



# OFF-SCRIPT: MANAGING CRISES ON CONSTRUCTION PROJECTS

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# What is a Crisis?

- A crucial stage or turning point in the course of something in which a solution is needed and quickly.
  - Construction Project Examples:
    - » Subcontractor default
    - » Major material/equipment delay/defect/failure
    - » Sudden departure of key team member(s)
    - » Pandemic??



# How to Manage a Crisis

- Identify the Crisis
- Develop a Plan
- Communicate
- Relentless Execution

# Identify the Crisis

- Identify what the crisis is, the cause of it, and the likely impacts and risks.
- Understand what each stakeholder needs to overcome the crisis.
- Document, document, document. Be clear and keep it professional.





# Develop a Plan

- Focus on several solutions and contingency plans and prioritize.
- **Put it in writing.**
- Ensure all stakeholders buy in and can execute their portion; if not, revise plan and/or find the right resources.
- Use the plan to drive action and measure progress.

# Communicate

- Communicate the crisis and the solutions to all stakeholders, along with your written plan to mitigate.
- Be transparent!
- Give direction, show leadership.





# Relentless Execution

- Bad news does not age well.
- Persistence pays.
- Assume responsibility for the problem and the solution, even if you didn't create it.



# How to Manage the Unmanageable

- Build relationships – crises are opportunities in disguise.
- Use all your resources, and find new ones.
- Ask for help!
- Be honest, don't overpromise, and share credit where due.
- Collect and share lessons learned.





# Questions