

The Crocodile River Model



BRACE

Business as Usual (BAU)

Rapid Assessment

Activate the Right Teams

Communicate

Executive Oversight

SIZE UP

1. What is the nature of the situation?

2. Who is leading our response?

3. What do we know to be a fact?

4. What don't we know, or what are we assuming?

5. What do we need to understand, and how soon?

6. When do we need to act, and how?



Avoiding the Common Traps

Role	Trap	What you'll Observe	Ask Yourself...
Governance	Comes off the cliff	Starts directing operations instead of governing it	Are we governing the response, or trying to manage it?
Governance	Gets in the boat	Becomes part of the response instead of providing strategic oversight	How does our involvement help the people already in the boat?
Governance or Leadership	Watches the Wrong Crocodile	Focuses on the most visible issues while other risks go unnoticed	What are we missing, or not seeing?
Leadership	Grabs a Paddle and Starts Rowing	Stops steering the boat and starts doing someone else's job.	Who is steering the boat?
Leadership	Grabs a Paddle and Starts Fighting Crocodiles	Becomes consumed by the incident instead of leading the response	What should only a leader be doing right now?
Business as Usual	Nobody Rows	Business As Usual slows or stops because people are waiting for direction	Has Business As Usual stopped?
Business as Usual	The Whole Organisation Fights the Crocodiles	Everyone is busy reacting to immediate problems while BAU is neglected	Who is looking after BAU?

