



Crisis Communications Planning and Execution

Overview of Presentation

- Defining a Crisis
- Planning Concepts
- What to Do When a Crisis Occurs
- The Four P's to Success

Recognize a Crisis Comes in Various Forms

What is a Crisis?

- A crisis is an unplanned event that will or has the potential to significantly disrupt operations or threatens to disrupt them.
- A crisis may impact a company's credibility, or pose a significant health, environmental, economic or legal liability.

What is a Crisis?

- Environmental Incident
- Accident
- Regulatory Problems
- Labor Issues
- Natural Disasters
- Product Recall
- Workplace Violence
- Terrorism

A Crisis is Any Event that:

- Leads to Injuries, Fatalities and/or Disruption of Production
- Significantly Impacts the Environment
- Results in Work Stoppages
- Results in Regulatory Disciplinary Actions
- Is Accompanied by Negative Media Coverage
- Challenges Your Reputation

Consequences of Crises

- First Consideration – Human Toll
- Economic Loss
- Legal Liabilities
- Damage to Reputation
- Infringement on Privilege to Operate
- Career Staller

Planning is the Key

Planning for a Crisis

- Develop a Crisis Management Plan—Response and Communications
- Assemble a Crisis Management Team
- Practice for a Crisis
- Test the Plan
- Keep the Plan Evergreen
- Evaluate Performance After an Event
- Adjust Accordingly

Crisis Management Plan Core Elements

- Structure for Crisis Management
- Crisis Team Members and Duties
- Preparations to be Made Before a Crisis
- Actions to be Taken During a Crisis
- Checklists for Each Crisis Team Member
- Actions to be Taken After the Incident

Crisis Management Structure

- Incident Command Center
- Crisis Management Center
- Emergency Communications Center
- Media Center
- Family Center (if warranted)

Crisis Communications Team

- Spokesperson
- Backup Spokesperson
- Media Host
- VIP Liaison
- Social Media Manager
- Corporate Liaison
- Logistics Coordinator
- Hospital Liaison

Crisis Planning for Communications Team

- Define Roles for Team Members
- Train and Test Your Team
- Establish Crisis Communications Center
- Establish Support Areas (Media, Family, VIP)
- Identify Potential Scenarios
- Create Communications Materials
- Gather Technical Support Documents

Best-in-Class Crisis Plans

- Have the same structure across all sites
- Include broad range of participants in development
- Are easily understood at all levels
- Are readily available
- Preserve resources
- Protect the reputation

Know Your Key Audiences

- Employees
- Family Members
- Retirees
- Media
- Government Agencies/Regulators
- Shareholders
- Neighbors
- Customers
- Suppliers

Building Relationships Before a Crisis

- Good relationships provide an insurance policy
- Crisis is not the time to be introduced
- Trust and credibility are earned
- Bring key audiences into the response process
- Keep relationships fresh and ongoing

When a Crisis Happens

Crisis Communications Response

- Activate Crisis Communications Center
- Pull Out Crisis Communications Plan
- Activate Media Center
- Activate Family Center (if warranted)
- Activate VIP Center (if warranted)
- Dispatch Hospital Liaison (if warranted)

Guidelines for Communicating During a Crisis

- Be honest
- Don't speculate
- React quickly; take immediate control of the information flow
- Let the public know you care
- Reassure your audiences
- Be factual
- Bring in credible experts

Guidelines for Communicating During a Crisis

- Focus on the positives
- Convey empathy
- Thank the heroes
- Stay on top of current information
- Communicate your key messages
- Provide continuous updates

Managing the Media Effectively

- Know them and their individual styles
- Acknowledge them
- Provide a place to wait
- Respect their deadlines
- Keep them safe
- Keep them away from employees
- Provide updates—scheduled

Three Elements of Responding to a Question

- Key messages
- Question & answer techniques
- Supporting facts

Key Messages

- Key messages are the points/facts that you want to communicate
- Utilize the reporter's question as an opportunity to deliver your key messages(s)
- Keep your messages brief and to the point
- Include a key message in every response

CUBE - A

- **C**onsistent – across all interviews and platforms
- **U**nburdened – avoid jargon, wordiness
- **B**rief – one sentence; aim for 30 words
- **E**ar-worthy – use short, everyday words
- **A**udience focused – meet your audience's needs

Key Message Categories

- Corporate responsibility/philosophy/vision
- Commitment to health, safety and environment
- Employee training and safety performance
- Emergency preparedness
- Emergency response capabilities
- Cooperation with investigation

Remember in a Crisis

Four P's to Build Success

- Prepare in advance
- Predict issues, challenges, concerns, questions
- Provide facts and information
- Protect your company's reputation

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