



CRISIS COMMUNICATIONS

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2005 ITSC

Sept. 15, 2005

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It's a CRISIS...how do you communicate best?

- You may not know WHEN or WHAT ... but you will face one
- It's a DEFINING MOMENT
- You need to be ready



What defines a crisis?

- Interferes with normal operations
- Potential for rapid escalation
- Potential to stir major emotions
- Intense scrutiny from media and constituencies

- *IMPLICATIONS for REPUTATION, RELATIONSHIPS, and LIABILITIES*



BEFORE A CRISIS

Plan for the worst

- **Develop** a crisis plan
- **Assemble** a crisis communications team
- **Create** a communications structure

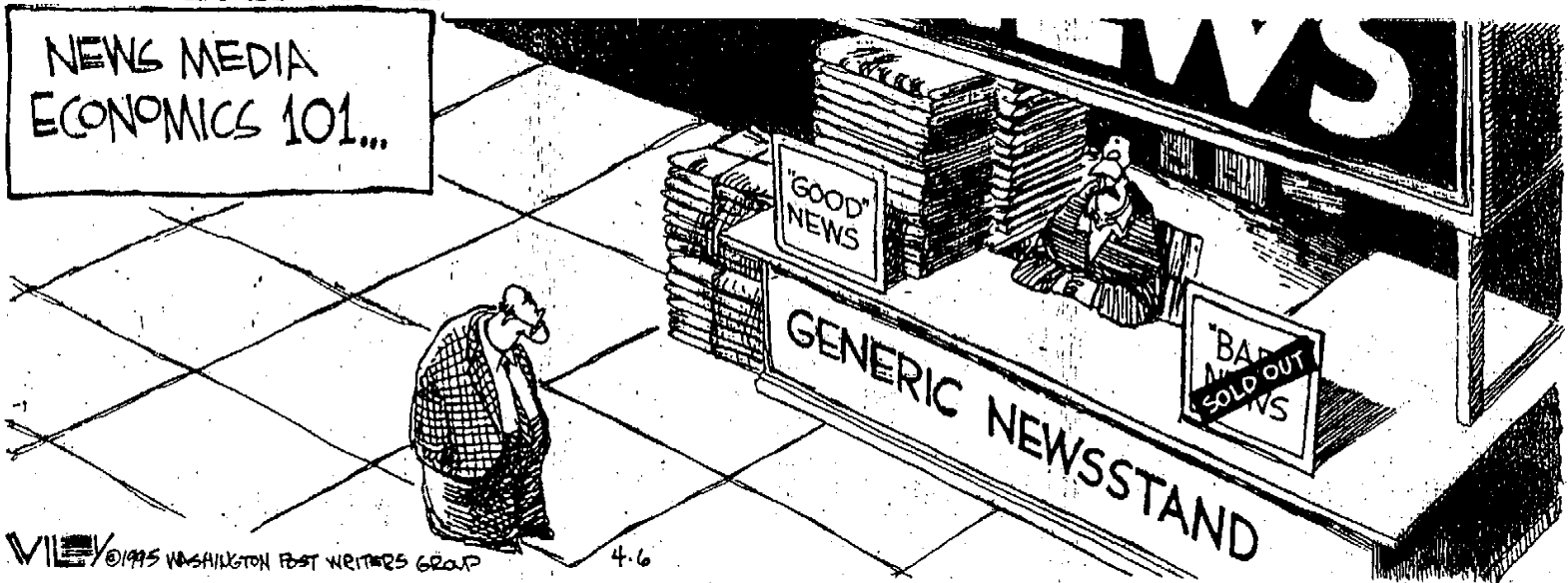


BEFORE A CRISIS

Agendas to Consider: The Public's

- What happened?
- Why?
- Who or what is to blame?
- When did you know?
- What have you done? What are you doing?
- How do I know it won't happen again?
- Why should I trust you?

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BEFORE A CRISIS

Agendas to Consider: The Media's

- As always, they're looking for controversy, conflict, drama ... a good story ("If it bleeds, it leads")
- Answers to the questions the public wants to know
- The truth



BEFORE A CRISIS

Practice makes perfect

- **Conduct** initial and periodic scenario testing
- **Update and adjust** the plan to keep current



DURING A CRISIS

Establish the facts

Use consistent messaging

- Clear, consistent messages
- 3 or 4 key main points, consistently stated and reinforced by action
- Tell the truth



Effective messages

- Value based, supported by facts
- Brief, memorable
- Simple, everyday language
- Positive, accurate
- Ring true emotionally
- Legally right – BUT not legalistic



DURING A CRISIS

Centralize Communications

Speed is crucial

- Nature abhors a vacuum
- The issue must be defined ... either we'll do it, or someone else will

Get it out, get it over



DURING A CRISIS

Practice the 4 R's

- Regret
- Reform
- Repay
- Responsibility



DURING A CRISIS

Fight emotion with emotion

- Put a human face on your response

Engage third parties

Include all stakeholders

- Leverage good news back



DURING A CRISIS

Demonstrate

- Caring – about PEOPLE and VALUES
- Protecting – PEOPLE and VALUES
- Openness
- Honesty, accuracy, reliability
- Stability, confidence, competence



Crucial details

- Anticipation and planning
- Good information
- Prepared, calm spokesperson
- Speed
- Effective, believable emotion
- Engaging third parties
- Tell the truth



QUESTIONS?
