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Genium Crisis Leadership Symposium

22 July 2019

Crisis Communications: Why the C-Suite needs to get involved and get Ready

1. **Crisis Comms Manual**

   A look at how a typical Crisis Comms Manual is laid out and at which points Senior Management should be engaged.

2. **Trendwatch Dashboard**

   How can Senior Management keep their fingers on the pulse and gauge shifts in sentiment especially when they are trying to restore brand and reputation

3. **Crisis Comms Checklist**

   A Before-During-After look at the key components of a checklist for Senior Management

4. **Reputation Repair and Recovery**

   In the wake of a crisis, how would Senior Management rebuild trust and confidence

5. **Crisis Management and Crisis Communications Review**

   This is a maturity survey that allows Senior Management to rate their crisis management preparedness

8 Observations

Many organizations do not have a structured framework and processes in place to help them clearly communicate in a crisis.

1. **Strategic Communications** must include the ability to think and communicate clearly during a crisis. The Board and C-Suite must be involved in discussions about risk scenarios, crisis management procedures and crisis communications protocols.

2. Directors and Executives must be assured that all the key and necessary elements of crisis communications are attended to before, during and after a crisis, and that a **Crisis Communications Checklist** is customized to the unique operating environment of the organization.

3. Each risk scenario must be ranked not only along an organization's risk scale but must also be assigned public relations risk ratings. A **Crisis Communications Manual** should recommend the narrative and key messages that should be conveyed with each scenario.

4. Crisis Communications Teams and the Crisis Management Teams they report to must be stress-tested in **Crisis Simulation Exercises** which will also provide important feedback to the organization's contingency plans.

8 Observations

5. Organizations should recognize that an external **Crisis Communications Specialist** would be helpful as a sounding board. The communications team, and even the Board and Management, may be too deeply involved and too emotionally invested to decide on the most prudent strategy, in the midst of a crisis.

6. A well thought-out crisis communications strategy will help organisations understand what, when, where, why and how they should communicate to **stakeholders** during a crisis. With stronger employee engagement and **internal communications**, organisations will be able to more effectively shore up morale during a crisis.

7. Beyond crisis management, planning for the recovery phase is just as important as planning for crises, as **rebuilding trust and confidence** is critical to restoring reputation and branding.

8. Directors and executives with a crisis management responsibility must be well-versed in their communications **strategy, narrative, message and timing**. In addition, they must have the ability to **transition effectively** from their day-to-day functions to their crisis management roles to better prepare for and respond to a crisis.

Crisis Comms Manual

Is your Enterprise able to Communicate clearly in a Crisis?

A Crisis Communications Manual

1. Principles of crisis communications
2. Stakeholder Mapping and Engagement Strategy
3. Chronology to information updates
4. Crisis Comms Team: Critical Roles
5. Crisis Comms Matrix:
    a. Risk Scenarios
    b. News value factors
    c. Templates

6. Trendwatch Dashboard
7. Common Operating Picture
8. Crisis Comms Checklist

6. Trendwatch Dashboard

Is your Enterprise able to communicate clearly in a Crisis?

Trendwatch Dashboard

7. Common Operating Picture

Is your Enterprise able to communicate clearly in a Crisis?

Common Operating Picture

Trendwatch Dashboard

Customer Relations Monitoring	Media Monitoring	Ops & Key Decisions Log	Comms Log: Media	Comms Log: Key Stakeholders	Internet – mainstream and social media
CCTVs covering multiple locations		Map/Schema/Digital Image of Facility		Map/Schema/Digital Image of Point Location	Breaking News - TV

8. Crisis Comms Checklist

Is your Enterprise able to communicate clearly in a Crisis?

Crisis Comms Checklist

Stakeholder Environment, Regulatory Obligations, Crisis Management SOPs, Crisis Communications Manual, Comms Team in Crisis Mode, Spokespersons in Crisis Mode
Before

Employee Engagement, Media Engagement, Information Management
Before-During

[Not] Setting Precedents, Debriefing and Learning, Rebuilding, Legal
During-After

Monitoring and Management Dashboards
Before-During-After

Reputation Repair and Recovery

Is your Enterprise set up to Rebuild Trust and Confidence?

Reputation Repair and Recovery

Rebuilding trust and confidence in the aftermath of a crisis involves developing and implementing a comprehensive Stakeholder Engagement Strategy.

A **Public Relations Campaign** should have clear objectives and key messages, and the theme and tone of the campaign should demonstrate that repairs and remedies are genuine, effective and persistent. The wider strategy should elaborate the channels, platforms and format to be used.

The PR Campaign should complement a **Public Outreach Campaign** that seeks to engage the media, shape views, involve the wider stakeholder community, and build broader and more balanced perspectives of the organization.

Having a disciplined approach is critical and this could be achieved through a **PR Calendar** that ensures activities are coordinated, responsive and sustained. The PR Calendar is adapted to customer expectations, perception gaps, performance improvements and independent validation.
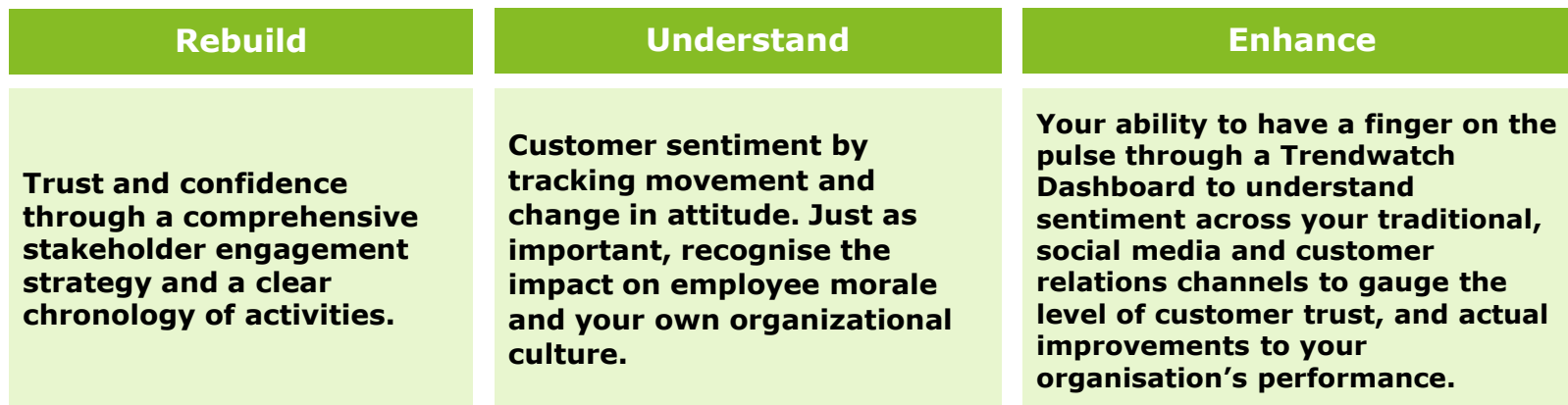
Reputation Repair and Recovery

A carefully considered plan to rebuild trust and confidence will recommend a clear chronology of activities in the wake of a crisis.

The Day After focus on taking responsibility, giving the assurance that every effort is being made to determine the immediate cause of the event and providing a detailed account of the event.

The Week After focus on promoting an open discussion of issues relating to the event to demonstrate accountability, sincerity and transparency.

The Month After focus on achieving closure by keeping customers updated on efforts to establish the root cause of the event, providing access to investigation reports and reporting on the measures taken to prevent a recurrence.

Reputation Repair and Recovery

Rebuild	Understand	Enhance
Trust and confidence through a comprehensive stakeholder engagement strategy and a clear chronology of activities.	Customer sentiment by tracking movement and change in attitude. Just as important, recognise the impact on employee morale and your own organizational culture.	Your ability to have a finger on the pulse through a Trendwatch Dashboard to understand sentiment across your traditional, social media and customer relations channels to gauge the level of customer trust, and actual improvements to your organisation's performance.

Strategy to Rebuild Trust and Confidence

Build a strategy for reputation repair and recovery in the immediate aftermath of a crisis. The strategy will comprise:

1. Public Relations Campaign

3. PR Calendar

5. Metrics and Analytics to gauge sentiment

2. Public Outreach Campaign

4. Day-Week-Month after-the-crisis Chronology

6. Trendwatch Dashboard to provide Situational Awareness

Crisis Mgnt and Crisis Comms Review
Is your Enterprise ready and prepared
for Crisis Management?

Crisis Mgnt Review

- Do you have a clear sense of your complete stakeholder environment?
- Do you have your finger on the pulse? Do you get a daily ops report; a daily media monitoring report?
- Do you have a dashboard that gives you true situational awareness, where you receive alerts to disturbing trends, where you can dive deeper; two, three levels or more to look into issues of concern to you?
- Do you have an integrated emergency management plan? (Operational Incidents, Terrorist Incidents, Criminal Incidents, IT Incidents and Denial of Access/Prolonged Disruptions)
- Do you have crisis management SOPs and a crisis management team in place? Are they regularly rehearsed?
- Do you have a joined-up enterprise risk management process? (Corporate Strategy: Action Plans, Crisis Management and Crisis Communications, Control Self Assessment [Internal Controls], Internal Audit Processes, Business Continuity Management, Integrated Reporting, Material Sustainability Issues)
- Are you anticipatory when it comes to risks and opportunities? Do you have a risk sensing process in place?
- Do you pay attention to SEO and SERP?
- How do you rebuild trust and confidence after a crisis?

Crisis Comms Review

- ❑ What is your strategic narrative and message pillars?
- ❑ How do you organize your comms team? Can your team transition quickly into its crisis role?
- ❑ What do you insource and outsource?
- ❑ Do you have a crisis comms manual in place?
- ❑ What metrics do you use to gauge how well you're doing on traditional, digital and social media channels? What metrics do you use for your organic and paid campaigns? What visualizations are helpful to you?
- ❑ What digital and social media platforms do you use? What are their strengths and weaknesses? What can the platform analytics tell you? Have you done an audit of your digital and social media platforms? Are your platforms optimized for SEO? Are your media releases optimized for SEO? Have you even done an SEO audit? Are you keeping abreast of the constant changes to Google's search algorithms?
- ❑ If you're mounting a national campaign, do you have a complete catalogue of all the engagement levers and channels you should use?
- ❑ Do you have brand ambassadors, advocates and influencers?
- ❑ Do you monitor and address perception gaps?
- ❑ Do you have a good sense of your media landscape?

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