage players
 - to elicit imagination and ownership of role

Designing simulations

Interaction

- Types of Interaction and rules
 - Violence, voting, hierarchies
- Spaces for Interaction
 - Sim-mail
 - Chat room
 - Meeting places
 - News service
 - General Cafe



Interaction

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Designing simulations

Interaction

- Sim-conference
 - “who can do what” at each of these meeting places?
 - Rights management (reading, writing, edition, conversion between doc types & voting)
- Wealth & wealth linked votes
- Sim-mail
- Role Specific Information

Tasks

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Tasks

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Designing simulations

Types

Types of Tasks

- Writing
 - published for other roles to read (linked to some action buttons)
 - email to moderator
- Reading (Resources posted as permanent tasks)
- Instructions to Roles
- Resources to support learning
 - as links
 - available to all roles or specific roles

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Designing simulations

Classes

Classes of Tasks

- Permanent
- Assigned to specific role(s) only
- Assigned to group of roles
- Staged (available only at certain time)





Designing simulations

Development

- Scenario/issues Development
 - Preparation
 - Development Stages
 - Stage objective
 - Triggering task(s)
- Debriefing
- Evaluation

Stop

Program Structure

- Stage 1 - Baseline measurement
Collateral Damage
- Stage 2 - Training simulation
- Stage 3 - Improvement and Measurement



Design Consideration

- Create “time pressure”
- Use role play simulation as an “external stimulation” in the face to face 4-hour exercise
- simTime is 1 hr = 1 week
- play out only the planning process

Pressure Points

- Initial extortion letter
- 3rd extortion letter (informed that poisoned bars being placed)
- Media disaster
- Recall operations
- Call-centre flooded by calls
- Reports of “feeling sick” after eating Mars and Snickers



Complement to Face to Face Role Play

- Trainees playing their own roles in the organisation
- Gather in the conference room
- Video cameras set up to record



Second Online Role Play Simulation

- Again based on a real story
 - Needles and sharp objects were found in a Supermarket grocery section
 - Motivation unknown
 - limited only to one store of a chain





Focus on

- Timeliness of responses:
 - notification from store manager to senior management
 - sending of crisis response team
 - remove product from shelf
 - Media to inform public
 - Arrange refund



Implementation

- Delivered to store managers
- 1 real day = 1 hour simTime
 - allow familiarization of operation manual
 - allow re-examination of procedures





Now the hands-on part

Due to commercial confidential requirements,
only a simple shell is shown