**Phase 2: Public & Internal Chaos (T+30 to T+60)**

**Overview**

Phase 2 sees the emergence of public exposure and internal disarray. What began as isolated system anomalies now escalates into an incident involving stakeholder awareness, insurance liability, and media scrutiny. Staff morale drops, operational challenges worsen, and external actors begin to probe the organisation's response.

Participants are no longer dealing with ambiguity — multiple teams face simultaneous stressors. Legal must interpret leaked vendor emails, Technical faces infrastructure compromise, and Media is confronted by live journalist enquiries. This phase challenges how well teams coordinate across silos and interpret policy under pressure.

Facilitators should observe the escalation dynamics: Will teams synchronise their response efforts, or fragment under pressure? Will early decisions from Phase 1 pay off — or compound risk?

Injects are delivered at 10-minute intervals with overlapping urgency and themes. Role handoffs, live communications drafts, and prioritisation become critical.

**Injects**

**P2-1: T+30 to T+40**

* **INJ004A:** Internal staff post on social platform criticises handling of disruptions. Morale and credibility at risk. *(Resource: VM-Email, Media)*
* **INJ004B:** Email – Angela Poole (External Affairs): "Media scraping vendor post – visibility spike. Should we front-foot it?" *(Resource: VM-Email, Media)*
* **INJ004C:** Email – Dave Renwick (Finance): "Do we delay vendor payments if they’re compromised?" *(Resource: VM-Email, Executive, Legal)*
* **INJ004D:** Email – HR: "Please complete your online wellbeing check-in before COB Friday.” *(Noise – Resource: VM-Email, Legal, Executive)*
* **INJ004E:** Vendor email chain surfaces publicly, exposing potential security flaws. *(Resource: VM-Email, Legal)*
* **INJ004F (Noise):** Email from Port Wellness: "Remember to hydrate! Stay safe in today’s heat." *(Resource: VM-Email, All Roles)*

**P2-2: T+40 to T+50**

* **INJ005A:** AIS dashboard shows all ships offline. *(Resource: VM-AIS)*
* **INJ005B:** Scheduler VM responds with erratic ping data. *(Resource: VM-Network Logs)*
* **INJ005C:** Email from Insurer contact requesting clarity on clause 4.7. *(Resource: VM-Email, Legal)*
* **INJ005D:** Email – Frank Cossar (Dockmaster): “Lost visibility on 3 berths – we’re guessing ship arrivals now.” *(Resource: VM-Email, Ops)*
* **INJ005E:** Log entry – Scheduler access attempt failed: IP flagged as “out of region” *(Resource: VM-Network Logs, Technical)*
* **INJ005F (Noise):** Email: "Friday coffee club cancelled due to outage" *(Resource: VM-Email, Ops)*
* **INJ005G (Noise):** Email: "New parking policy begins Monday" *(Resource: VM-Email, All Roles)*

**P2-3: T+50 to T+60**

* **INJ006A:** Dashboard manipulation alert shows false data presentation. *(Resource: VM-TechDash)*
* **INJ006B:** Journalist direct message request for comment from CEO. *(Resource: VM-Email, Media, Executive)*
* **INJ006C:** Email – Angela Poole (External Affairs): "ABC wants CEO for live interview in 30 mins. Confirm?" *(Resource: VM-Email, Media, Executive)*
* **INJ006D:** Email – Harjit Mann (Tech Support): “I rolled back a config this morning — hope that’s not related?” *(Resource: VM-Email, Tech)*
* **INJ006E (Noise):** Email: "Did we ever install that video wall in the briefing room?" *(Resource: VM-Email, Exec, Media)*
* **INJ006F (Noise):** Email: "Reminder: dog photos are due for Friday morale slideshow." *(Resource: VM-Email, All Roles)*

**Team Expectations and Decisions – Phase 2**

**Executive**

**Expectations:**

* Lead internal alignment between Legal, Media, and Ops.
* Decide if the situation requires a formal public-facing escalation.
* Maintain visibility over insurance exposure, operational delays, and stakeholder sentiment.

**How they make decisions:**

* Monitor injects: INJ004C (finance query), INJ005C (insurance), INJ006B/C (media pressure).
* Use the Crisis Escalation Tree and Stakeholder Comms Flowchart.
* Receive updates from Legal and Media teams.

**Key Decision: Declare Public-Facing Crisis?**

* **Trigger:** INJ004E, INJ005C, INJ006C
* **Policy:** Crisis Escalation Tree §2

| **Option** | **Description** | **Implication** | **Score** |
| --- | --- | --- | --- |
| ✅ | Declare public-facing incident and coordinate messaging | Proactive coordination | Media response aligns with legal & executive briefings |
| ⚠️ | Delay declaration, request internal input | Conservative | May delay response & amplify media speculation |
| ❌ | Downplay issue as minor | Risky | Legal/media misalignment; reputational risk |

**Facilitator Prompt:**  
"Executive team – with cross-role pressure increasing, will you escalate to formal public crisis coordination?"

**Legal**

**Expectations:**

* Evaluate potential legal exposure from leaked vendor communication.
* Assess insurance-related implications from clause 4.7.
* Advise Executive on breach thresholds and notification timelines.

**How they make decisions:**

* Monitor INJ004E (vendor leak), INJ005C (insurer email), and INJ004C (finance query).
* Reference Breach Disclosure Checklist and Legal Risk Flowchart.

**Key Decision: Notify Insurer of Possible Breach?**

* **Trigger:** INJ005C
* **Policy:** Breach Disclosure Checklist, Step 2

| **Option** | **Description** | **Implication** | **Score** |
| --- | --- | --- | --- |
| ✅ | Notify insurer, begin evidence prep | Accountable | Complies with coverage terms, builds trust |
| ⚠️ | Delay decision, collect more input | Deliberate | Risk of breach timing violation |
| ❌ | Do not notify, assume no breach yet | High-risk | Exposure later, insurer claim rejection |

**Facilitator Prompt:**  
"Legal team – with the insurer raising clause 4.7, are you triggering breach protocols or requesting more time?"

**Technical**

**Expectations:**

* Respond to simultaneous scheduler and dashboard anomalies.
* Investigate access logs, flag IP anomalies, and identify system manipulation.
* Coordinate with Ops and notify Exec on critical system risks.

**How they make decisions:**

* Investigate INJ005A (AIS failure), INJ005B (scheduler ping), INJ005E (log access anomaly), INJ006A (dashboard manipulation), and INJ006D (support rollback).
* Reference the Technical Containment Guide §3.1 and §4.2.
* Access VM logs and dashboards.

**Key Decision: Isolate Scheduler System to Contain Threat?**

* **Trigger:** INJ005E + INJ006A
* **Policy:** Containment Guide §3.1

| **Option** | **Description** | **Implication** | **Score** |
| --- | --- | --- | --- |
| ✅ | Isolate scheduler, alert other teams | Assertive | Prevents spread, preserves logs |
| ⚠️ | Monitor and delay action | Reactive | May allow further compromise |
| ❌ | Ignore manipulation and rollback link | Critical error | Misses containment window |

**Facilitator Prompt:**  
"Technical team – with dashboard manipulation and access alerts, have you initiated containment? What's the scheduler's status?"

**Operations**

**Expectations:**

* Maintain terminal throughput despite ship visibility loss.
* Liaise with Tech on scheduler manipulation and AIS outages.
* Manage staff routing and berth safety under uncertainty.

**How they make decisions:**

* Consider INJ005A (all ships offline), INJ005D (berth report), and INJ005F (ops humour noise).
* Use Manual Ops SOP §2.1 and Downtime Impact Estimator.
* Refer to Tech team briefings on scheduler access anomalies.

**Key Decision: Switch to Manual Ops for Routing?**

* **Trigger:** INJ005A + INJ005D
* **Policy:** Manual Ops SOP §2.1

| **Option** | **Description** | **Implication** | **Score** |
| --- | --- | --- | --- |
| ✅ | Activate manual routing with Ops team | Effective | Ensures continuity, bypasses tech failure |
| ⚠️ | Delay switch, monitor status | Risk-averse | May delay shipments and frustrate staff |
| ❌ | Maintain automated routing | Risky | Misroutes increase, disrupts supply chain |

**Facilitator Prompt:**  
"Ops team – given scheduler unreliability and berth confusion, have you moved to manual routing?"

**Media / Communications**

**Expectations:**

* Respond to public perception events and live media pressure.
* Coordinate external messaging with Legal and Exec.
* Draft, clear, and time public statements strategically.

**How they make decisions:**

* Review INJ004A (internal criticism), INJ006B/C (journalist DM and media request), INJ004B (Angela’s comms flag).
* Use Crisis Comms SOP §4 and Public Messaging Templates.

**Key Decision: Respond to Journalist or Hold?**

* **Trigger:** INJ006B + INJ004A
* **Policy:** Crisis Comms SOP §4

| **Option** | **Description** | **Implication** | **Score** |
| --- | --- | --- | --- |
| ✅ | Issue holding line via CEO office | Strategic | Establishes narrative control |
| ⚠️ | Delay reply, prepare talking points | Careful | May raise media suspicion |
| ❌ | Ignore or avoid journalist | Unwise | Narrative spirals out of control |

**Facilitator Prompt:**  
"Media team – is a holding statement ready? How are you managing internal morale and external visibility?"

**Incident Coordinator**

**Expectations:**

* Track all injects and log cross-role responses.
* Identify escalation paths and document policy references used.
* Coordinate briefing cadence and support team visibility.

**How they make decisions:**

* Reference INJ005A–F, INJ006A–D as cross-role injects.
* Use Incident Log Template and Coordinator Handbook §2.

**Key Decision: Initiate Cross-Team Briefing Summary?**

* **Trigger:** INJ005C (insurance), INJ006B/C (exec/media pressure)
* **Policy:** Coordinator Handbook §2

| **Option** | **Description** | **Implication** | **Score** |
| --- | --- | --- | --- |
| ✅ | Launch briefing summary log | Structured | Supports scoring, aligns team action |
| ⚠️ | Wait for Exec instruction | Passive | Delays alignment and hinders log quality |
| ❌ | Continue passive logging only | Weak | Undermines debrief quality |

**Facilitator Prompt:**  
"Coordinator – have you launched the cross-team summary? Are artefacts tagged and ready for post-phase scoring?"