



# Corporate, Charter and Business Aviation: Prepared or Not!

Aviation Symposium  
February 3-5, 2026

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# Six Stages of Crisis Management

- Stage 1: Avoiding the Crisis
- Stage 2: Preparing to Manage the Crisis
- Stage 3: Recognizing the Crisis
- Stage 4: Containing the Crisis
- Stage 5: Resolving the Crisis
- Stage 6: Profiting from the Crisis
  - *Norman Augustine, "Managing the Crisis You Tried to Prevent," Harvard Business Review, Nov.-Dec. 1995 at p.148.*

# Stage 1 – Avoiding the Crisis

- Each business should constantly:
  - Analyze what could go wrong. What would threaten the viability of the company?
  - Assess the probability of the event
  - Assess its potential severity

## Stage 1- Avoiding the Crisis (cont'd)

- Potential disasters for companies:
  - Severe weather (sandstorm, earthquake, flood, tornado, hail)
  - Fatal accident
  - Massive computer/systems failure
  - Disastrous fire
  - Food poisoning: E-Coli
  - Contagious disease (SARS)
  - Employee violence
  - Labor unrest
  - Terrorist attack
  - Allegations of impropriety
    - Pencil whipping accounting
    - Safety related
    - Discrimination
    - Sexual misconduct

## Stage 1- Avoiding the Crisis (cont'd)

- Once the list is complete, the company should rank the events
  - Those of high severity and high probability – at the top of the list
- Then the company should develop a plan for:
  - Preventing these events
  - Minimizing the likelihood of their occurrence and
  - Responding to them

## Stage 2 – Preparing to Manage the Crisis

- The plan should establish:
  - A centralized Crisis Command Center
    - Alternative command centers should also be identified if the primary one is not available
  - A clear Chain of Command
  - A Crisis Response Team
  - The specific tasks and function to be performed by the team members
  - A clear communication protocol

## Stage 2 – Preparing to Manage the Crisis (cont'd)

- The plan should also:
  - Designate in advance a company spokesperson
  - Outline procedures for creating an on site command center
  - Identify an automated means of collecting, managing and distributing information
  - Determine how easily used and redundant communication equipment will be provided to a significant number of people within a short time

## Stage 2 – Preparing to Manage the Crisis (cont'd)

- In preparing your plan:
  - Throw out, or aggressively test, all preconceived assumptions because they won't apply or won't work
  - Try to imagine your worst possible disaster – and how you can prepare for it
  - Try to understand the limitations for the environment you may be operating in
  - Understand that your best laid plans may be worthless, which is why you need back up/contingency plans
  - Finally, the senior people selected to respond must be able to connect the dots and make decisions

## Stage 2 – Preparing to Manage the Crisis (cont'd)

- Once your plan is prepared, you must then
  - Investigate
  - Train
  - Test
  - Drill
- A plan only on paper is worthless

## Stage 3 – Recognizing the Crisis

- The investigation will be in accordance with ICAO procedures (subject to local law); and
- The State of Registry and the State of the Operator shall be entitled (and in some circumstances obligated) to have accredited representatives participate in the investigation and be present at the inquiry
- In addition to the State of Registry, the following countries are entitled to participate in the investigation through an accredited representative:
  - The country of the Operator's principle place of business
  - The country where the aircraft was designed; and
  - The country where the aircraft was manufactured

## Stage 4 – Containing the Crisis

- Communication is vitally important at this stage
- Candid communication to:
  - The public
  - Your business partners
  - Your colleagues
  - Employees
- Will go far in restoring the public's confidence in your company

## Stage 4 – Containing the Crisis (cont'd)

- Go Team/Family Assistance Team
- Tough decision have to be made fast
  - Go Kits
  - Next of kin communication
  - Ground transportation
  - Hotel accommodations
- Time and speed is of essence

## Stage 4 – Containing the Crisis (cont'd)

- Media Communication:
  - “First state clearly that you do not know all the facts. Then promptly state the facts you do know. One’s objective should be to get it right, get it quick, get it out, and get it over. You see, your problem won’t improve with age” - Warren Buffett
    - NTSB Media Guidelines
    - Pre-Packaged Statements
    - Who Speaks for the Company

## Stage 5 – Resolving the Crisis

- You must develop a plan to resolve the crisis and implement it
  - Again, time and speed is of essence
  - Luck is an element

## Stage 6- Profiting From the Crisis

- Debriefs are critical
- Fix problems
  - Don't ignore employees that also might be traumatized
  - EAP

# Thank You

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