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SOUTHGATE TERMINAL

Executive Team Quick Reference Card

75-Minute Cyber Crisis Response Guide

PURPOSE

This card guides Executive decision-making during the port cybersecurity incident, helping navigate critical business decisions, stakeholder management, and crisis escalation without revealing specific inject details.

PHASE 1 (0-15 Minutes) - Initial Assessment & Coordination

INCOMING COMMUNICATIONS

- **Early Phase:** Coordination requests, policy gaps, operational anomalies
- **Mid Phase:** System visibility issues, insurance concerns
- **Late Phase:** Multiple vessel tracking issues, journalist inquiries

KEY DECISIONS REQUIRED

1. **Incident Response Mode:** Should formal crisis response be activated?
2. **Communication Strategy:** What level of transparency with stakeholders?
3. **Resource Allocation:** Which teams need additional support?
4. **Business Continuity:** Can operations continue safely?

ESSENTIAL DOCUMENTS TO REFERENCE

- `Crisis_Decision_Authority_Matrix.pdf` - Your decision-making authority
- `Executive Crisis Wrap Guide.pdf` - Crisis management framework
- `Crisis Escalation Tree.pdf` - When to escalate decisions

STRATEGIC QUESTIONS TO CONSIDER

- Are multiple systems showing coordinated failures?
- Is there evidence suggesting malicious activity vs technical failure?
- What is the potential impact on port operations and safety?
- Are regulatory or compliance issues emerging?

COORDINATION PRIORITIES

1. Establish communication rhythm with all team leads
2. Assess operational impact and safety considerations
3. Review insurance and legal implications

4. Prepare for potential media attention

PHASE 2 (15-35 Minutes) - Vendor Crisis & Operational Impact

ESCALATING SITUATION

- **Vendor Issues:** Third-party system concerns and potential data leaks
- **Operational Impact:** Container scheduling and routing anomalies
- **External Pressure:** Media interest intensifying
- **System Degradation:** Multiple operational systems affected

CRITICAL DECISIONS

1. **Vendor Management:** How to handle third-party security concerns?
2. **Operational Continuity:** Manual operations vs system shutdown?
3. **Media Strategy:** Proactive vs reactive communication approach?
4. **Stakeholder Management:** Board and customer notifications?

KEY DOCUMENTS NEEDED

- `Resource_Prioritisation_and_Conflict_Resolution_Process.pdf` - Resource allocation
- `Multi_System_Failure_Coordination_Guide.pdf` - Cross-team coordination
- `Executive_Briefing_Template_and_Schedule.pdf` - Stakeholder briefings

DECISION FACTORS

- **Safety First:** Can operations continue without compromising safety?
- **Legal Obligations:** What are our disclosure requirements?
- **Business Impact:** Customer SLAs and financial implications?
- **Reputation Management:** Long-term vs short-term considerations?

IMMEDIATE ACTIONS

1. Authorise resource reallocation as needed
 2. Support operational decisions on manual procedures
 3. Approve communication strategy with Legal review
 4. Prepare board-level briefing materials
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PHASE 3 (35-55 Minutes) - Regulatory & Safety Pressures

MOUNTING PRESSURES

- **Container Incidents:** Misrouted cargo affecting operations
- **Regulatory Scrutiny:** Notification requirements emerging
- **Safety Concerns:** Workforce and operational safety questions
- **Insurance Complexity:** Coverage determinations needed

EXECUTIVE DECISIONS REQUIRED

1. **Regulatory Compliance:** Which agencies to notify and when?
2. **Operational Stance:** Continue, reduce, or halt operations?
3. **Workforce Management:** Address safety and morale concerns?
4. **Insurance Position:** Support Legal's coverage determination?

CRITICAL DOCUMENTS

- `Safety_Risk_Assessment_Template.pdf` - Risk evaluation framework
- `Crisis_De_escalation_Criteria_and_Process.pdf` - De-escalation decisions
- `Inter_Team_Communication_Protocol.pdf` - Communication governance

STAKEHOLDER MANAGEMENT

- **Board:** May require immediate briefing on severity
- **Regulators:** Coordinate with Legal on notifications

- **Customers:** Consider service impact communications
- **Workforce:** Support Operations on safety messaging

KEY PRINCIPLES

1. **Safety Override:** Safety concerns override operational efficiency
 2. **Transparency Balance:** Honest but measured communications
 3. **Team Support:** Back your teams' professional judgments
 4. **Documentation:** Ensure all decisions are recorded
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PHASE 4 (55-75 Minutes) - Crisis Resolution & Accountability

FINAL PHASE CHALLENGES

- **Ministerial Attention:** Government oversight intensifying
- **Media Culmination:** Direct CEO statement requests
- **Operational Decisions:** Night shift and continuity planning
- **Evidence Requirements:** Forensic and regulatory demands

CRITICAL END-GAME DECISIONS

1. **Media Appearance:** CEO availability for interviews?
2. **Ministerial Briefing:** Key messages and positioning?
3. **Operational Future:** Night operations decision?
4. **Investigation Stance:** Transparency vs legal protection?

ESSENTIAL DOCUMENTS

- All previous phase documents remain relevant
- Focus on briefing materials and position statements

CEO CONSIDERATIONS

- **Media Strategy:** Live interview vs written statement?
- **Message Control:** Key points that must be communicated?
- **Legal Boundaries:** What cannot be disclosed?
- **Confidence Projection:** Demonstrating control and competence?

FINAL ACTIONS

1. Approve final media statements and CEO talking points
 2. Authorise operational decisions for extended periods
 3. Confirm regulatory notification completeness
 4. Prepare comprehensive board briefing
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DECISION-MAKING FRAMEWORK

IMMEDIATE ASSESSMENT (Any Phase)

1. **Safety Impact:** Is anyone at risk?
2. **Legal Requirements:** What must we do by law?
3. **Business Continuity:** Can we maintain operations?
4. **Stakeholder Needs:** Who needs to know what?

ESCALATION TRIGGERS

- Multiple system compromise confirmed
- Safety systems compromised
- Regulatory investigation likely
- Significant media attention
- Board intervention required

COMMUNICATION PRINCIPLES

1. **Internal First:** Brief teams before external communications
 2. **Coordinated Messages:** Align with Legal and Media teams
 3. **Factual Basis:** Avoid speculation, stick to known facts
 4. **Support Teams:** Publicly support team decisions
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QUICK DECISION MATRIX

Operations Halt Decision

HALT IF: - Safety cannot be assured - Multiple critical systems down - Workforce refusing to work - Regulatory requirement

CONTINUE IF: - Manual procedures adequate - Safety verified - Teams confident - Legal clearance obtained

Media Engagement Decision

ENGAGE IF: - Story going public anyway - Opportunity to control narrative - Legal team approves - CEO/spokesperson prepared

DEFER IF: - Facts still emerging - Legal concerns exist - No clear message - Better to wait

COORDINATION ESSENTIALS

Team Dependencies

- **Legal:** All external communications need clearance
- **Operations:** Safety assessments drive decisions
- **Technical:** System status informs possibilities
- **Media:** External perception affects strategy

Resource Authorities

- Approve emergency expenditures
- Authorise external consultants
- Reallocate internal resources
- Engage crisis management support

Documentation Requirements

- All major decisions with rationale
- Resource authorisations
- External communications
- Regulatory interactions

Remember: Your role is strategic leadership and stakeholder confidence. Support your teams, make timely decisions, and maintain calm authority throughout the crisis.

Reference: EXEC-QRC-01 | **Version:** 1.0 | **Classification:** Executive Team Use