**Phase 3: Full Crisis Realised (T+60 to T+90)**

**Overview**

Phase 3 represents the culmination of cascading failures across Southgate Maritime Terminal. Operational disruptions, public narrative damage, and legal/insurance consequences converge, testing the organisation's leadership cohesion and decision readiness. The scenario is no longer ambiguous—this is a full-blown crisis.

Participants will be required to coordinate under peak pressure. Executive decisions now have direct reputational consequences. Legal, Technical, and Media must operate in lockstep. Coordinators must maintain perfect logs. This phase explores the consequences of early decisions and compels high-stakes coordination across the organisation.

Injects are issued every 10 minutes, many overlapping in domain impact. Facilitators should focus on how well participants respond to simultaneous cross-role demands and escalating stakeholder visibility.

**Injects**

**P3-1: T+60 to T+70**

* **INJ010A:** Container routing logs show manipulated destinations. *(Resource: VM-Logs, Technical, Ops)*
* **INJ010B:** Email – Transport Scheduler: "Two containers went to wrong berth—client furious." *(Resource: VM-Email, Ops, Exec)*
* **INJ010C (Noise):** Email – Finance: "Updated cost centre codes for Q4 uploads." *(Resource: VM-Email, Legal, Exec)*
* **INJ010D:** Email – Legal Intern: “Do we need to notify the Port Authority about the misrouted cargo?” *(Resource: VM-Email, Legal, Executive)*
* **INJ010E:** Email – Media Team: “Local radio wants comment on port delays. Should we draft something?” *(Resource: VM-Email, Media, Executive)*
* **INJ010F (Noise):** Email – Staff Feedback Form glitch: “My leave days disappeared!” *(Resource: VM-Email, All Roles)*

**P3-2: T+70 to T+80**

* **INJ011A:** Email – HR memo leaked: "Staff complaining about leadership confusion, morale low." *(Resource: VM-Email, Media, Exec)*
* **INJ011B:** Article posted: "Sabotage suspected in Southgate systems blackout." *(Resource: VM-Web, Media, Legal)*
* **INJ011C (Noise):** Email – Comms Team: "Friday trivia rescheduled due to systems outage." *(Resource: VM-Email, Media)*
* **INJ011D:** Email – External Legal Counsel: “Can you confirm system logs are archived per clause 12.4?” *(Resource: VM-Email, Legal, Incident Coordinator)*
* **INJ011E:** Tweet Screenshot – External union group retweets sabotage article, adds: “We warned them. Safety matters.” *(Resource: VM-Social, Media, Executive)*
* **INJ011F (Noise):** Email – Internal Photo Contest reminder. *(Resource: VM-Email, Media)*

**P3-3: T+80 to T+90**

* **INJ012A:** Email – Insurer demands full risk clarification + prior logs. *(Resource: VM-Email, Legal, Incident Coordinator)*
* **INJ012B:** Journalist sends second CEO interview request. *(Resource: VM-Email, Exec, Media)*
* **INJ012C (Noise):** Email – Port Cafe: "New lunch specials coming next week." *(Resource: VM-Email, All Roles)*
* **INJ012D:** Email – Dock Supervisor: “Morale’s shot. I need authority to halt night shift if this isn’t resolved.” *(Resource: VM-Email, Ops, Executive)*
* **INJ012E:** Email – CEO PA: “Journalist is now waiting outside with camera crew. Your call.” *(Resource: VM-Email, Executive, Media)*
* **INJ012F (Noise):** Email – Broken coffee grinder at briefing lounge. *(Resource: VM-Email, All Roles)*

**Team Expectations and Decisions – Phase 3**

**Executive**

**Expectations:**  
• Navigate peak reputational pressure and legal scrutiny.  
• Coordinate with Media and Legal to decide on CEO public response.  
• Authorise key operational and communications actions under pressure.

**How they make decisions:**  
• INJ012B (journalist interview request) and INJ012E (media crew arrival) force immediate response.  
• INJ011B (sabotage article) and INJ011E (union retweet) escalate public narrative.  
• Use:

* CEO Comms Briefing Template
* Stakeholder Messaging Matrix
* Crisis Comms SOP, Section 5.1

**Key Decision:** Approve CEO Interview Response?  
• **Trigger:** INJ012B + INJ012E visibility  
• **Policy:** Crisis Comms SOP, Section 5.1

| **Option** | **Description** | **Implication** | **Score** |
| --- | --- | --- | --- |
| ✅ Approve coordinated CEO statement | Leadership | Builds trust, demonstrates crisis command | +10 |
| ⚠️ Delay interview, request prep | Controlled | Risk media misinterpretation under pressure | +3 |
| ❌ Refuse comment or go silent | Reputational risk | Appears evasive, damages authority | -7 |

**Facilitator Prompt:**  
“Executive team — what’s your position on the CEO media request? Are you aligning with Media and Legal on message framing?”

**Legal**

**Expectations:**  
• Respond to insurer’s demand for formal risk statement.  
• Coordinate with Incident Coordinator and Executive for log handover.  
• Support media messaging with legally sound framing.

**How they make decisions:**  
• INJ012A (insurer request) and INJ011D (external counsel query) mandate formal record review.  
• Coordinate cross-role messaging post INJ011B (sabotage article).  
• Use:

* Breach Disclosure Checklist
* Legal Risk Matrix
* Insurance Comms Template

**Key Decision:** Provide Written Risk Statement to Insurer?  
• **Trigger:** INJ012A (insurer request)  
• **Policy:** Breach Disclosure Checklist, Step 4

| **Option** | **Description** | **Implication** | **Score** |
| --- | --- | --- | --- |
| ✅ Send documented risk response | Responsible | Builds insurer trust, supports future claim | +9 |
| ⚠️ Delay pending Exec coordination | Passive | May appear disorganised, timeline risk | +2 |
| ❌ Ignore or defer indefinitely | Negligent | Could void claim, weakens legal stance | -6 |

**Facilitator Prompt:**  
“Legal team — has a written risk statement been prepared for the insurer? Are logs available and coordinated with the Incident Coordinator?”

**Technical**

**Expectations:**  
• Verify anomalies in container routing system.  
• Assist Legal and Ops with validating logs and tampering evidence.  
• Preserve forensic artefacts for post-incident review and legal defence.

**How they make decisions:**  
• INJ010A (log anomalies) and INJ010B (scheduler error) highlight compromise.  
• Coordinate with Legal post-INJ011D (external counsel request for logs).  
• Use:

* Container Scheduler Logs
* Technical Containment Guide, Section 4.2
* Forensic Capture Checklist

**Key Decision:** Validate and Archive Compromised Logs?  
• **Trigger:** INJ010A/B log anomalies, INJ011D legal request  
• **Policy:** Technical Containment Guide §4.2 – tampered logs must be validated and tagged

| **Option** | **Description** | **Implication** | **Score** |
| --- | --- | --- | --- |
| ✅ Validate logs, flag tampering, preserve evidence | Transparent | Enables legal/insurer use, builds due diligence trail | +8 |
| ⚠️ Delay, review logs internally | Hesitant | May slow down legal/insurance response | +2 |
| ❌ Ignore anomalies or skip archiving | Unacceptable | Undermines trust, impedes future claim | -7 |

**Facilitator Prompt:**  
“Technical team — have you completed log validation for the container anomalies? Are you coordinating with Legal and the Coordinator for archiving?”

**Operations**

**Expectations:**  
• Manage operational disruption from container misrouting.  
• Coordinate with Tech and Dock teams to assess live operational risk.  
• Decide whether to suspend automated systems to prevent further errors.

**How they make decisions:**  
• INJ010A (container logs) and INJ010B (scheduler error) confirm system unreliability.  
• Internal dock supervisor email (INJ010C) raises local safety concerns.  
• Reference materials:

* Ops SOP §3.1
* Manual Overwrite Protocol
* Downtime Impact Estimator

**Key Decision:** Suspend Automated Container Scheduling?  
• **Trigger:** INJ010A/B confirmed errors + INJ010C supervisor warning  
• **Policy:** Ops SOP §3.1 – container system suspension protocol

| **OptionDescriptionImplicationScore** |  |  |  |
| --- | --- | --- | --- |
| ✅ Suspend automation, switch to manual override | Active control | Prevents new misroutes, aligns with SOP | +7 |
| ⚠️ Monitor situation, delay decision | Deliberate | Risks ongoing misroutes while awaiting data | +1 |
| ❌ Continue as normal | Irresponsible | Operational failure compounds, safety risks grow | -6 |

**Facilitator Prompt:**  
“Ops team — are automated systems still live? Have you assessed the risk of continued use versus switching to manual routing?”

**Media / Communications**

**Expectations:**  
• Craft messaging for CEO media engagement.  
• Manage spread of sabotage article and internal morale leak.  
• Coordinate with Legal to ensure message compliance.

**How they make decisions:**  
• INJ011A (staff morale memo leak) + INJ011B (sabotage article) demand response.  
• INJ012B (journalist CEO request) requires executive-level coordination.  
• Use:

* Media Comms SOP, Section 5.2
* Reputation Impact Assessment
* CEO Comms Briefing Template

**Key Decision:** Draft CEO Interview Talking Points?  
• **Trigger:** INJ012B journalist request + public narratives (INJ011B)  
• **Policy:** Crisis Comms SOP §5.2 – messaging must be cleared with Legal and Exec

| **OptionDescriptionImplicationScore** |  |  |  |
| --- | --- | --- | --- |
| ✅ Provide talking points and interview framing | Strategic | Protects brand, positions CEO leadership | +8 |
| ⚠️ Wait for CEO decision, standby | Hesitant | Less prep time, may appear reactive | +2 |
| ❌ Avoid engagement, delay response | Uncoordinated | Messaging gaps exploited, trust erodes | -7 |

**Facilitator Prompt:**  
“Media team — have you begun briefing materials for the CEO? Is Legal involved in framing the talking points?”

**Incident Coordinator**

**Expectations:**  
• Ensure logging covers all actions, handovers, and legal engagement.  
• Confirm export of audit artefacts for insurer and CEO communications.  
• Maintain a timestamped, cross-role action register.

**How they make decisions:**  
• Legal initiates INJ012A (insurer clarification request).  
• INJ012B (journalist/CEO inquiry) requires alignment tracking.  
• Use:

* Master Incident Log Template
* Coordinator Guide §3.0
* Inject Tracking Table

**Key Decision:** Tag Insurer & Public Statement Logs for Export?  
• **Trigger:** Legal (INJ012A) and Executive (INJ012B) responses initiated  
• **Policy:** Coordinator Guide §3.0 – insurer/public actions must be archived

| **OptionDescriptionImplicationScore** |  |  |  |
| --- | --- | --- | --- |
| ✅ Tag, timestamp and export key events | Best practice | Enables post-event audit, improves scoring | +9 |
| ⚠️ Log loosely and wait for debrief | Minimal effort | Risk of omissions, timeline confusion | +1 |
| ❌ Take no action | Debrief failure | No traceable actions, scoring impossible | -6 |

**Facilitator Prompt:**  
“Coordinator — have you tagged and prepared logs relating to the insurer and CEO responses? Are your exports ready if requested?”