



CULTURAL RISK ASSOCIATES

"The 1-2-3 Series"

Protecting Culture. Preserving Legacy

Executive Security Insights

It's As Simple As 1-2-3...

Three Strategic Priorities for Identifying Concerning Behavior and Reducing the Risk of Targeted Violence

Recognize. Assess. Manage.

Behavioral Threat Management for Cultural Institutions

Recognize

Know what to look for—and make reporting easy.

Effective threat management begins with awareness. Employees should recognize concerning behaviors such as threats, escalating grievances, fixation, stalking, intimidation, unusual interest in security measures, or significant behavioral changes. Equally important, institutions need a clear, trusted reporting process.

Employees should be encouraged to **recognize, report, and document** concerns—not to determine whether someone poses a threat. Trained professionals should evaluate the behavior and determine appropriate next steps.

What does this look like?

Employees understand behavioral warning signs, know where and how to report concerns, and trust that

Assess

Establish a multidisciplinary threat management process

A concerning behavior report begins the assessment process.

A multidisciplinary Behavioral Threat Management Team should gather information, evaluate circumstances, and determine the level of concern.

Assessments should consider behaviors, grievances, stressors, escalation, access, protective factors, and other relevant circumstances to understand the situation and determine whether **intervention, monitoring, or other risk-management measures** are appropriate.

What does this look like?

Decisions are made through a structured, documented, multidisciplinary process rather than intuition or the

Manage

Intervene early and manage risk over time

Threat assessment has limited value unless it leads to effective management. Once concerns are evaluated, institutions should implement proportionate strategies to reduce escalation, including assistance, security measures, access restrictions, law enforcement coordination, or monitoring.

As circumstances change, cases require continued review. Behavioral threat management is an ongoing process of assessment, intervention, monitoring, and reassessment to manage risk.

What does this look like?

Institutions move from reacting to threatening incidents to proactively managing concerning situations,

Your Partners in Managing Cultural Risks

Consulting. Assessments. Training.

reports will be evaluated appropriately rather than ignored or automatically treated as security emergencies.

judgment of a single department, providing leadership with a more informed understanding of potential risk.

creating opportunities to intervene earlier while protecting employees, visitors, collections, operations, and institutional reputation.

Recognize concerning behaviors and report concerns early.

Evaluate concerns with a structured, multidisciplinary process

Intervene early, monitor change, and manage risk.

The bottom line...

Behavioral Threat Management provides cultural institutions with a proactive framework for addressing behavior before a situation becomes a crisis.

It's as simple as 1, 2, 3.

Recognize. Educate employees to identify concerning behaviors and provide clear, trusted reporting mechanisms.

Assess. Use a trained, multidisciplinary team and structured process to evaluate concerns objectively and determine appropriate action.

Manage. Implement proportionate interventions, monitor changing circumstances, and continually reassess risk.

A successful BTM program does not depend upon predicting who will become violent. It **creates an organizational capability to recognize concerning behavior**, gather relevant information, make informed decisions, and intervene when opportunities exist to reduce risk.

Experience Matters...

Developing an effective Behavioral Threat Management program requires more than creating a policy or assembling a team. Our experienced security and threat management professionals help institutions establish appropriate governance, reporting protocols, assessment processes, team training, case-management procedures, and exercises tailored to the institution's unique environment and culture.

Simple. Practical. Actionable.

Security insights for cultural institutions and corporate organizations

Ready to evaluate your security program?

Cultural Risk Associates partners with cultural institutions and corporate organizations to proactively identify, assess, and mitigate security risks by designing integrated, best practice-based security, protective, and organizational resilience programs that safeguard people, assets, and operations. Contact Doug Beaver, CPP, at dbeaver@culturalriskassociates.com or 202.617.5854.



Your Partners in Managing Cultural Risks

Consulting. Assessments. Training.