

A Crisis

- A. Crisis is a negative event or situation that:
 - A. Stops business as usual to some extent and
 - B. Requires escalation to leadership for decision-making, guidance and directives
 - C. Product recalls, financial scandals, natural disaster, accidents, cyber attacks
- 2. It threatens long-term material impact on:
 - A. Reputation
 - B. People (stakeholders)
 - C. Environment
 - D. Business operations and/or
 - E. Bottom line

Crisis Communications

- The effort taken by an organization or individual to communicate with their important audiences when a crisis happens or is expected to happen.
 - requires proactive planning
 - clear communication strategies
 - ability to respond swiftly and effective in uncertain times

Crisis Response Strategy:

1. Refutation strategies seek to eliminate the crises.

Elimination is achieved by **denying** a crisis exists, or clarifying why there is no crisis. Organizations can also **attack, or confront** those who have wrongly reported that a crisis exists. The most **aggressive refutation strategy is intimidation**. Intimidation is most often the threat of legal action against those who say an organization is experiencing a crisis. If an organization uses refutational strategies the leaders must be absolutely sure they are correct that a crisis does not exist

2. **Avoidance strategies** acknowledge the crisis and attempt to create public acceptance of the crisis while weakening the linkage between the crisis and the organization. Organizations attempt **to excuse or justify** the crisis when using avoidance strategy. An organization can excuse the crisis by **denial of intention**, "we didn't mean to hurt anyone," or by denial of violation, "no laws were broken here“.

3. **Justification** is an avoidance strategy that seeks to minimize the damage associated with the crisis. Organizations can minimize a crises by **denying the seriousness** of injury, or claiming the victim disserved what happened, "our oil spill was a drop in the bucket compared to the Exxon Valdez," or "its is tragic that someone was killed in a Ford, but they didn't have their seatbelt on“.

4. **Attachment strategies** seek to gain public approval for the organization during a crisis. This is done by bolstering the organization's attributes, "our organization ads \$ 1 billion to the local economy," or transcendence, "the soldiers were killed in the defense of freedom," or by praising others, "the heroic efforts of those that helped clean this oil spill can not be overstated”.

5. **Forgiveness** strategies attempt to win forgiveness of the publics and to create acceptance for the crises. There are three forgiveness strategies: **remediation**, **repentance**, and **rectification** (Marcus & Goodman, 1991). Remediation offers some sort of compensation to the victims of a crisis (usually money). Negative feelings may be lessened if an organization takes positive actions to help the victims of a crisis. The airline industry is particularly adept at this following a crash.

6. **Repentance** is a forgiveness strategy that simply asks for forgiveness. If an organization **apologizes** for the crises the negatives associated with the crisis should be lessened as **people accept the apology and forgive the organization** for its misdeeds. **Rectification is a forgiveness strategy that normally follows repentance.** Rectification involves taking action to prevent recurrence of the crisis in the future.

7. **Sympathy strategy.** An organization attempts to portray **itself as the victim** of a malicious outside entity. If the CIA had agents sell secrets to a foreign adversary, they could claim they were victims of a malicious employee gone bad.

Base Case Crisis

- When no one externally knows there was a problem
- Because the organization managed/navigated a potential crisis so that it helped its brand, won its position, etc.

- Tylenol is a Johnson & Johnson product
- **1982: Cyanide-laced Tylenol kills 7 in Chicago**
- J&J actions:
 - a) Removed product from shelves/offered replacement
 - b) Advised consumers not to take product
 - c) Posted reward
- J&J was:
 - a) Candid and contrite
 - b) Committed to solving the murders, protecting the public
 - c) **Strengthened brand**



Let's Look at Another Example 17/4/17

United Express Flight 3411

Chicago to Louisville

Sunday, 10/4/17; 7.24 pm EDT

2nd video 8.10 p.m.

3rd Video https://twitter.com/tyler_bridges/status/851228695360663552?lang=en

8.21 p.m.

You work for United.
What will you do?

Here is what you know at this time.

- United Express flight 3411 from ORD to Louisville, managed by Republic Airlines
- After flight was fully boarded, 4 United employees approached United gate agents. Said they were deadheading & needed 4 seats.
- Passengers offered \$1000 vouchers to give up their seats. Three agreed. One refused. Chicago Aviation Security (CAS) called in.
- Despite repeated requests by CAS, one passenger refused to leave. CAS removed him. Passenger returned to plane. CAS removed him again.
- Passengers name and nationality are not known at this point.

- Establish a crisis communication team : communications, senior management, legal operations
- Conducting risk assessment : identifying potential external and internal vulnerabilities
- Strategies to mitigate and address
- Planning effective responses
- Developing crisis communication plan : communication protocols, key roles, responsibilities, spokespersons, channels

Crisis Communication Plan:

- A coordinated, consistent approach
- Anticipating potential crisis
- Preparing pre-approved messaging
- Developing templates for press-releases (adapted, customised, time-convenient, consistency in messaging)
- Developing statements and social media posts
- Build transparent communication
- Choosing the right communication channel: press release, social media, direct communication, websites
- Monitoring and addressing misinformation

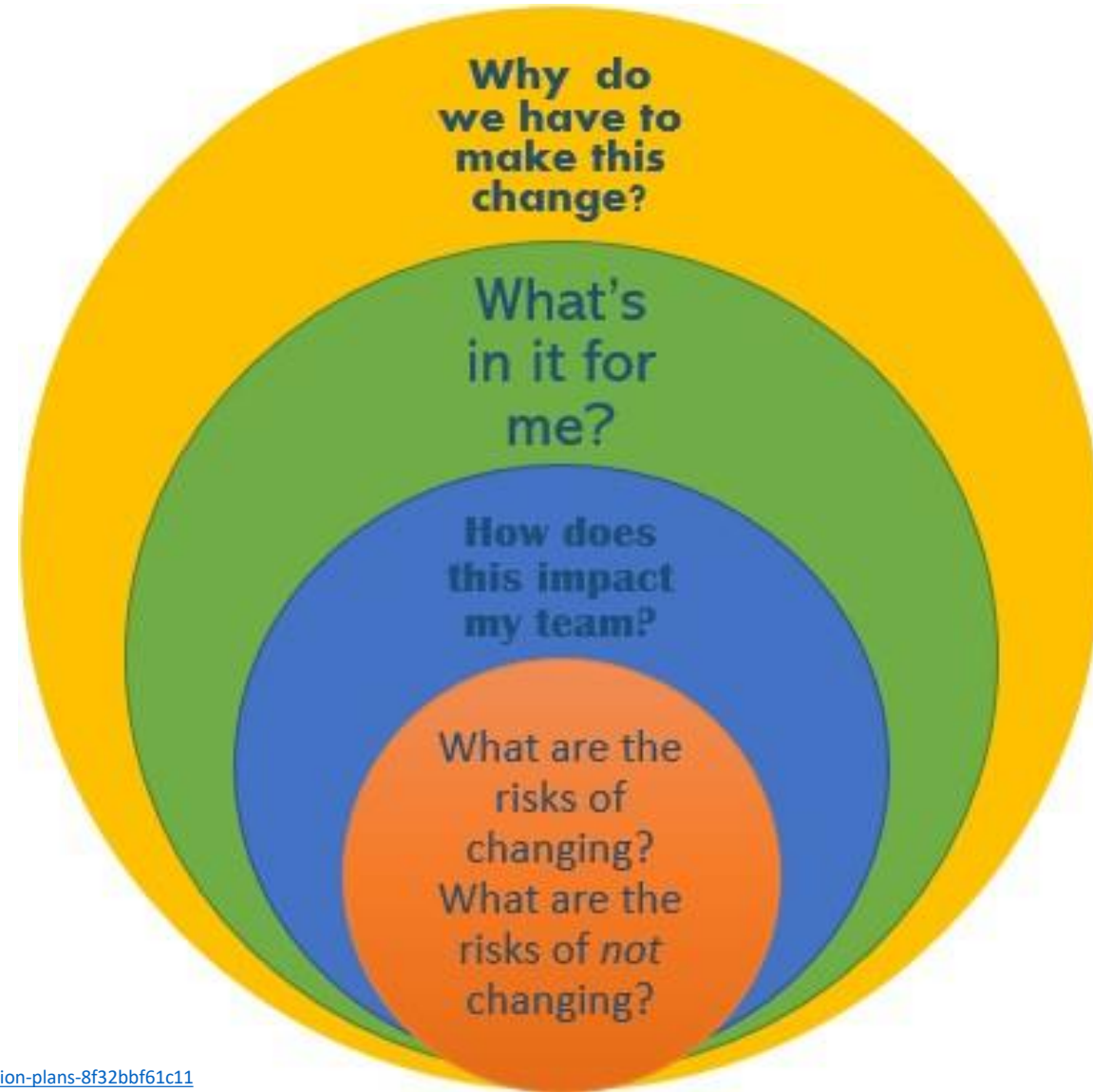
- Empathy and compassion (maintain goodwill and support)
- Conducting post-crisis evaluation
- Learning from the experience
- Having a single credible spokesperson – consistent, reduces conflict, information dissemination
- Remaining proactive – leveraging social media platforms – sharing real time updates – respond to inquiries
- Crafting clear, concise, jargon free messages
- Timely response and rapid actions
- All communication should align with company's values and vision

Tips to Consider When Developing a Cyber Crisis Communications Plan

- List of potential cyber security events.
- Members of the crisis communications team.
- Response steps.
- Crisis evaluation framework.
- Draft templates.
- Communication channels.
- Media response.
- Guidelines for spokespeople

Communication plans should:

- identify the most appropriate senders of change messages
- customize messages based on the audience
- use several different channels
- repeat messages several times provide answers to your employees' questions



<https://medium.com/@jblastland730/the-raci-side-of-communication-plans-8f32bbf61c11>

Communication Plan: (Project Name)

Communication Plan: (Owner of the plan Name)

Item #	Business Unit / Workstream / Function	Solution	ADKAR	Activity	Description/ Message /Purpose	Communication Method	Target Audience	Completion Target Date	Author of Message	Delivered From	Enter the Status from the dropdown list
Row #	Enter the BU / Workstream	Enter the solution, application, technology, process	Enter the ADKAR phase aligned to the communication	Enter the activity - is it a townhall,face-to-face, webex,conference call, email	Enter the description of the communication	Enter the communication method - in person, webex, townhall, insight,web site, email, in person	Enter target audience	Enter the date of the communication	Enter the person who will write the communication	Enter the person who will deliver the communication - this could be a different person from the author	Complete. Scheduled. Not Started
1	Manufacturing	SAP Ariba	Awareness	Townhall	Kick off meeting presenting Change Story	Remote conference call	All employees associated with project	14-Aug-20	Communications Team	Executive Sponsor	Complete
2											
3											
4											

What Not To Do in Crisis Communication

- Blame the media
- “Downplay the crimes”
- “Defend the tainted”
- RACI (responsibility, accountability, consulted, informed)
 - RACI MATRIX