managing your message to improve resiliency
Right information
Right people
Right time
Reduce anxiety / fear
Maintain reputation
Recover

communication goals
planning and preparedness
Assets

- People
- Buildings / Facilities
- IT Systems
- Reputation / Brand

Risk Events

- Internal
  - Safety
  - Cyber Breach
  - Construction
  - HAZMAT
- External
  - Weather / Natural Disasters
  - Criminal Activity
  - Active Shooter
  - Terrorism

Critical Event

risk analysis
Level 1
- Most likely
- Most damaging

Level 2
- Most likely
- Least damaging

Level 3
- Least likely
- Most damaging

Level 4
- Least likely
- Least damaging
communication strategy
Communication team members / Spokesperson

Communication governance document

Stakeholder / audience identification

Pre-written and pre-approved templates for various stakeholders and communication modes

Effective communication resources

crisis communication plan
<table>
<thead>
<tr>
<th>Stage</th>
<th>Nature</th>
<th>Who Develops</th>
<th>Who Edits</th>
<th>Who Approves</th>
<th>Who Communicates</th>
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<tbody>
<tr>
<td>Emergency / Acute Crisis</td>
<td>Life-safety issue</td>
<td>Security</td>
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<td>Crisis Stage</td>
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<tr>
<td>Tactical / Damage Assessment</td>
<td>Activation instructions, incident information, and basic incident talking points</td>
<td>ERT &amp; Communication Team</td>
<td>Communication Team</td>
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<td>Strategic / Recovery</td>
<td>Broader, longer-term policy and relationship issues</td>
<td>Communication Team</td>
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<td>President / CEO</td>
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<td>Stakeholders</td>
<td>Media format</td>
<td>Communication timetable</td>
<td>Frequency of messaging</td>
<td>Owner</td>
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<td>Level 4</td>
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</tbody>
</table>
Accidents that injure employees or others

Major property damage

Production or service interruptions

Community or environmental impact

Product quality issues

scenarios
Clear and understandable language

Express concern for those affected

5 Ws & 1 H

Acknowledge fear, uncertainty and pain impacted on individuals, families and the community
shifting emotions
social media listening
DEADLY ETHANOL PLANT BLAST
CAMBRIA, COLUMBIA COUNTY
What is known and who already knows it

“Sentiment analysis” – what emotions need to be considered

What can and can’t be said

Anticipate questions

Be the first source

assessment
Forget “no comment”

There is no “off the record”

Treat the media with respect and courtesy

working with reporters
communications plan

- Crisis Communications Plan / Dedicated team
- Crisis governance / Escalation process
- Monitoring process
- Pre-drafted templates
- Practice exercises

Crisis response

- Assessment / Evaluation
- Reputation management
- Media monitoring / Messaging

Post-crisis

- Resolution / Recovery
- Response debriefing / evaluation
- Integrate “lessons learned” into Crisis Communications Plan
It takes 20 years to build a reputation and five minutes to ruin it. If you think about that you’ll do things differently.

Warren Buffett