

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
- 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.

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.

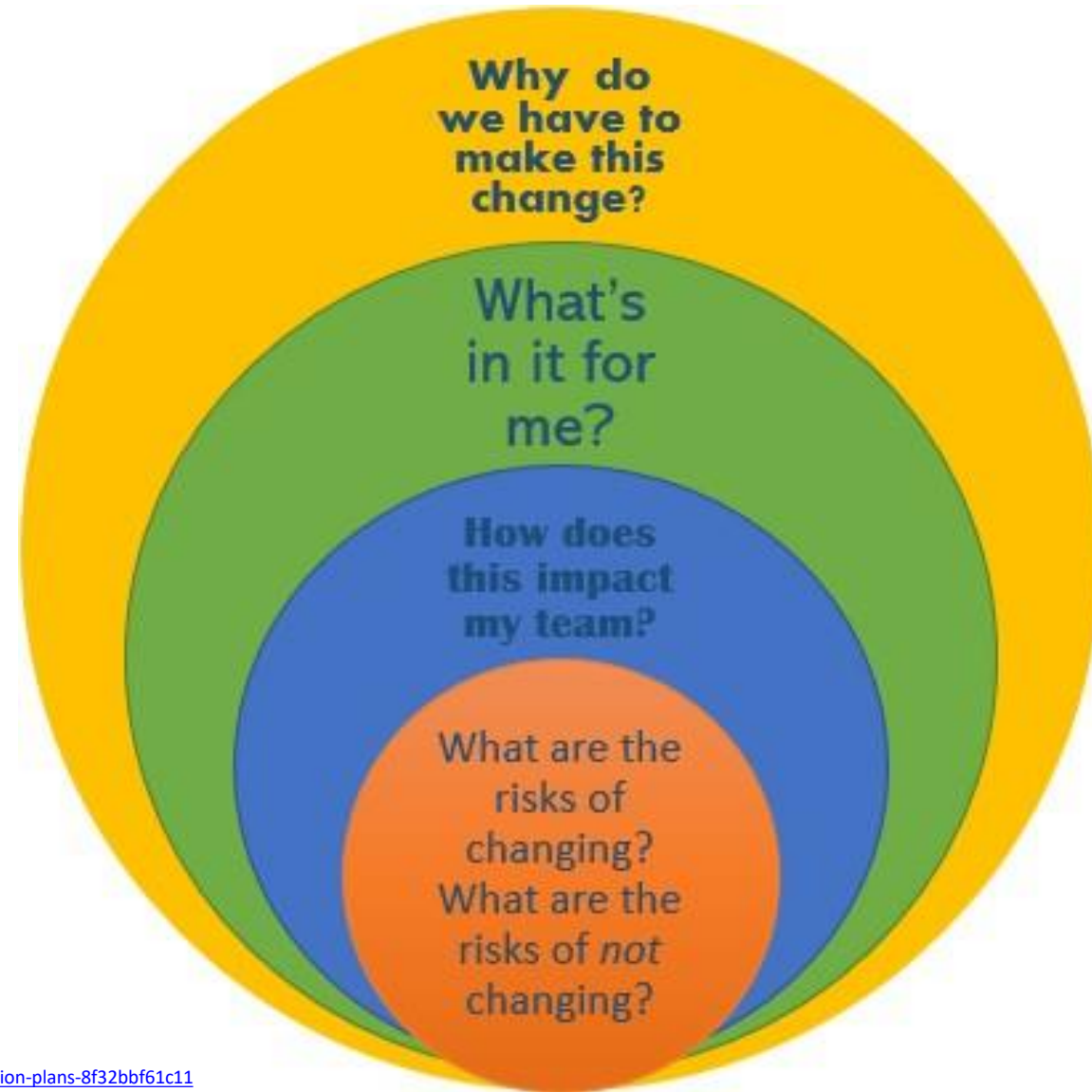
- United Express flight 3411 from ORD to Louisville, managed by Republic Airlines
- After flight was fully boarded, 4 United employees approached United gate agents. Said they were deadheading & needed 4 seats.
- Passengers offered \$1000 vouchers to give up their seats. Three agreed. One refused. Chicago 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.

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

Inductive Approach

Deductive Approach

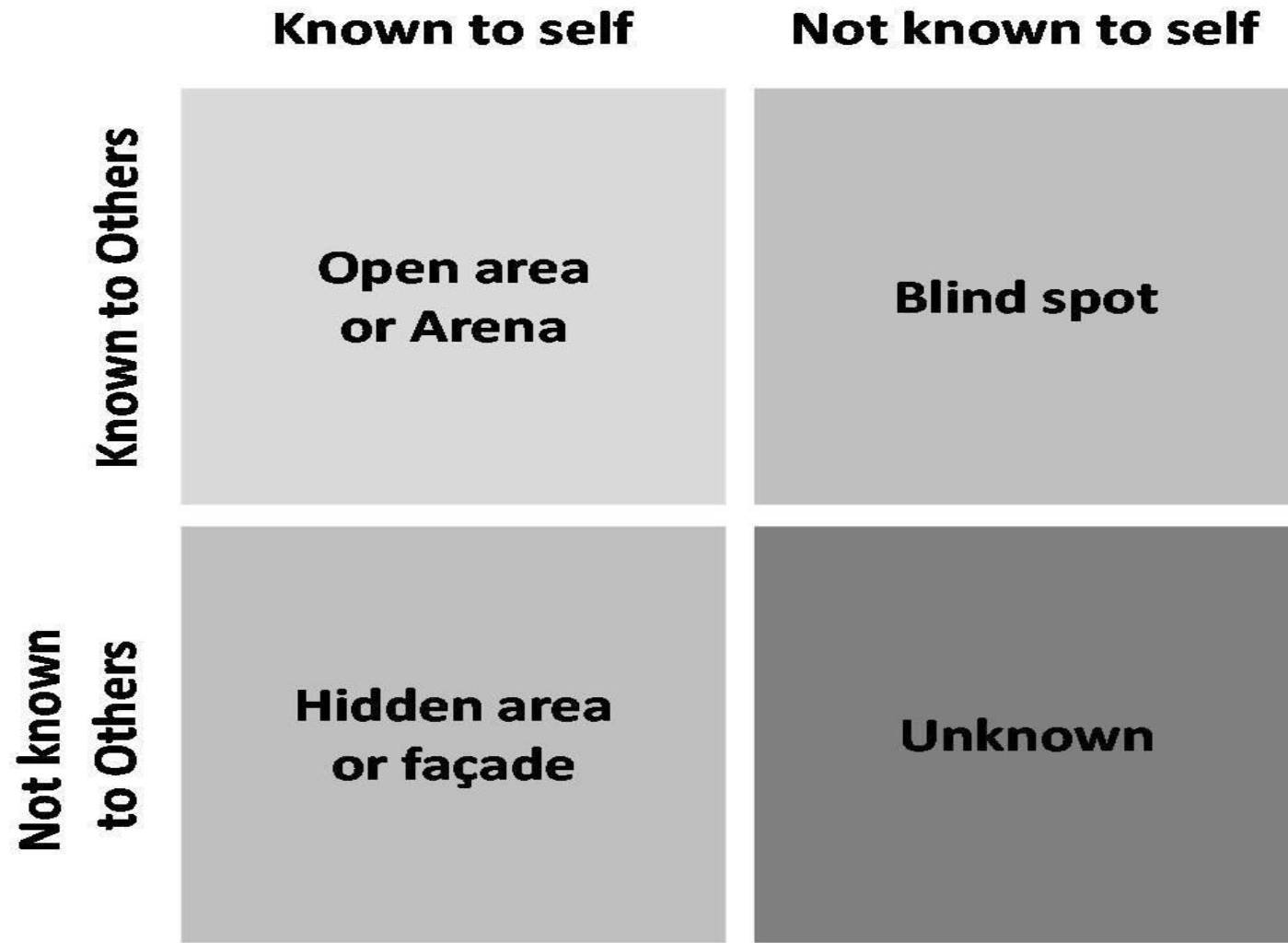
<https://www.scribbr.com/methodology/inductive-deductive-reasoning/#:~:text=What's%20the%20difference%20between%20inductive,general%20premises%20to%20specific%20conclusions.>



Understanding of Self & Others

- Self – Awareness, Perception
- Attitudes, Beliefs and Values.

| Definition | Changeable? | Example | |
|------------|--|------------------------|---|
| Attitudes | Learned predispositions to a concept or object | Subject to change | I enjoyed the writing exercise in class today. |
| Beliefs | Convictions or expressions of confidence | Can change over time | This course is important because I may use the communication skills I am learning in my career. |
| Values | Ideals that guide our behavior | Generally long lasting | Effective communication is important. |



The Johari Window Model

Example

•Linda got a job in an organization. Her co-workers knew a little about her and in this context the unknown and hidden areas will be larger and the open area will be small. As the others don't know much about her the blind spot also will be smaller and the model will be as shown in Figure 1.

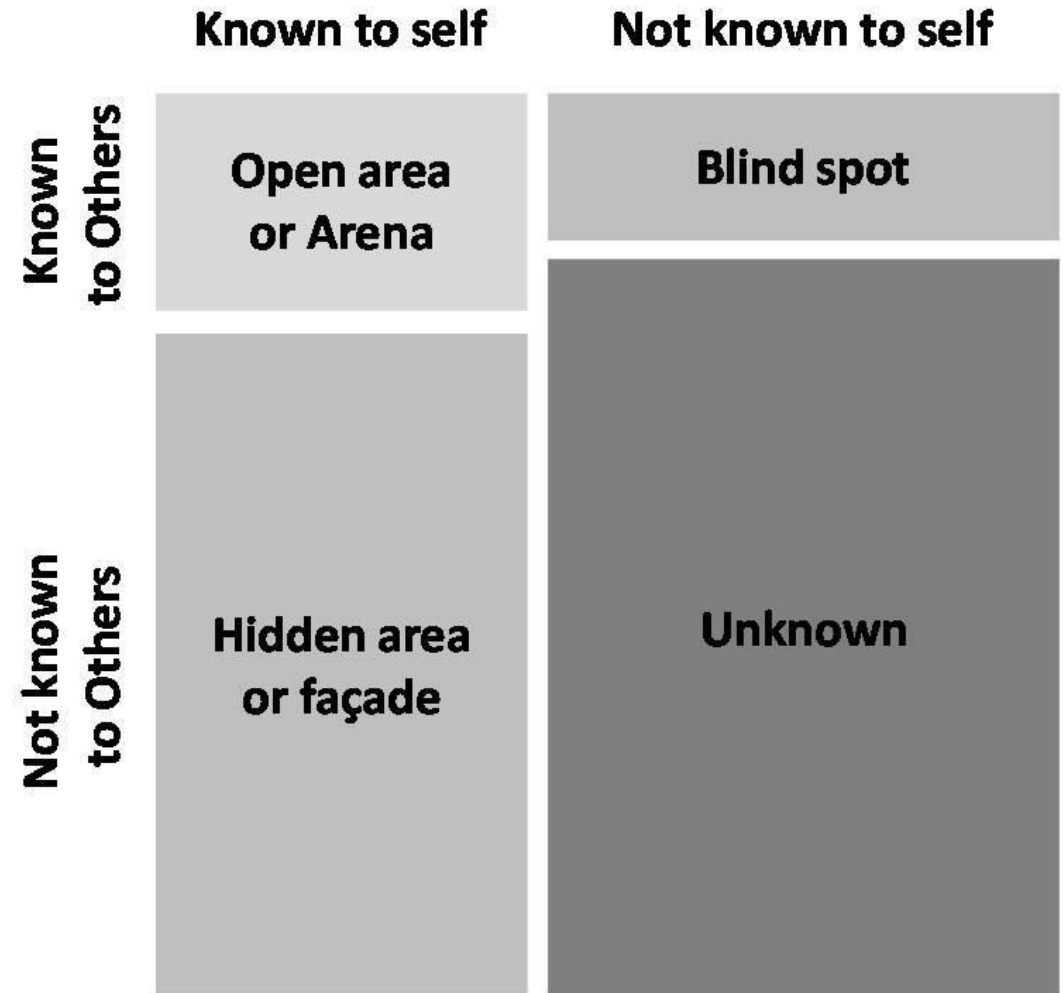


Figure 1

Linda spent most of her free time sketching in the office which was her preferred pastime and her co-workers found her very shy and elusive. With that evaluation she got the idea how she was and tried to be more talkative and interacted more with other co-workers. This helped her to increase her open area and thus making the hidden and unknown areas smaller. (Figure 2) Through the feedback Linda got from her co-workers she could perform well in the office and her real capacity could be obtained as a result of an effective interaction among the colleagues.

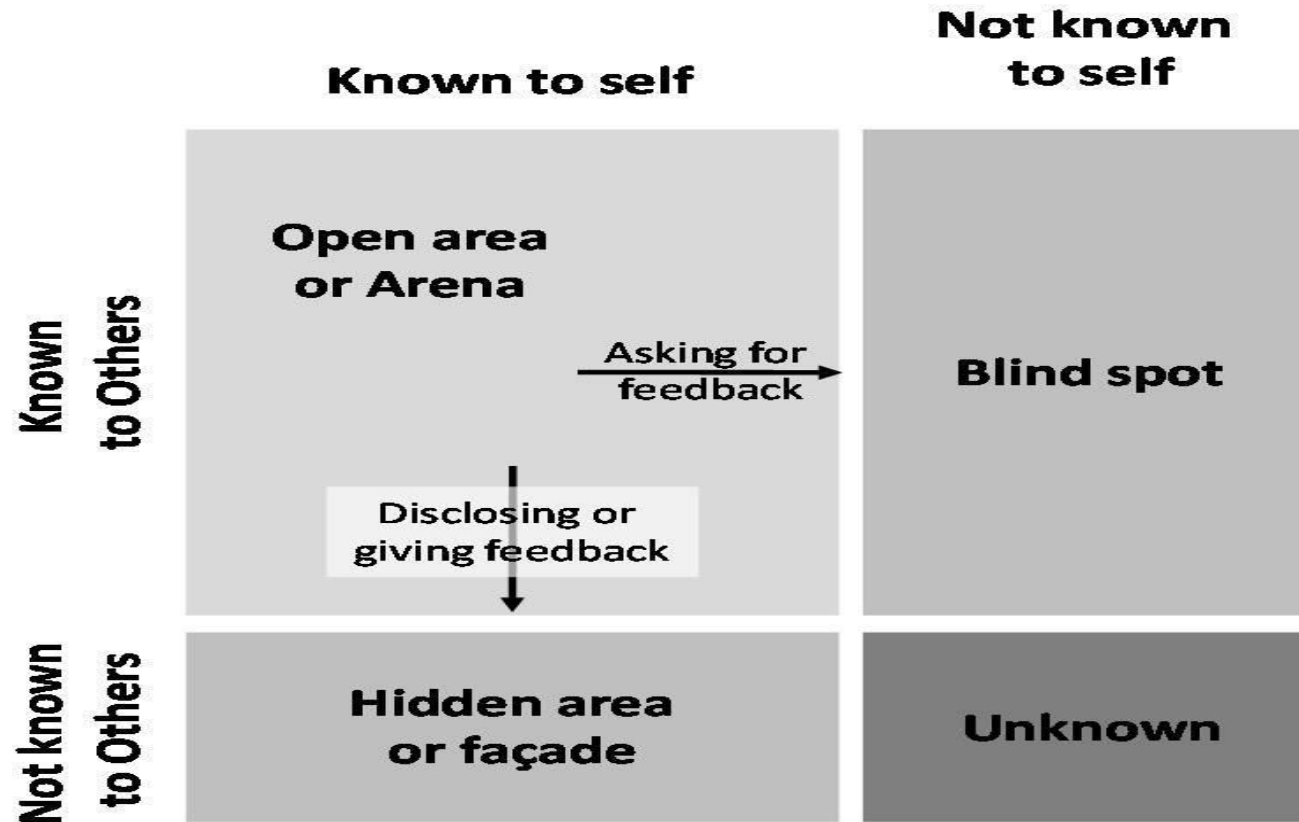


Figure 2
Prof.Chandreie M, IIMV