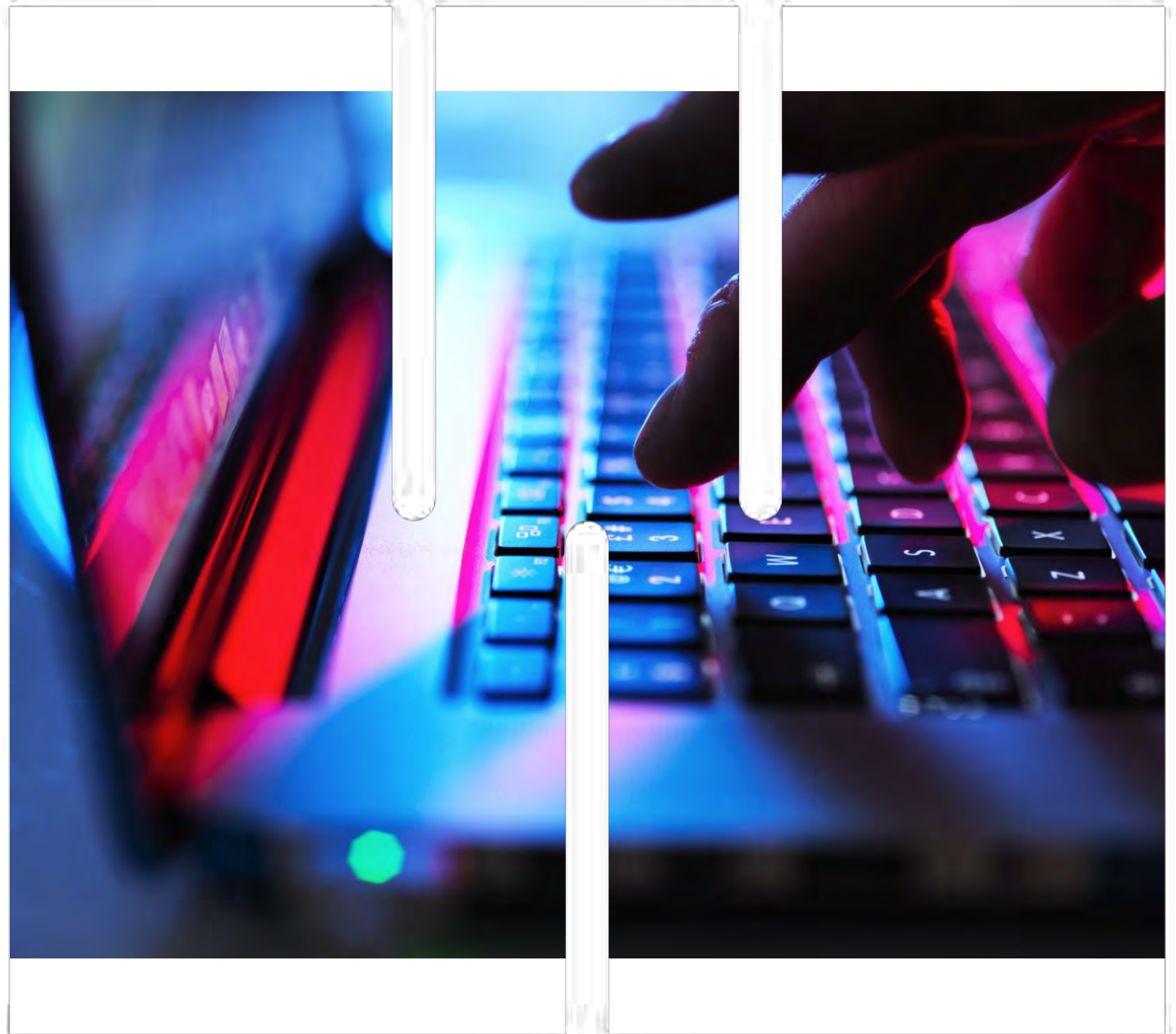


May 18, 2022

Being Ready for Anything

Fundamentals of Crisis
Communications
Planning and Preparation



“If you lose money for the firm, I will be forgiving. If you lose reputation, I will be ruthless.”

– Warren Buffett



“Twenty years to build a reputation.
Five minutes to ruin it.”

– Warren Buffett





WHAT IS REPUTATION?

TRUST

Emotional judgment of an organization's *credibility and performance on issues of importance.*

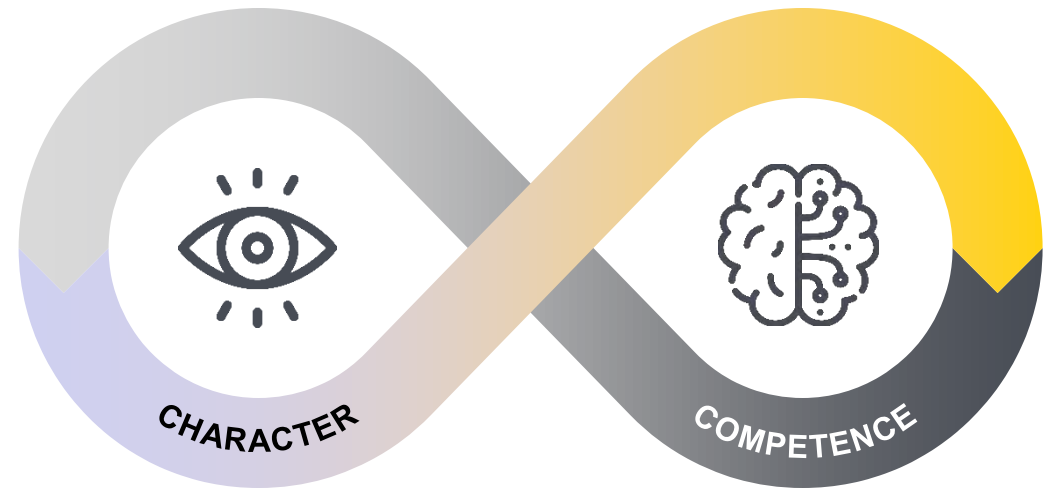
REPUTATION

Emotional judgment on an organization based on how it *lives up to the expectations* that the person has for it.



**IF WE KNOW:
REPUTATION IS
A MEASURE OF
HOW WELL AN
ORGANIZATION
LIVES UP TO THE
EXPECTATIONS OF
ITS STAKEHOLDERS**

**THEN WE CAN UNDERSTAND:
IT'S CREATED AND DRIVEN BY EQUAL
PARTS CHARACTER & COMPETENCE:**



CHARACTER: How well the organization acts and behaves with integrity and transparency

COMPETENCE: How well the organization performs and its capabilities to do so

AN ORGANIZATIONS EARNS REPUTATION BY INSPIRING STAKEHOLDER LOYALTY BECAUSE OF BOTH ITS CHARACTER AND COMPETENCE

What is a crisis?

An issue or event that has the potential to erode brand equity, damage reputation or negatively impact the organization's bottom line.

Never underestimate the crisis potential of an issue. **Always** assume that an issue or incident could become a crisis.



2020 represented a historic break

People now **empowered to bypass** public authorities

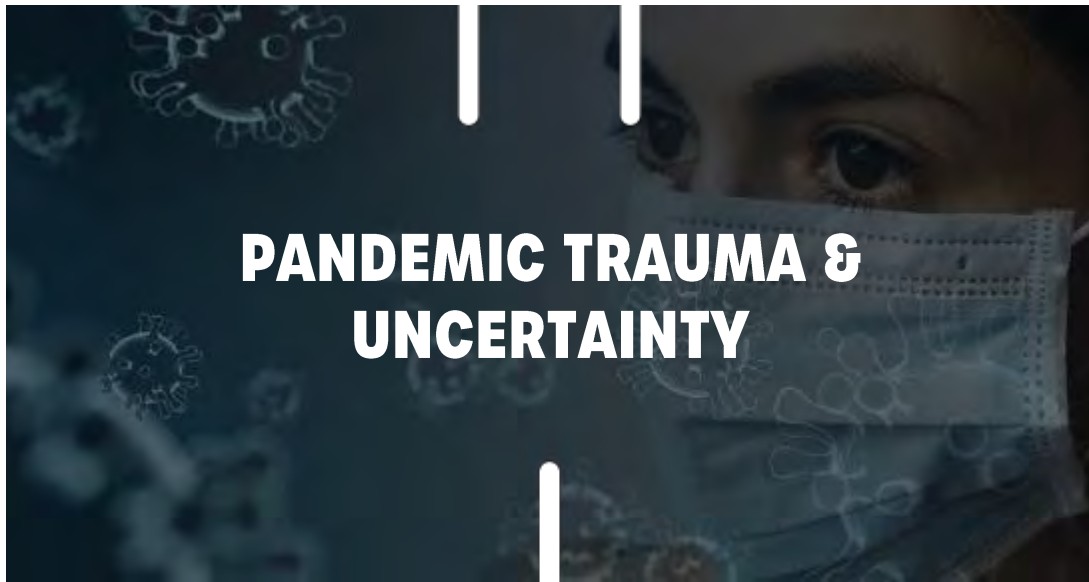
Increasingly engaged in **private networks**

Banding together around shared beliefs

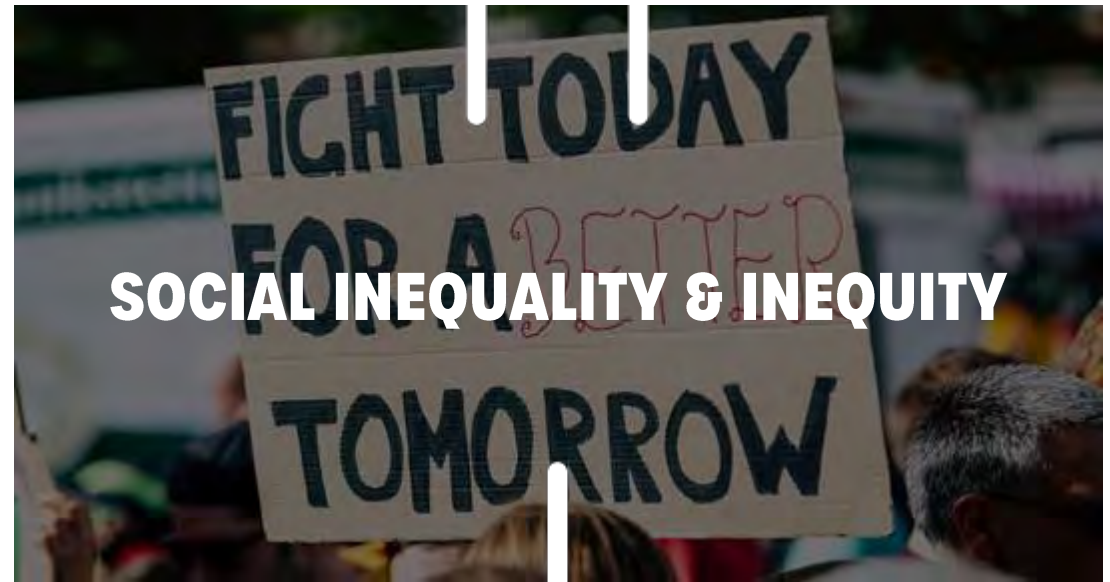
Socially constructing **their own reality**

Using a new collective voice to make sense for each other

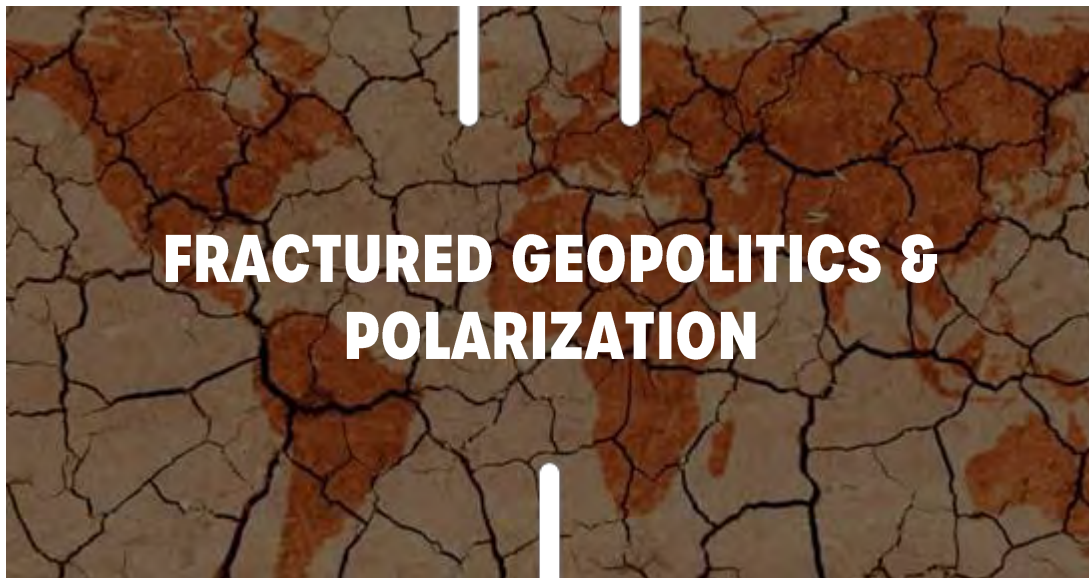
2022: A tough time to manage reputation



**PANDEMIC TRAUMA &
UNCERTAINTY**



SOCIAL INEQUALITY & INEQUITY



**FRACTURED GEOPOLITICS &
POLARIZATION**



SPREAD OF MIS/DISINFORMATION

Today's reality:
Virtually no reality

**STABILITY IS SCARCE,
AND THERE IS A REAL
LACK OF TRUST**

Articulating a position
must be done speedily,
thoughtfully, and in one
hundred places at once.



How issues & crisis management works today

NOT JUST...		BUT ALSO...
Managing Negative Events	+	Anticipating & Managing Risk
Contingency Planning	+	Running Live Crisis Simulations
Issues Monitoring	+	Media Forensics
Senior Counsel	+	Real-time, Data-informed Insights

Components of preparedness

ESTABLISH A CRISIS COMMUNICATIONS PROTOCOL

- Response team (members, roles and responsibilities)
- Risk level evaluation and escalation guidance
- Response process
- Media monitoring and social media listening and triage

		Impact →				
		Negligible	Minor	Moderate	Significant	Severe
Likelihood ↑	Very Likely	Low	Moderate	High	High	High
	Likely	Low	Moderate	Moderate	High	High
	Possible	Low	Low	Moderate	Moderate	High
	Unlikely	Low	Low	Moderate	Moderate	Moderate
	Very Unlikely	Low	Low	Low	Moderate	Moderate

Components of preparedness

DEVELOP SCENARIO PLANS

- Scenario-specific triggers and considerations
- Mapped to risk profiles
- Detailed response protocol
- Ready-to-adapt template materials



Components of preparedness

EMBED, EQUIP AND TRAIN

- Crisis Communications Protocol training workshop
- Crisis media training
- Crisis simulation drill
- Social media crisis training



Recognizing stakeholder expectations



SYMPATHY



CONCERN



CONVICTION



FACTS



SOLUTIONS



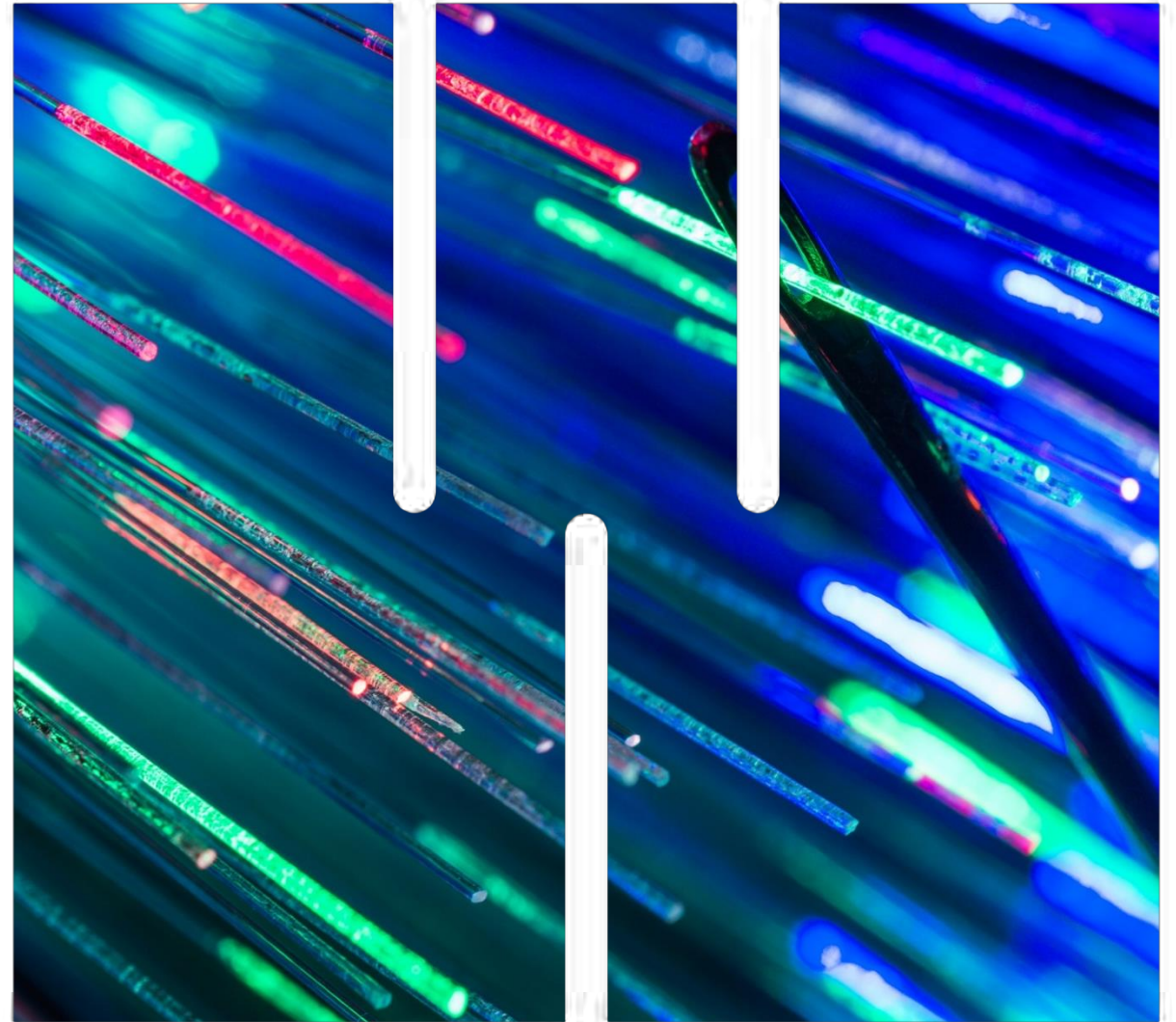
REASSURANCE



OPTIMISM

Priorities during a crisis

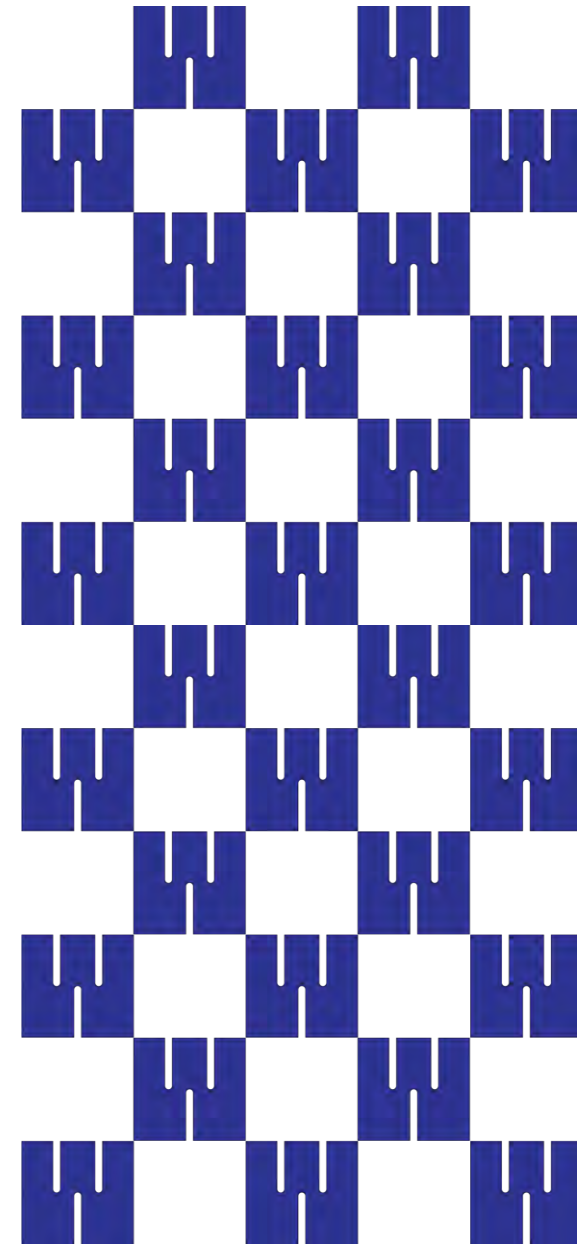
- **Solve** the problem
- **Prevent** the loss of stakeholders trust
- **Minimize impact** on employees and customers
- **Limit** negative media coverage and social media conversation
- **Control** rumors and speculation
- **Decrease** chance of litigation or financial impact



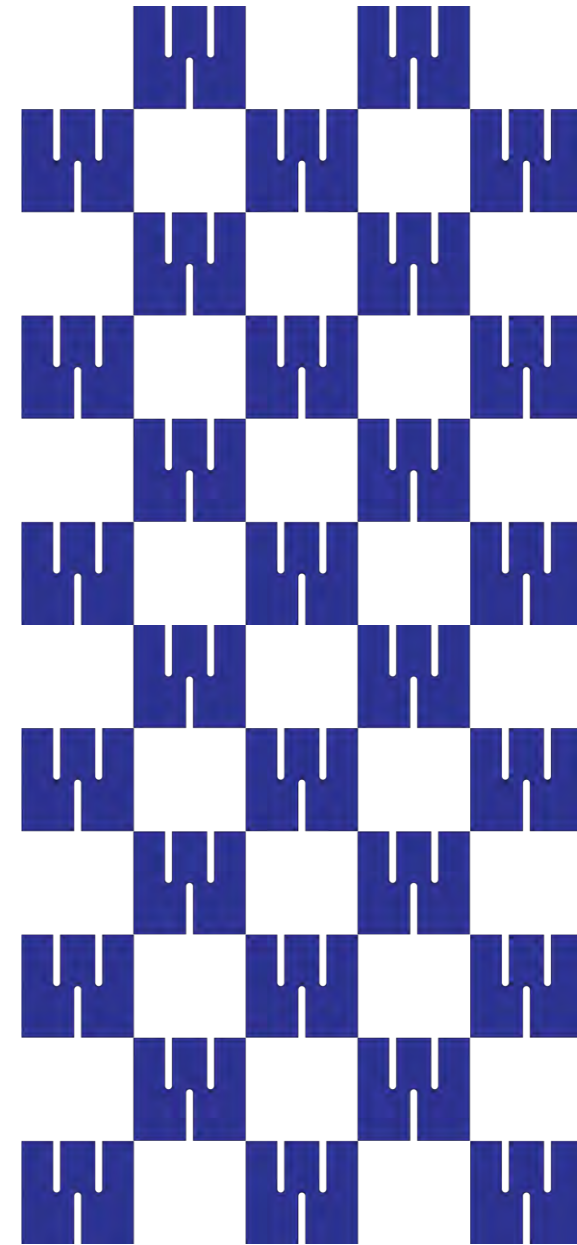
Strategic Best Practices



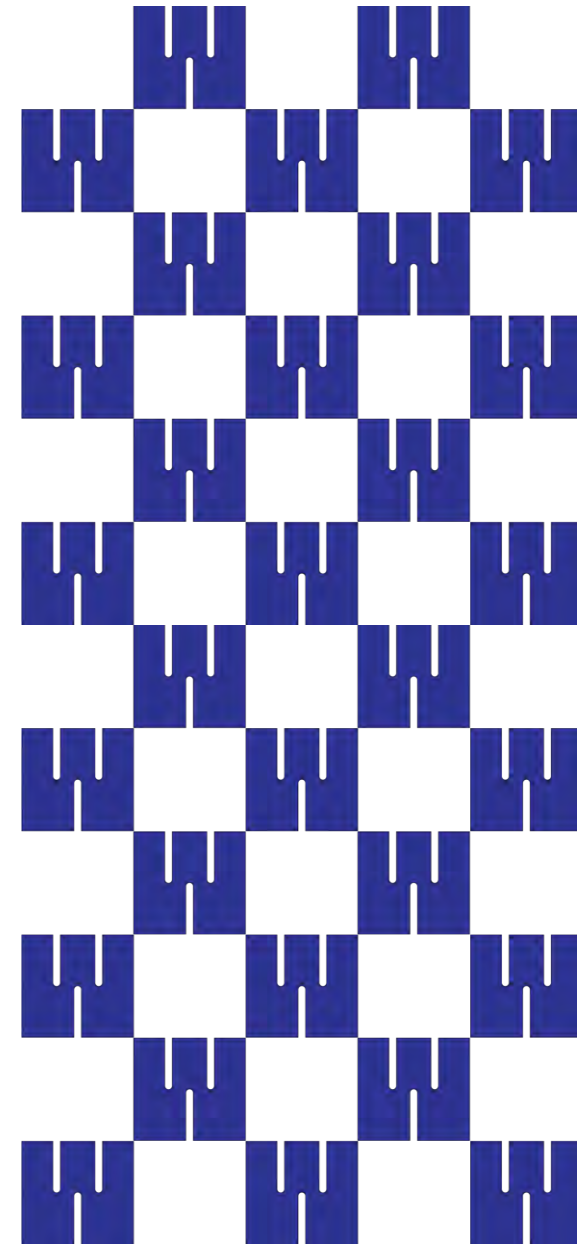
Immediately communicate **what you know to be true** and continue to **offer updates** as more information becomes available. Listen constantly.



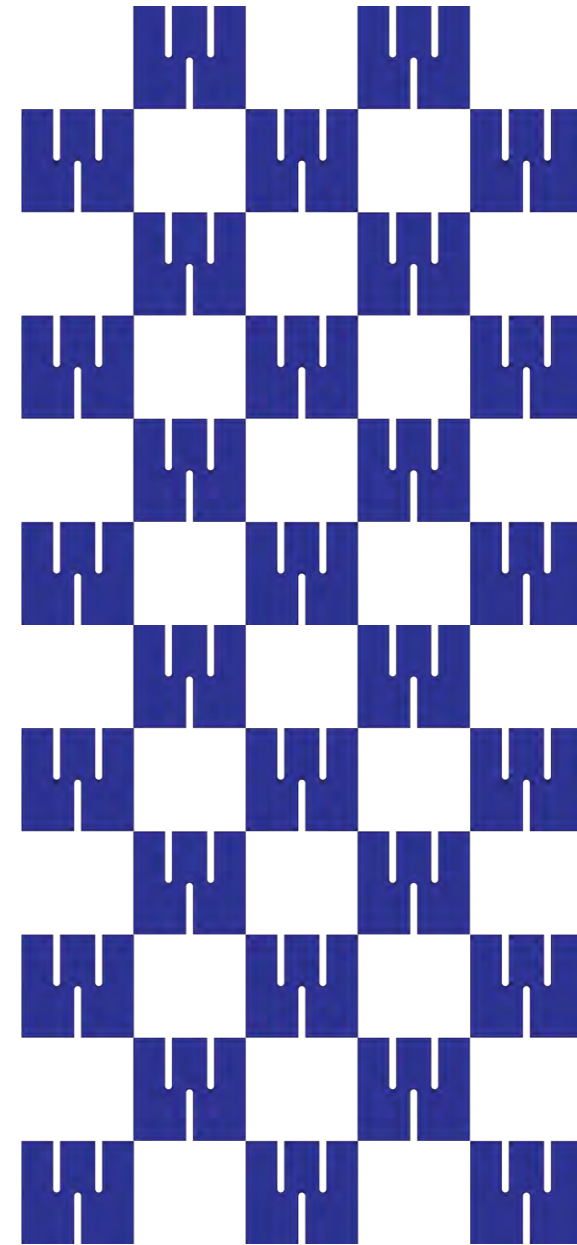
Take ownership of the situation, avoid playing the victim and **express empathy** – put people first.



Consider the perspectives of affected people and **offer solutions.**



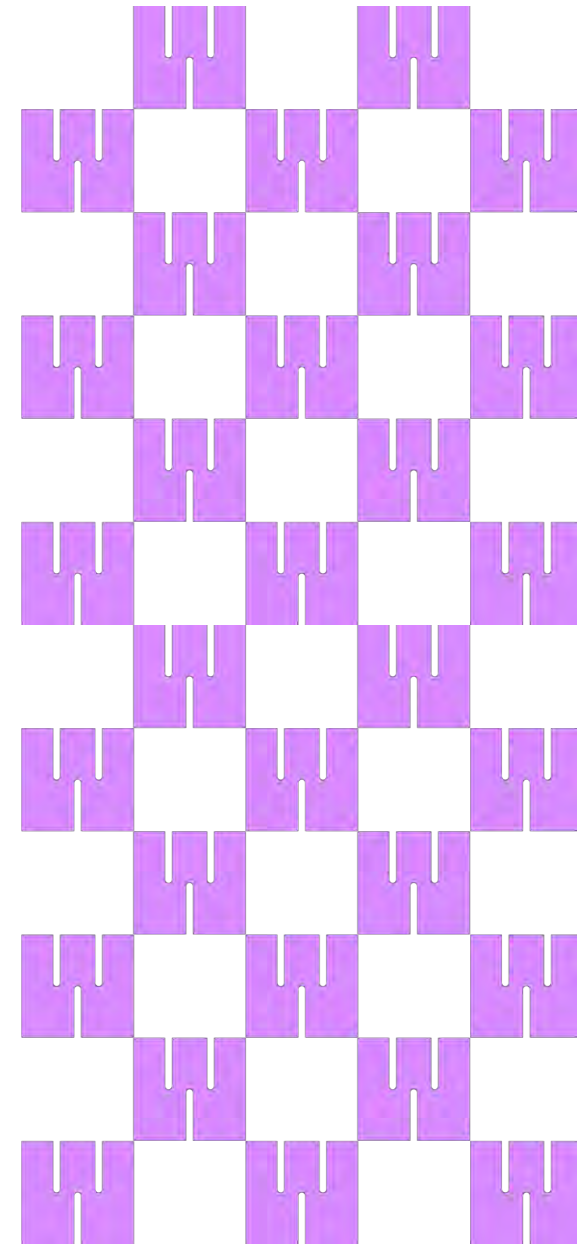
Demonstrate transparency, take credit for what you are doing and show that you are getting the word out.



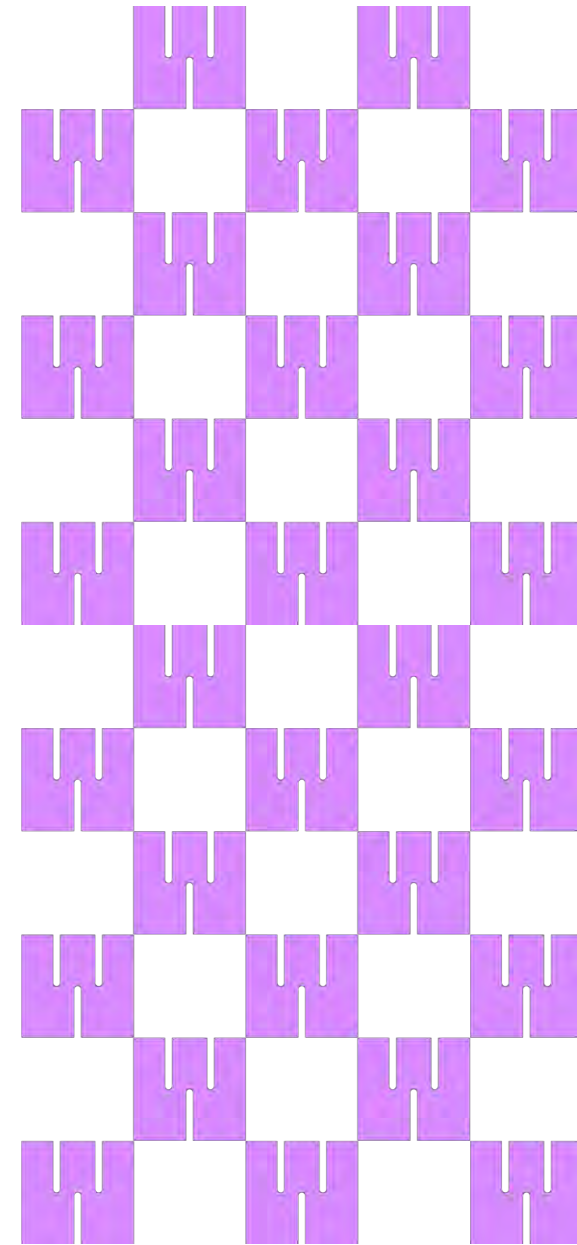
Tactical Best Practices



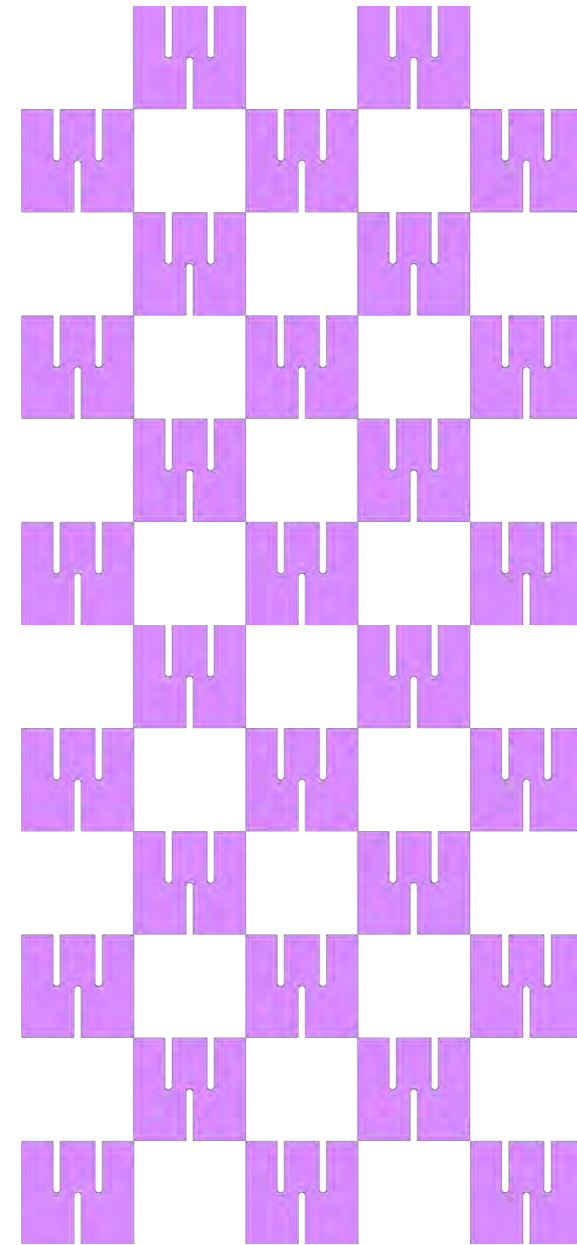
Quickly employ **multiple communications techniques** to distribute information, but speak with one voice.



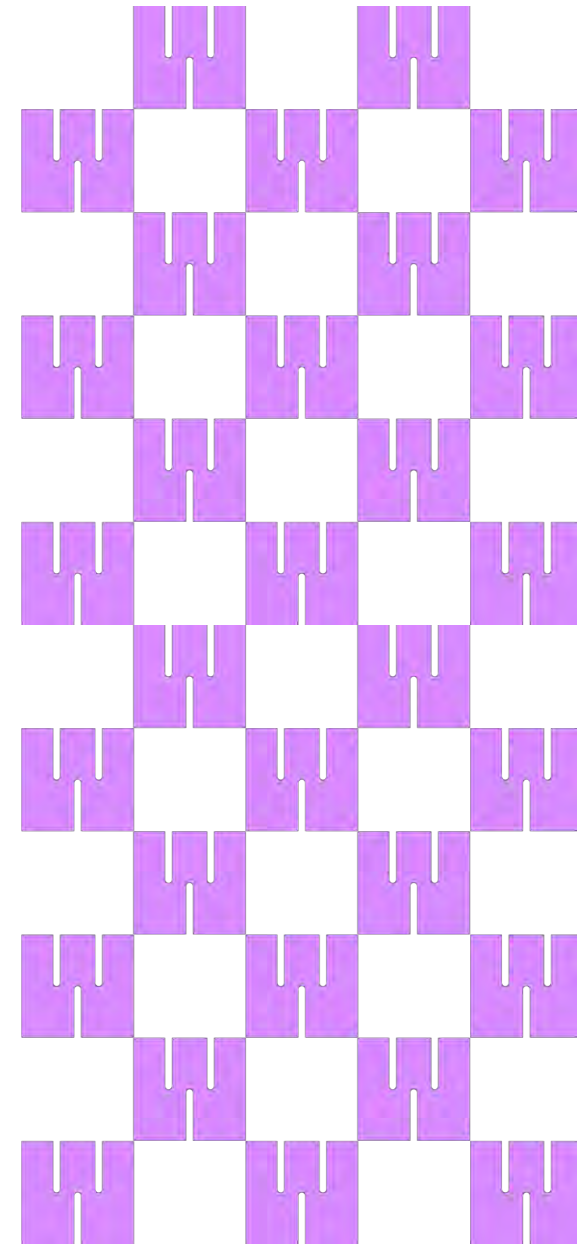
Be prepared with a holding statement for **quick initial response**. Ensure all materials are translated into local language, tailored to preserve consistent meaning across languages.



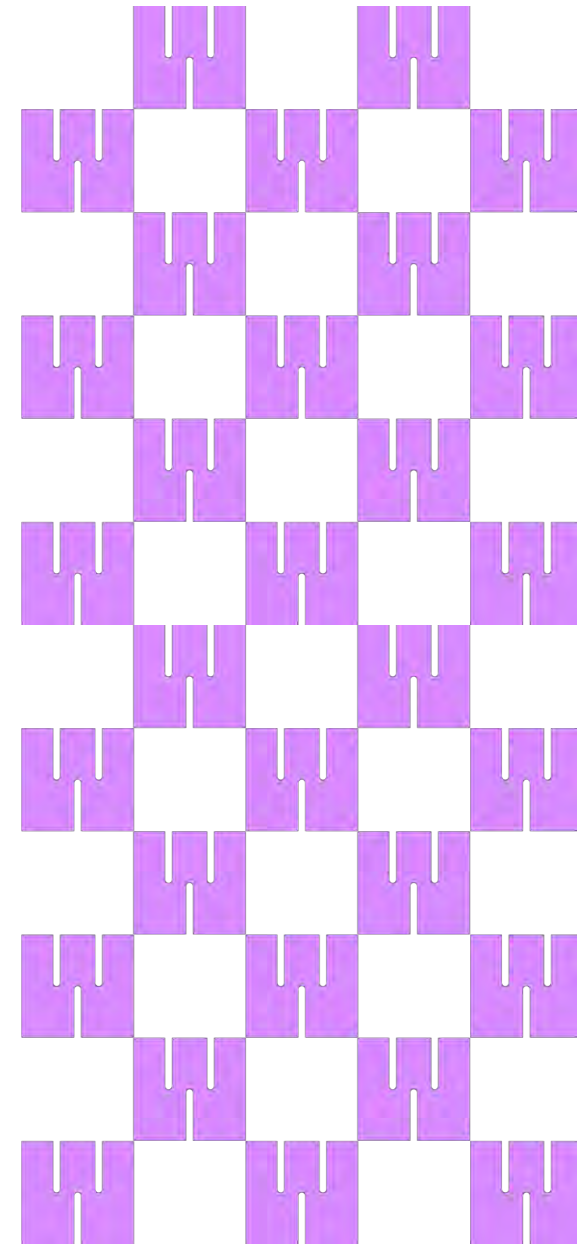
Choose a **disclosure timeline** with intent so that internal audiences are prepared.



Actively **correct and dismiss** inaccuracies and rumors before they become substitutes for facts.



Choose a spokesperson with **authority**, who can remain calm and on-message. A spokesperson with understanding of local culture and language is recommended. Also utilize **credible and trusted third-party sources** as advocates when appropriate.



The C-A-P rule for developing key messages



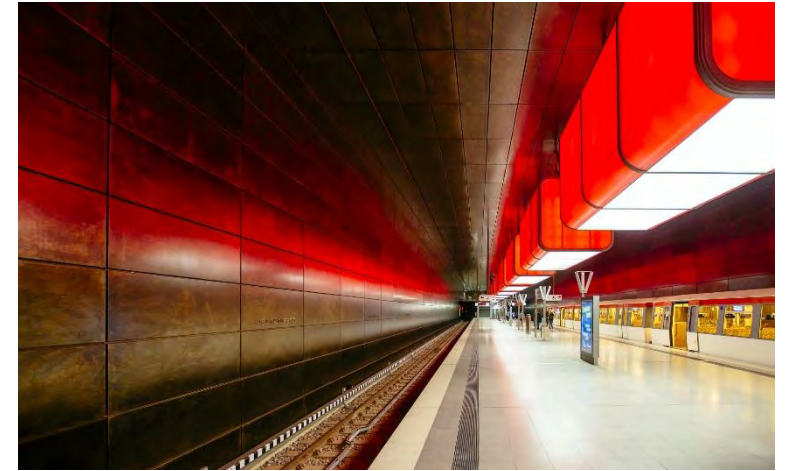
CONCERN

- Express your concern and empathy.
- Demonstrate how seriously you take the matter.
- Make it explicit – don't assume people know you are concerned.
- Demonstrate concern with what you say and how you say it.



ACTION

- Describe what action you are taking to address the matter.
- Provide timelines and parameters where able, but do not speculate if that information is not yet confirmed.



PERSPECTIVE

- Draw out any positives and provide context (only if appropriate).
- Learnings taken from the situation should be expressed in a way that demonstrates the organization will do everything in its power to ensure the situation does not occur again.

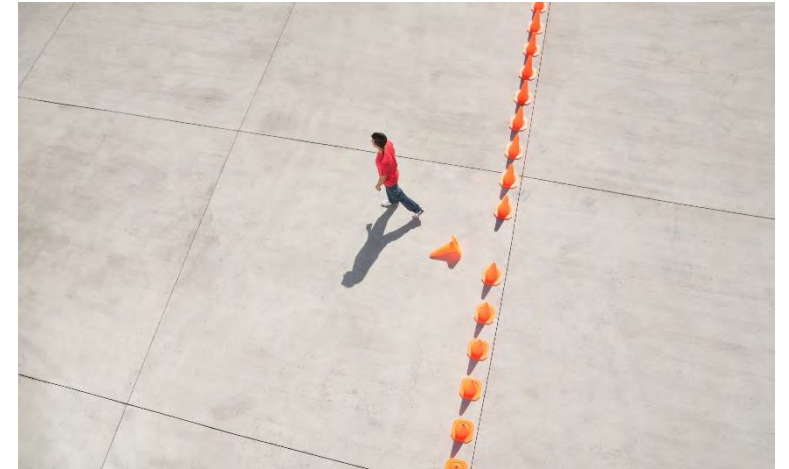
Final thoughts



**ANXIETY, POPULISM,
UNCERTAINTY AND ACTIVISM**
will continue



**ORGANIZATIONS MUST
EXAMINE AND BE CLEAR**
about who they are and what they
stand for



**A CLEAR, PURPOSE-DRIVEN
CULTURE AND NARRATIVE**
are essential to managing
reputational risk

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