

solve
immersive



Crisis Avoidance

Policy Development - Training - Assurance - Debriefing

Introduction

The aftermath of the Enron scandal brought in a number of regimes to tackle corporate abuse, including making directors and senior management personally liable for corporate actions. This has been coupled with an aggressive stance taken by the US DOJ that often cuts across established jurisdictions, for example, indicting six German executives in connection with the Volkswagen emissions scandal.

Local risks are global risks. Corporate risks are now personal risks.

Extended sub-contractor chains extend not only operational leverage, but risk. The United Airlines “re-accommodation” debacle was actually onboard a third party airline under contract to United. The “police” officers engaged by Republic Airlines to remove Mr Dao were not, in fact, police officers.

Ubiquitous use of the Internet and mobile phones has empowered every individual as a potential news reporter, placing every employee as front-line response. There is neither the time nor the opportunity to defer crisis management to professionals back in HQ.

Everyone in your organisation needs to have crisis first aid training.

This is where Solve:Immersive comes in. We create a complete closed loop system to develop policy, implement process, train staff, and validate procedures. Our extensive legal and PR experience ensures both the *de jure* and *de facto* realities are handled without compromise to either.

The Problems We Solve:

Keep off the Front Page

And stay out of jail. It sounds melodramatic until it happens. Co-founded by former prosecutors, Solve:Immersive understands well what is at stake.

If you still need a business case, try this: On 21 April 2017, a US federal judge ordered Volkswagen "to pay a \$2.8 billion criminal fine for rigging diesel-powered vehicles to cheat on government emissions tests." In other news, Volkswagen's stock price halved, wiping out \$30 billion of shareholder value.

Policy Testing & Risk Assurance

Solve:Immersive can rigorously stress test your policies and procedures, across a number of dimensions based on their deep experience of actual employee behaviour under stress, practical implementation realities, and existing successful criminal and civil prosecutions.

Crisis Debriefs & Organisational Memory

The Solve:Immersive team has deep experience across commercial, government and security organisations in crisis debriefing, the critical aspect of which being to not just extract, but also embed learning within the organisation's DNA to guard against repetition, knowing that no situation ever truly exactly repeats itself.

Leadership & Decision Making Development

Decision making lies at the heart of crisis management. The techniques and tools developed for use in extreme situations work exceptionally well in more regular business-as-usual situations. The Solve:Immersive program will identify and develop your management staff with the most potential to advance and contribute to your senior leadership team.

Crisis Preparedness

Prevention is better than cure. Putting in place key habits and behaviour norms can nip crises in the bud. Almost all crises have their starting points in known issues, many of which stretch back years. It's not just the benefit of hindsight that enables us to see bumping passengers off planes might cause issues. With foresight we can also predict the potential for problems with decreasing leg room on long distance flights, medical conditions like deep vein thrombosis, and the increasing use of no-win, no-fee class action law suits.

A good alternative definition of a crisis is "the first time something bad happens".

Departmental Coordination & Multi-Partner Liaison

Organisations of any size inevitably balkanise. Formal inter-departmental communications, whilst enabling business-as-usual activity, can hinder a fluid response to an out-of-band situation. It's critical employees know when to follow the intent rather than the letter of protocols. A key point is that "organisation" is the entire supply chain or contractor ecosystem. Communications and escalations need to work smoothly across these. The most basic rule of PR is "don't abdicate responsibility".

By dealing with real issues in a realistic but safe environment, participants emerge with more complete knowledge of both themselves and their coworkers - a key component of team building.



How it Works

Realistic but Practical

Solve:Immersive uses a workshop format with teams of up to 5 assisted by an experienced moderator. The scenario is introduced using realistic multimedia assets, and is paced by the moderator to both assist and stress the teams as appropriate to maximise their learning.

Using former journalists, we create news videos exactly as CNN would, indeed with many of the same staff. The realism is not a gimmick, but a key component in underlining that one day this will not be an exercise.

Solve:Immersive is delivered by a state of the art software system ensuring privacy and security throughout the exercise.

Tailored to your Organisation

Solve:Immersive can provide not only off the shelf workshops, but also we can customise and create completely bespoke scenarios appropriate to your organisation and can also provide materials on a “teach the teacher” basis for further organisation wide and supply chain wide distribution.

Secure, Safe Environment for Honest Interactive Feedback

A Google study of effective teams came up with an interesting observation - one of the most effective metrics was the degree of psychological safety the team felt in proposing and supporting ideas. Solve:Immersive participants work within a secure, safe environment for honest interactive feedback. This works to surface issues and is a cathartic experience for employees. Solve:Immersive moderators work carefully to neutralise power gradients caused by both organisational and informal peer hierarchies which can stifle honest communication.

Fully Auditable

A key component of the Solve:Immersive approach is accountability and auditability. By performing a comprehensive peer analysis we create a documented appraisal of your staff's performance, potential, and personal development goals. This is coupled with a similarly in depth and documented analysis of the policies and procedures in place.

Why Solve:Immersive

Trusted Partner

Solve:Immersive has decades of experience and host of successful implementations at a diverse range of organisations ranging through global corporations, nation states, and security organisations. We understand in this complex world, there is no “it doesn’t apply” argument - security, legal, moral, political, financial and operational issues all coalesce and interact.

Solve:Immersive is unique in its ability to deploy domain experts across this whole environment.

Deep Expertise

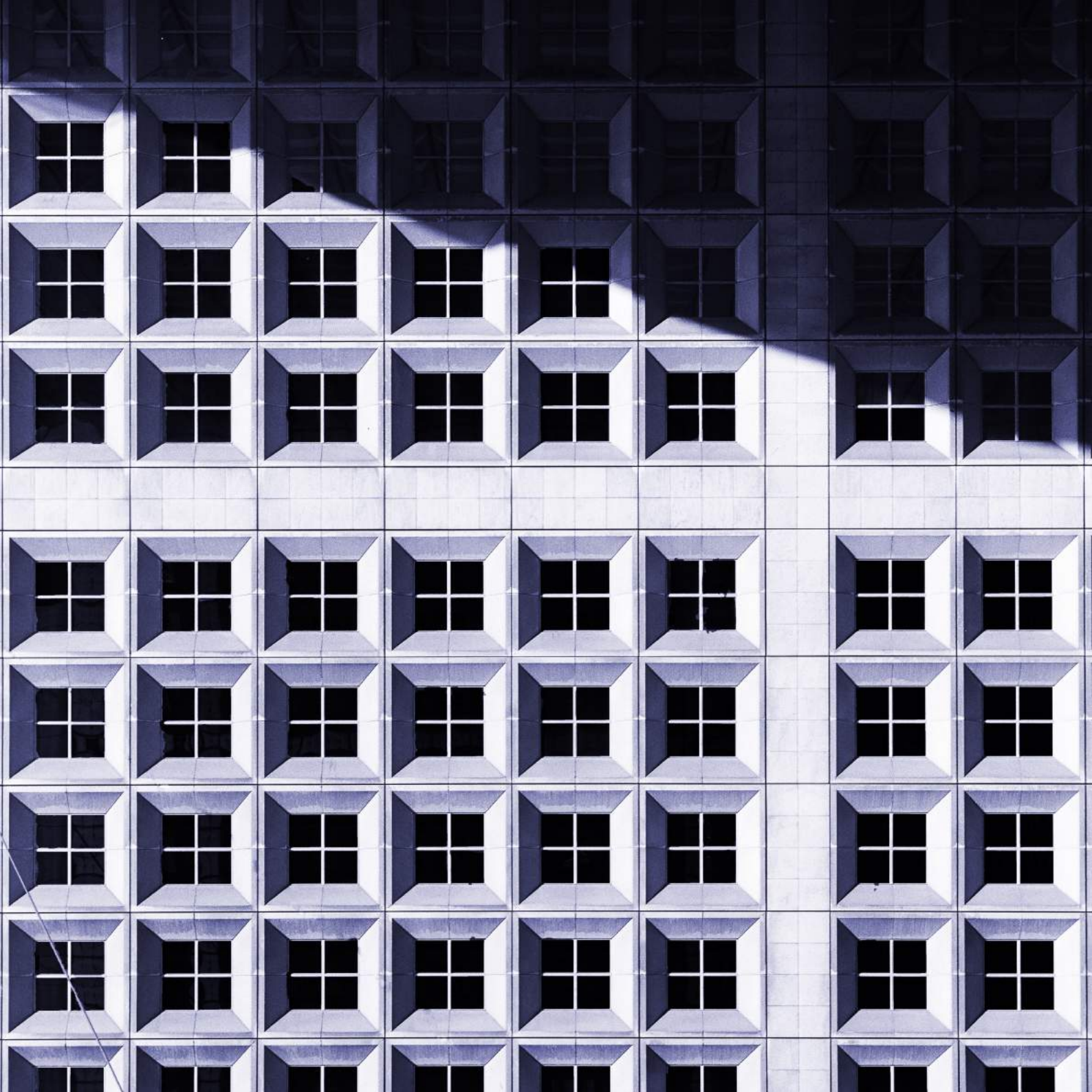
Solve:Immersive has built up an unparalleled depth of expertise in regulatory, legal and PR affairs across a broad range of issues. This expertise has been codified and embedded within our own proprietary model. This consists of facilitation, software and process supported by the latest technology and content rich materials made to the same standards as commercial news broadcasts.

Solve:Immersive has developed specific practice expertise within global organisations operating in complex political, regulatory and security environments across multiple legal jurisdictions.

Cost effective

Whilst Solve:Immersive cannot claim to be inexpensive, we know that relative to the benefit, we represent the most cost effective way to mitigate and avoid risk, as well as train staff and management to successfully navigate crises.

We can put together custom packages suitable for all sizes of organisations and for large scale roll-outs license “teach the teacher” packages to reduce costs and increase your flexibility of deployment.



Case Studies



London-based Investment Bank

Problem

The bank uncovered a possible data security breach, following a software upgrade implemented by IT contractors two days previously. The Head of Risk learnt that subsequent vulnerabilities allowed a hacker to gain access to encrypted data. The unusual behaviour detected by monitoring systems raised questions as to why it took two days to detect.

Solution

An anonymised debriefing was devised and facilitated through Solve:Immersive (in a combination of individual discipline and multi-disciplinary sessions), resulting in the identification of shortcomings and underlying reasons.

Results

Crisis response plan revised and changes made to ensure distinct strategic and operational responses. In addition, communication policy flaws (too much internal briefing, no 'need to know' approach) were corrected.



Major Financial Services Brand

Problem

The brand suffered a major cyber incident, with global consequences for the financial services brand involved. A corporate disaster had been narrowly avoided as crisis management leadership was lost in action and lost sight of strategic imperatives.

Solution

Within a one day series of sessions, Solve:Immersive was used to debrief the critical incident in order to examine shortcomings and enable staff to arrive at solutions.

Results

Crisis response amended significantly, 'need to know' introduced, changes made to ensure national and regional expertise properly deployed and targeted training needs identified. Most importantly, a fit-for-purpose command structure (role, not rank, based) introduced, along with a resilient and approachable method for recording decisions and rationale.



International Law Firm

Problem

The firm wanted to engage with General Counsel from existing and potential corporate clients in respect of foreign bribery (UK Bribery Act & US FCPA), corporate governance, whistleblower handling (duty of care issues etc.) internal investigations, self-reporting to regulatory authorities, jurisdictional risks and reputational issues.

Solution

Amicus devised and facilitated a critical incident immersive exercise for a group of sixteen General Counsel. Participants were split into small crisis management teams and, over the course of three hours, each member was required to act as sole decision-maker at key stages of the exercise (taking advice from the rest of the team).

Results

By the end of the session, participants had identified additional needs and services required. Those included substantive advice upon internal investigations processes, guidance on the parameters of LPP, and effective procedures to address vulnerabilities in crisis management response.



International Consumer Brand

Problem

A key international brand with a global presence wished to test its crisis management process and procedures, and to ascertain in particular, whether relevant staff understood and were able appropriately to implement the company policies on:

- Crisis handling, including communications/media handling
- Command and control structure
- Inter-departmental co-ordination & communication
- Customer handling & interface

Solution

Based on the client's existing paper based crisis exercise, we re-created the exercise using multi-media feeds (video, social media, news coverage, documentary and audio) and conducted a one day session with Solve:Immersive.

Results

The participants found that Solve:Immersive delivered a more dynamic and realistic scenario (as opposed to the linear approach of paper based exercises). The exercise also helped participants to appreciate and address wider issues: reputation, legal, decision making and recording decisions.



US State Department

Problem

The US State Dept. identified that Intelligence services, law enforcement agencies and prosecutors of the Maghreb and Sahel regions were in need of greater counter-terrorism co-ordination and an enhancement of their capabilities (including human rights compliance) when seeking to turn intelligence into evidence and when running intelligence-led operations. Further, a need existed to create concentrated centres of excellence in order to handle serious or complex cases and to help propagate best practices within each of the jurisdictions of the regions.

Solution

Solve:Immersive designed and developed a five day course including both front-end loaded and interspersed knowledge-giving sessions. The sessions required participants to have conduct of a case from initial intelligence evaluation, through intelligence development, to investigation and prosecution. Participants were assigned to small, multi-disciplinary teams, and were each required, to make a number of operational decisions at key stages. Each decision was required to be recorded, with reasoning articulated, and was subject to debrief, scrutiny and challenge.

Solve:Immersive was used during the exercise to obtain frank insight into the challenges that participants face in counter-terrorism/serious crime investigations and to help arrive at workable and contextually appropriate solutions to existing difficulties.

Results

Participants reported that the exercise gave them an opportunity, in many cases for the first time, to understand the inter-relationship between intelligence and evidence-gathering and the need to have investigative and prosecutorial strategies that are both adaptable and subject to ongoing review. Subsequent feedback from the national authorities confirmed that most of the key best practices to which the participants were exposed are now being put into practice within specialist units/directorates. As the exercise progressed, it was noted that more detailed and defensible rationalisation was underpinning the decisions being made.

Leadership Team



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Martin Polaine is a lawyer of 30 years experience and a member of the Chartered Institute of Arbitrators (MCIArb). He has advised states, corporates and NGOs in the US, Africa, Asia and Europe on public international law and international/transnational criminal law. His work has included treaty negotiation and drafting, international human rights law, the law of armed conflict, anti-corruption, counter-terrorism, countering maritime piracy, international co-operation in criminal matters, international sanctions, statehood/ the recognition of states, immunities and international dispute resolution (including ICSID). He also has a strong and complementary background as a practising barrister and former senior prosecutor, and was instrumental in the creation of the Independent Police Complaints Commission.

Martin is an experienced facilitator and crisis preparedness professional, who has conducted well over 200 exercises in both the public & private sector. Since the late 1990s, he has debriefed a wide range of critical incidents, including counter-terrorism response.

Martin holds a degree in History from the University of Manchester, and is a member of the Bar of England and Wales. He also holds a postgraduate degree in Public International Law from Concordia College, USA, a Certificate in US Constitutional Law from Yale University, USA and a Certificate in International Criminal Law from Case Western Reserve University (Ohio, USA).



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Arvinder Sambei is a former Senior Crown Prosecutor with the Crown Prosecution Service of England & Wales with established experience and expertise spanning various areas involving criminal justice. She was engaged in numerous high-profile extradition, counter-terrorism, transnational and war crimes cases in the UK.

Arvinder was the Head of the Criminal Law Section at the Commonwealth Secretariat from 2005 to 2008, where she was primarily responsible for the daily running of the Section and the design and delivery of training programs/courses. Prior to that Arvinder was the Legal Adviser to the Permanent Joint Headquarters (PJHQ) providing real-time operational advice and guidance to Iraq and Afghanistan theatre forces.

Arvinder has published widely and in addition to a wide range of papers, she is the co-author of the *Extradition Law Handbook* (Oxford University Press, 2005) and *Counter-Terrorism Law & Practice: An International Handbook* (Oxford University Press 2009). She was also a contributing author to *Extradition and Mutual Legal Assistance Handbook* (Oxford University Press, 2010).

Arvinder is an experienced facilitator and trainer, and has been engaged in designing & delivering workshops for a number of years. She facilitates and leads training workshops on behalf of international organisations, law firms and the private sector on anti-corruption, AML/CFT, counter-terrorism, dawn raids, and corporate governance.



