

CRISIS & MEDIA RESPONSE STRATEGIES



What is a crisis?

- A critical event or point of decision which, if not handled in an appropriate and timely manner (or if not handled at all), may turn into a disaster or catastrophe.
- A time of intense difficulty, trouble, or danger.





**Every
organization
will likely
experience a
crisis.**

- It could involve a customer, a client, an employee, a vendor, a volunteer, or something or someone beyond that.
- It could start with a phone call from a reporter, an email from a customer, or letter or message from someone else.





**Every
organization
will likely
experience a
crisis.**

**True strategic crises do not
happen every day.**

They are abnormal events that threaten the reputational, commercial and strategic interests of an organization.



What can a crisis situation do or mean to a company?



Reveal an organization's ability to succeed – and to survive.

Put an organization under intense public and media scrutiny.

A crisis response is often a **defining moment** in the careers of leaders, teams and the wider organization.

07/06/2016 21:05:34
A L



Crime or Public Safety

**Political or
Business**



**Cambridge
Analytica**

Government



HNN

BREAKING:

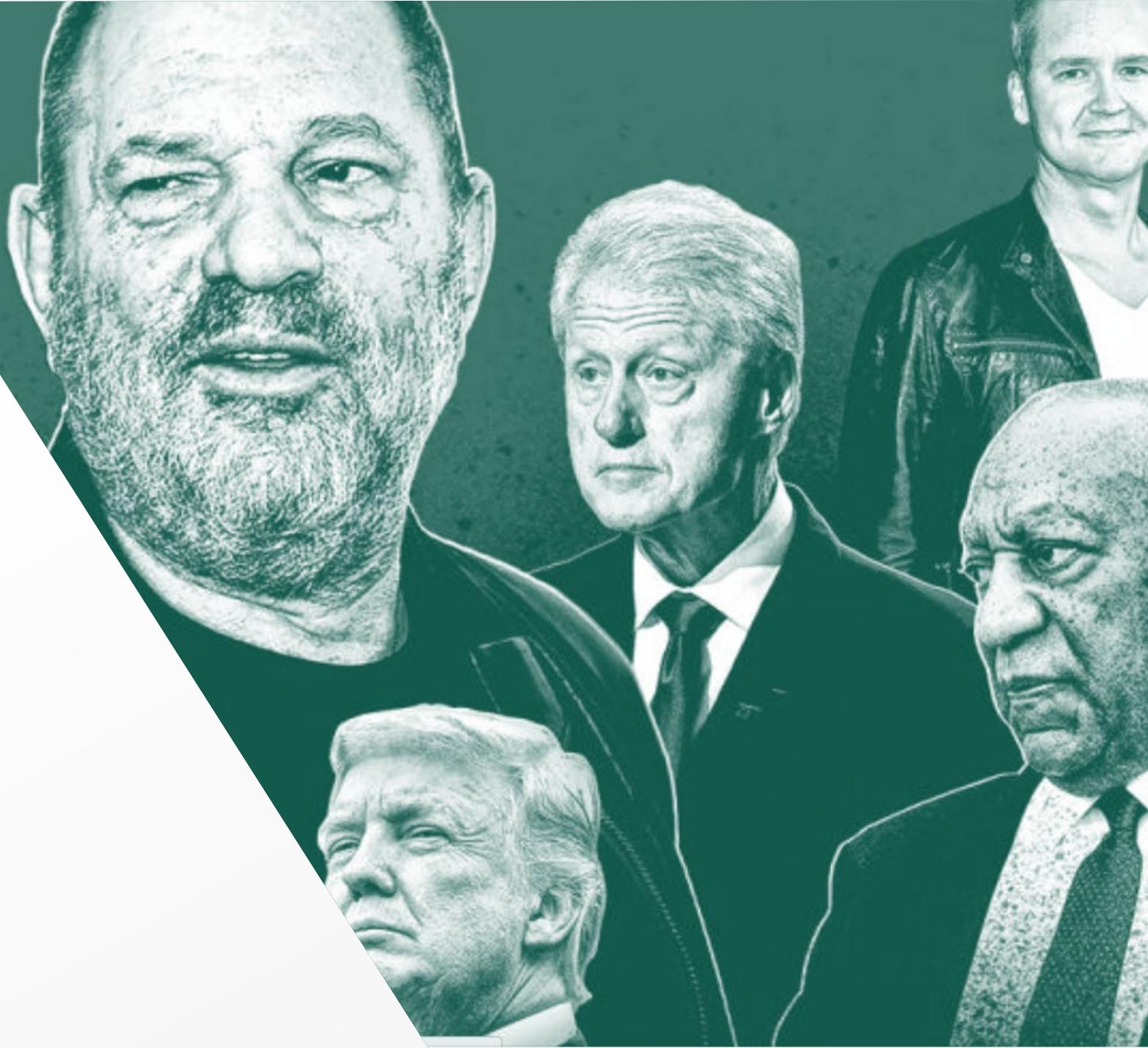
Emergency alert issued to Hawaii phone
Missile threat inbound to Hawaii. Seek im
shelter. This is not a drill."

EMERGENCY ALERTS

Emergency Alert

MISSILE THREAT INBOUND
IMMEDIATE SHELTER. THIS IS NO

#MeToo



Employee Theft



Negative Customer Feedback Posts



The difference between an organization that deals effectively with crisis situations and one that does not...



- The skill and the preparation of an organization's leadership
- Direction leaders give their people
- Investing in crisis management capacity development before a crisis happens
- Having the right resources and support available at the right time

Organizations that can successfully respond and manage the challenges from a crisis are also more likely to succeed over time.

Unfortunately, the opposite is also true.



**Crisis puts an
organization
under intense
scrutiny from...**

- Customers
- Employees
- Media
- Government / Authorities
- Other



Crisis challenges an organization to be fast and accurate in how it communicates

- Communications is always the busiest function in a crisis.
- The speed and intensity of a situation today is different.
- Speed of communication helps an effective plan and response and can crush an ineffective plan or response.



Crisis Management capacity is one of the most critical needs in most organizations.

Yet many don't invest in their crisis management skills and strategies until after suffering through a crisis, unprepared.

What goes into a crisis communication strategy?



- Preparing for the situation
- Ability to fully understand what is happening
- Taking effective action – MAKE DECISIONS
- Review results and be able to collect feedback
- Having resources and expertise

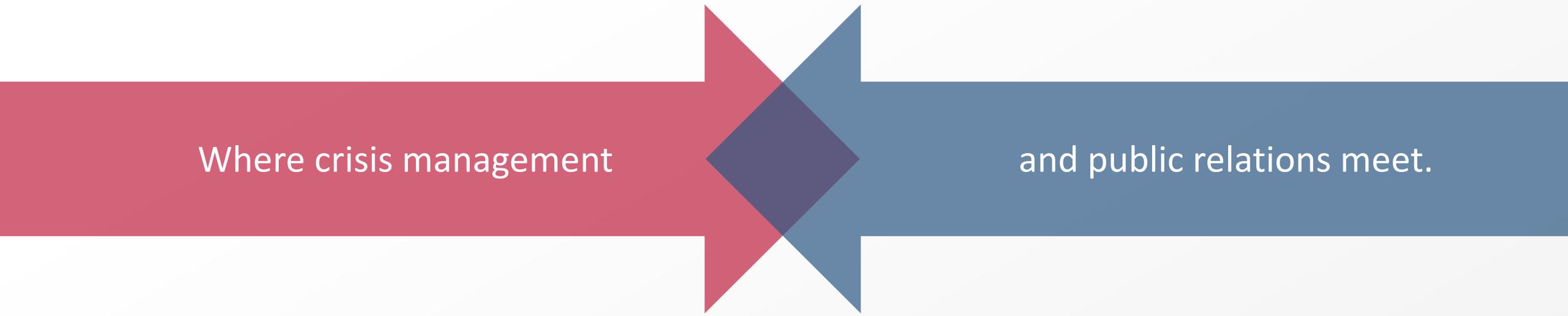


Managing and surviving a crisis depends on communicating information

- Knowing what to communicate and what you can't say or share.
- Being able to be credible and effective in communicating it
- Having the right people in the right roles with the right messages



CRISIS COMMUNICATIONS



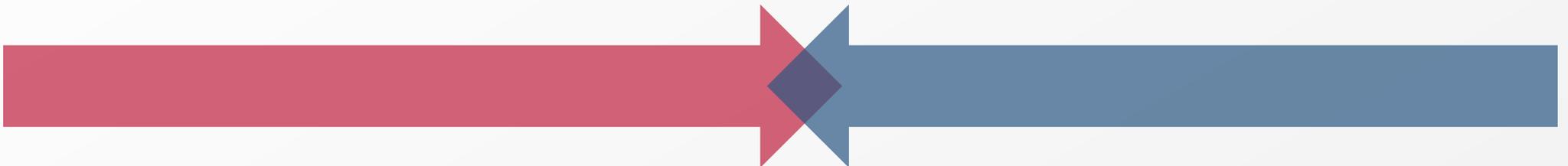
Where crisis management

and public relations meet.

CRISIS COMMUNICATIONS

Externally

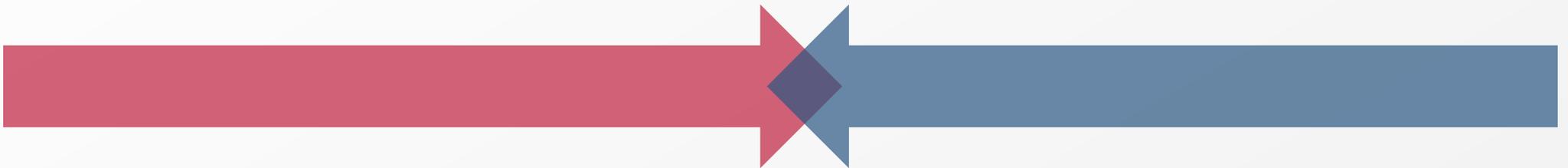
- Representing and being the public face of an organization throughout a crisis by engaging with the media and other external observers
- Convey information
- Answer questions
- Dispel myths
- Giving progress updates
- Manage reputational risk



CRISIS COMMUNICATIONS

Internally

- Knowing how to collect accurate information about what is happening
- Making sure that people within the organization are on the same page with a communication strategy and know their roles and responsibilities
- Making sure key/core audiences know what's happening (employees, customers, etc.)



What is Crisis Communication Training

Helps people coherently and effectively interact with reporters, journalists, and other audiences during interviews and interactions that are part of a crisis response.

Though the media world is shifting, the importance of being prepared to work with the media is more important because there are more writers and news “reporters” than ever before.





Crisis Communications Goals

- Define your objectives: what needs to happen via your message.
- Improve skills to get your message across succinctly and with impact.
- Be able to understand your audiences.
- Build confidence to be effective



When you are an effective spokesperson in a crisis situation, the media will return to you again and again for expert commentary on your area of expertise.

**Understanding the media and how news and
“content” is created and produced**

Reporters are...



- Competitive
- Curious
- Skeptical
- Poor Planners
- Persistent
- Adrenaline junkies
- Autonomous

Reporters often...



- Oversimplify
- Overreact
- Overdramatize
- Overemphasize

What do reporters want?



- Information
- Perspective
- Accessibility



The one function that TV news performs very well is that when there is no news we give it to you with the same emphasis as if there were.

David Brinkley



Where does news come from?

- Social Media
- Ideas
- Events
- News Releases
- Other Media
- Online resources





Why working with the media during a crisis matters.

- Powerful influential partners
- Conduit to communities
- Opportunity to be an advocate for your members
- Way to be an effective voice



**3P Philosophy
of working with
the media**

Participate
Prepare
Partner



You can't influence what happens if you do not

PARTICIPATE

Media will create a story with or without your help and participation.

Why you should participate

- Influence the tone of the coverage
- Minimize the damage from negative news
- Make a good impression
- Only way to make any impact

Ways to participate

- Return a phone call, email, text quickly
(You don't have to give information but responding is important.)
- Foster or create a working relationship
- Share background information
- Help reporter find someone else to talk with

Keys to participating

- Do not do it alone
- Right message and right messenger
- Have a goal – what do you want or need the result to be





You can't influence what happens if you do not

PARTICIPATE

Ten Commandments of Effective Media Relations

1. Tell the truth.
2. Humanize – examples, real people, concrete results.
3. Start with main messages, then supporting evidence (not other way around).
4. Learn to bridge back to your messages.
5. Stay in control. You are 100% responsible for how you will appear/come across.
6. Play on offense – get out in front of the story. If there's bad news, be the first to announce it – along with how you plan to fix it.
7. Prepare, prepare, prepare.
8. Never speculate.
9. Be credible, accurate and persuasive.
10. Never say anything to a reporter you wouldn't want to see in the news.



Before you participate,

PREPARE

in advance.

Things to do before the call comes:

- Advisors – talk to people for advice
- Consult with key members of your team
- Practice scenarios
- Part of your strategic plan
- Create scenarios for you and your team to practice respond to

Preparing for an interview.

Questions to ask yourself

- What can I say *legally*?
- What *should* I say for transparency?
- What *can't I avoid* addressing?
- What do I *want* to say?
- What do I *not* want to say/talk about?
- What do I want to *accomplish*?
- What are my *key messages*?
- What do I want the *headline* to be?

Questions to ask the reporter

Things you can and should ask

- What do you need?
- What's your deadline?
- Where did the story come from?
- Who have you talked to & what are they saying?



“ The questions don't do the damage. The answers do.

Sam Donaldson

A painting of Napoleon Bonaparte on a white horse, wearing a black bicorne hat and a dark blue military uniform with a red sash. He is pointing his right hand towards the left. The background is a light, hazy sky.

It's okay to be afraid or nervous.

“ I fear three newspapers more than a hundred thousand bayonets.

Napoleon



Before you participate,

PREPARE

in advance.

Things to remember in an interview

- Your key messages
- Keep sentences short, sweet and simple
- Utilize ways to regain control of interview – interjecting expertise
- Deflect tough questions by pivoting to preferred and practiced messages

Ways to return the conversation to your key message

- What's important to remember.....
- I'm not sure _____ is the issue. I think _____ is what we're really talking about
- I can't confirm those numbers, but I can speak to
- At this point, some background information may be helpful.....
- Before I forget...
- That's not my area of expertise, but what I can tell you...
- That's a good point. I think you would be interested to know...

Q & A



FEARLESS ADVOCATES

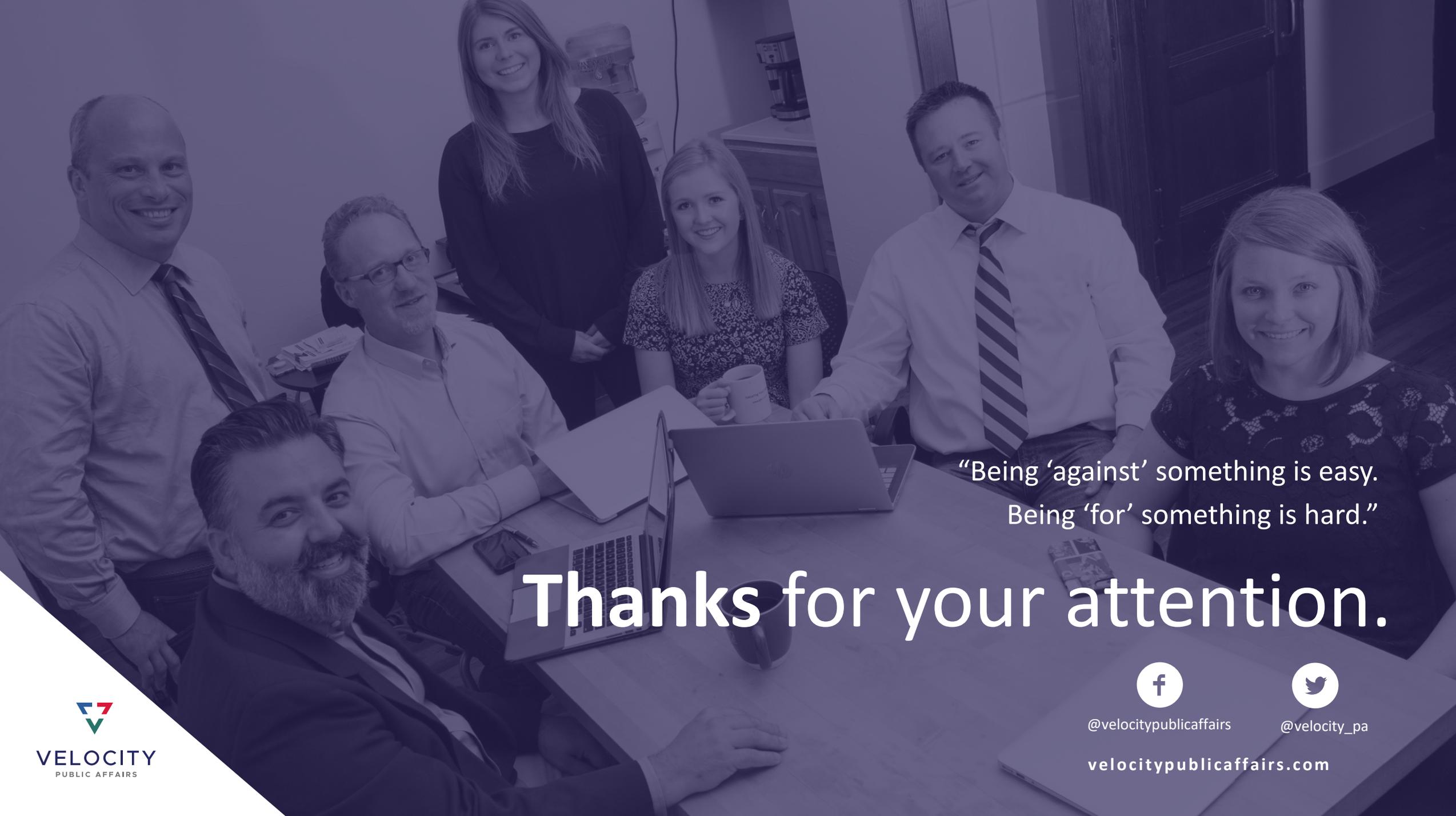
STRATEGIC COMMUNICATORS

EFFECTIVE OPERATIVES

Velocity Public Affairs is a full-service public affairs company that combines experienced leadership with market-leading, proprietary technology to help clients strategically address and manage public affairs challenges and opportunities.



VELOCITY
PUBLIC AFFAIRS



“Being ‘against’ something is easy.
Being ‘for’ something is hard.”

Thanks for your attention.