



Crisis Management and Crisis Exercises

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www.geant.org



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Who am I?

- **Maria** Edblom Tauson
- Working with IT security for many, many years
- Long history at Umeå university CSIRT
- Now working for SUNET – the Swedish NREN
- Crisis exercises for Géant and for SUNET (and everything else you do in a CERT team)
- Task lead for the Géant WP8 T2 – Human Factor



GN5-2 and beyond: WP8 focus areas (2025 – 2027)

Security Management

Bootcamps
Security baseline
Peer review / audit

The Human Factor

Security.Days
Awareness month
Crisis Training/workshop/exercise

GN4-3 (48 M)
2019 – 2022
160 PM/year

GN5-1 (24 M)
2023 – 2024
170 PM/year

Security Tooling

FoD and NeMo (DDos protection)
eduVPN
Protective DNS

Cyber Threat Intelligence

CTI sharing
Trend reports
External Feeds

GN5-2 (30 M)
2025 – 2027
240 PM/year

Research

Securing High Speed Networks

Security Innovation Lab

Incubator
Testbed for security tools

GN5-3 (30 M?)
2027 – 2029?
?? PM/year



BE MINDFUL. STAY SAFE.



Cybersecurity 2025

Attended participants



eduVPN

CONNECT
ONLINE



MISP
Threat Sharing

Security
Days



CRISIS
CRISIS
CLAW
CRISIS



2 & 3
DECEMBER 2025
BARCELONA, SPAIN



Article access statistics



Agenda



What is a Crisis?



How do we Prepare for a Crisis?

Crisis Management Plans
Crisis Communication
Crisis Exercises



How do we Handle a Crisis?



Crisis Exercise



Debriefing

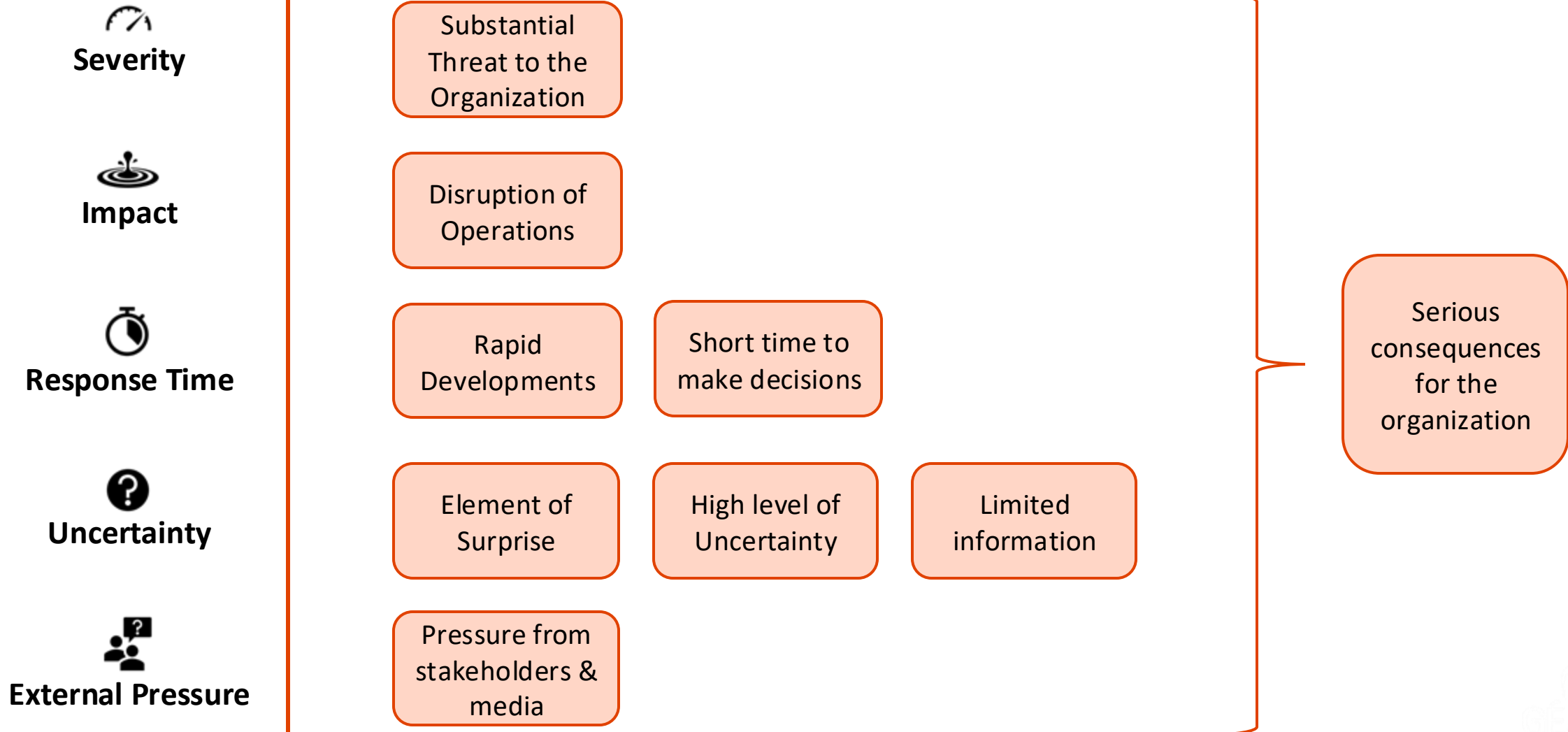


How to run your own Workshop

What is a Crisis?



Elements of a Crisis



Challenges during a Crisis



Reactions to a Crisis



How do we Prepare for a Crisis?



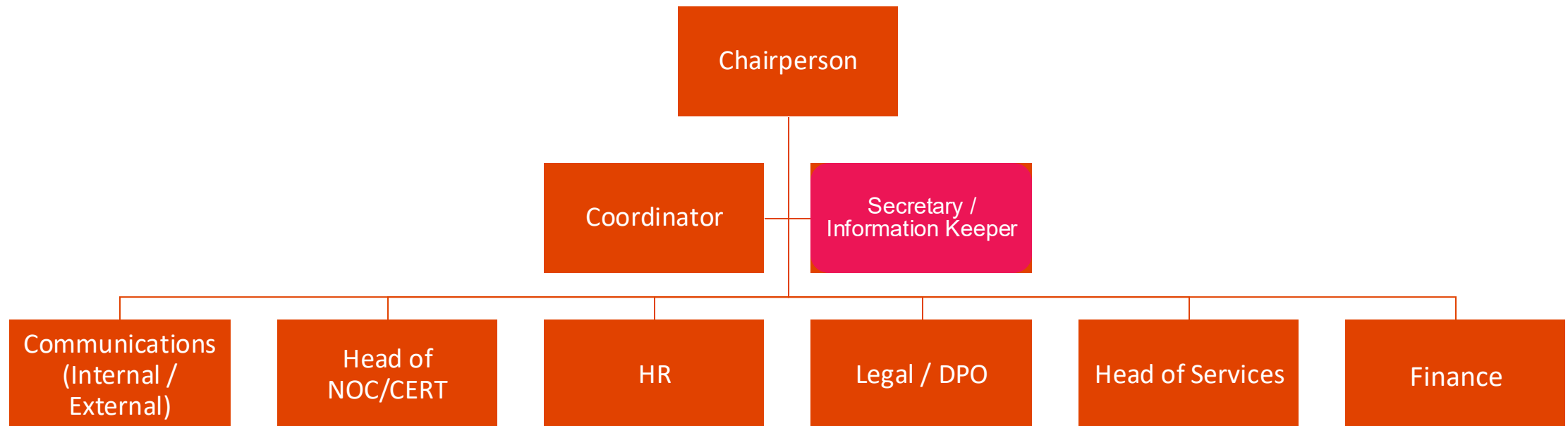
Making Crisis Management easier

Crisis Management Plan

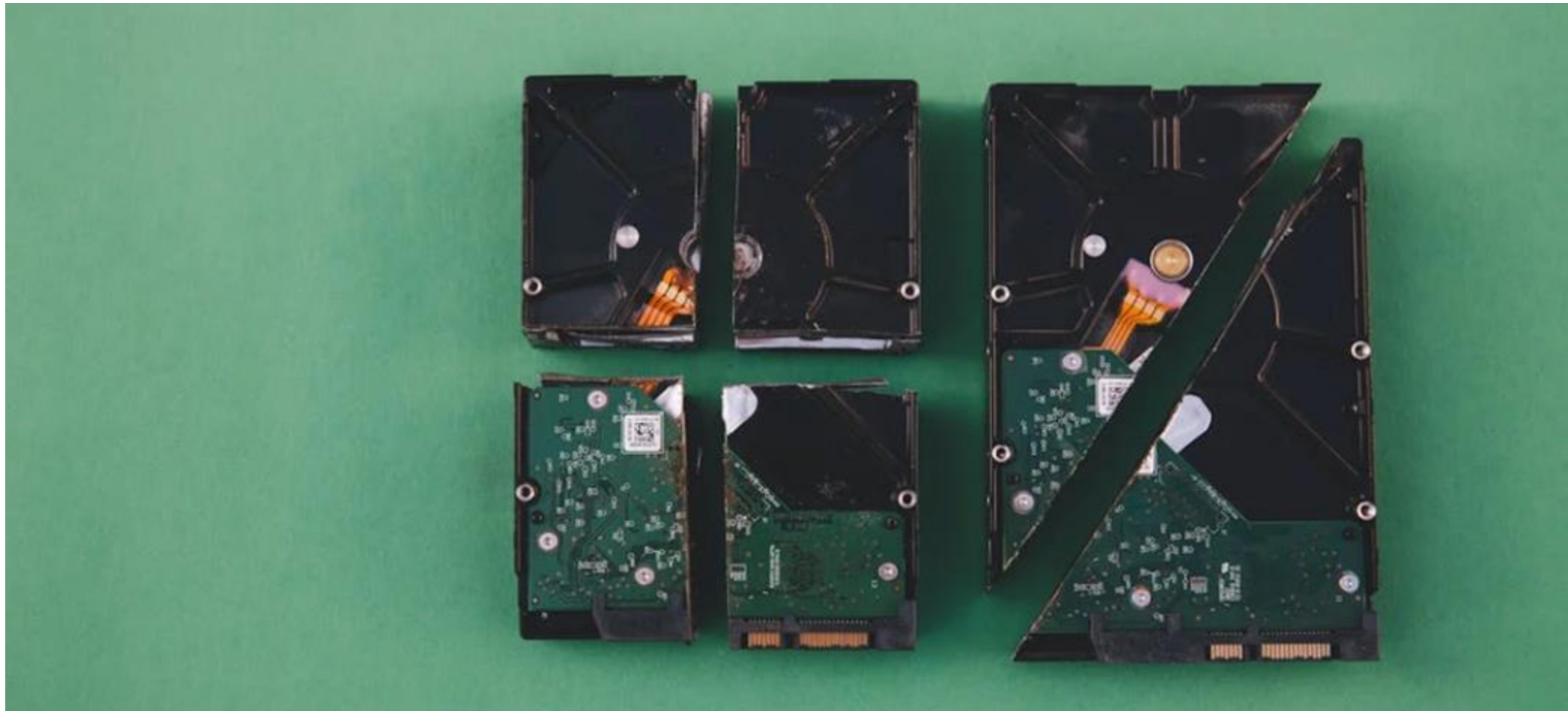
	Guidance	Roles & Responsibilities, Communication Methods, Processes
	Scenarios	Consider realistic scenarios. Can normal operations continue?
	Affected Parties	Which people are affected during the crisis? Internally? Externally? Who is needed to resolve the incident?
	Costs	How much money is needed to restore operations? Overtime? Purchases?
	Compliance	Can we comply with laws and agreements when everything is on hold?
	Reputation	What will the world think of us? Are we helpless victims or heroes rushing to action?
	Aftercare	Don't forget to plan for "aftercare"!



Crisis Management Team



How do we Handle a Crisis?



Decision Making Tool, Iterative Method

What do we know?

What do we expect?

What are the most urgent problems?

What options do we have?

What are the consequences?
How do we communicate?

Pick your options, monitor and evaluate them



Crisis Communication **Respect the Order of Communication**



- Employees
 - Stakeholders
 - Partners
 - Customers
 - Press
 - Data protection authority
- Once you communicate to employees, you should also inform the other parties as soon as possible.
 - After all, it is an illusion to think that employees will treat information confidentially.
 - In other words, the information will leak quickly to the outside world.

Crisis Communication **Define the Messages**



Prepare an 'on hold' message.

Communicate the following elements:

- **We know:** we know what happened.
- **We do:** we are now working on the following issues; we are working on a solution.
- **We care:** we take this very seriously; we are empathetic.
- **We are sorry:** we regret the crisis; we apologize.
- **We'll be back:** we say when we will release more info.

Crisis Exercises



Exercises



Simulation of an emergency situation

Validate preparedness and procedures

Practice roles and mandates

Testing crisis management plans

Testing **tools**

Input for **future** development

Self awareness - my reaction to stressful situations

Debriefing after an exercise

- What went really well?
- Did you have any problems?
- Did you get new ideas?

CLAW

- Since 2017: Yearly Crisis Management Workshop organized in Géant WP8 project.
- For NRENs interested in improving crisis management preparedness and planning
- Two-day event:
 - **Training sessions** addressing different facets of crisis management
 - **Sharing experiences and knowledge** between representatives from different NRENs through presentations and working dinners.
 - **A crisis management exercise** at the end of the event to test the participants' newly acquired skills.
- Next in-person event in December 2025

CLAW online - PAW

- Since 2023: An online version of CLAW for people who were not able to join in person



PAW

1

**Organise online version of
crisis management workshop**

2

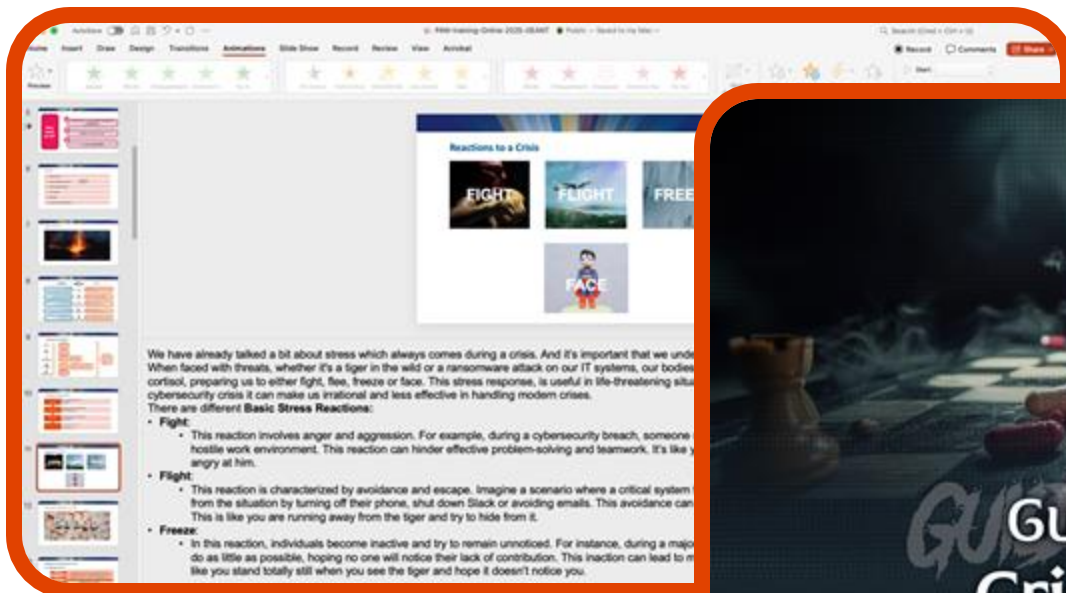
**Make CLAW materials more
easily reuseable**

- Simplified PowerPoint adaption of CLAW online
- Based on the CLAW 2024 Barcelona scenario
 - Designed to be easily reused

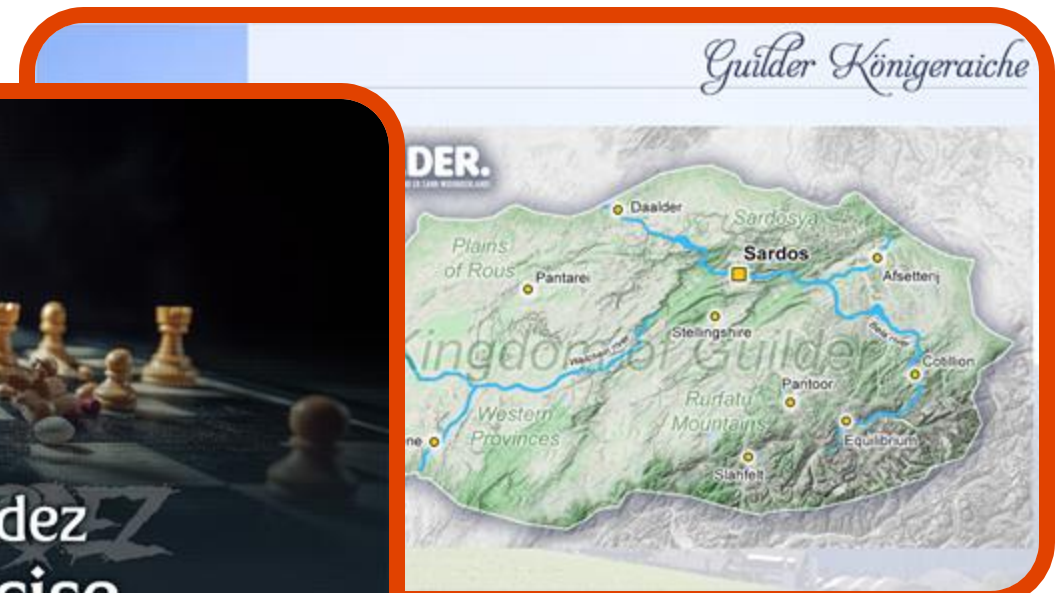
How to run this Exercise – What We Offer

- Three PowerPoint slide decks

Basics of Crisis Management Training



Guilder World-Building



Crisis Exercise

How to run this Exercise – What We Offer



PowerPoint Crisis Management Exercise

This document is for the Exercise Leader running the PowerPoint CLAW (PAW) scenario: Guilder Gardez.

If you are the Exercise Leader running this Crisis Management Exercise, you will need to read this document beforehand, so you are familiar with the scenario and the setup instructions below. Your role will be to listen to the feedback from the participants during the exercise and progress the presentation forward.

Before the exercise begins, the PAW begins with a training session on the basics of crisis management. As an exercise leader, you won't have any responsibilities during the first hour.

Overall schedule		
Start	Stop	Note
13:00	14:00	Basics of Crisis Management
		Put everyone in break-out rooms
14:00	14:30	Introduction of you and your team. Check headphones etc.
14:30	14:30	Worldbuilding slide deck
14:30	14:45	Break (shorter if the previous points took longer time)
14:45	16:00	Crisis Exercise slide deck - everybody starts the exercise here!
16:00	16:05	Short leg stretcher
16:05	17:00	Debrief & how to provide this workshop to constituents

<- Exercise Leader Instructions

Crisis Response Plan Template ->

Crisis Response Plan

Status **Not started**

Started Date to Date

Overview

Provide a high-level plan for responding to a crisis. What are the risks and possible impacts? Who is doing what, why and in which order? Are there protocols or procedures that must be followed? What is the internal and external communication strategy and does everyone have access to relevant information?

This Crisis Response Plan is just a template to help you get started. Adapt and change as necessary.

Make sure to document during the crisis. What happened when and what did you do about it?

Do we have a crisis?

Make sure to understand the situation, is your organization in a crisis? What are the criteria and procedures for activating the Crisis Management Plan?

Criteria for activating the Crisis Management Plan

- List of criteria for activating the Crisis Management Plan

Procedures for managing the crisis

- List of specific procedures that must be followed during the crisis

Risk analysis

Make sure to identify and understand the risks involved, so it's possible to prioritize and solve the most important risks first.

Potential risks

- List of identified risks

Impact and likelihood

- What impact will each risk have and how likely are they to happen

How to run this Exercise – What You Need to...

... have

- Storage Space (approx. 4GB)
- PowerPoint reader
- People to run the workshop
- Group of participants
 - Approx. group(s) of 8 people (but less or more works)

... do

- Read through the exercise leader instructions
- Translate the materials?
- Be creative – you can add your own details

Download link: <https://geant.box.com/s/8394pr36b1svsqr804y4nogxxo66sucv>



¡Gracias!

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