



Risk Control

Leadership Guidance for Response Team Decisions

When business disruptions occur or are expected, effective meeting management is paramount. This guidance is provided to support leadership teams who need to quickly make fact-based decisions for evolving circumstances during periods of uncertainty.

Response Team Structure

Who: It is important to keep the team size to a minimum, so only include individuals who can provide current relevant information and are authorized to make decisions for the response/recovery. Be sure to designate a team facilitator.

What: Use the meeting agenda below to guide response team discussions.

When: The first call should occur as soon as possible. It is important to set the next meeting time at the end of each discussion, with the caveat that circumstances may require an emergency call before that time.

Where: Away from where incident is occurring. The need for virtual or in-person meetings will be driven by the circumstances.

Meeting Ground Rules

The designated meeting facilitator will manage discussions, timing and provide a summary of decisions and actions at the end of each meeting. It may work best for the facilitator to only manage the meeting and not actively participate in the discussion.

Attendees arrive ready to provide business impact facts, response strategies and resource needs for their area of responsibility. All attendees should call in or arrive at least five minutes before the scheduled meeting time.

Discussions will focus on updates and action development/tracking. Workgroups will be created to develop solutions offline for the response/recovery efforts.

Meeting Agenda

Topic	Process	Output
Logistics	Facilitator confirms team members or designates present and aware of ground rules	All required attendees in place and aware of ground rules
Situation Update	Facilitator recognizes subject matter experts/leaders to provide updates	Attendees understand developments and business impacts since last meeting
Response Planning	Facilitator calls on attendees to discuss: <ul style="list-style-type: none"> • Strategy and resources requirements to respond to developments • Events that might trigger additional action before next meeting • Escalations and authorizations that may require senior leadership support 	Attendees should: <ul style="list-style-type: none"> • Identify and align response/recovery strategies • Identify where escalations or authorizations required • Agree and assign actions with timeline for implementation
Next Steps	Facilitator summarizes agreed actions and establishes time for next meeting	<ul style="list-style-type: none"> • Confirm actions • Understand timing/logistics of next meeting

For more information, please contact your local CNA underwriter or visit cnacanada.ca.

