



Crisis Defined

- Crises are show-stopping, people-stopping, product-stopping, reputation-defining situations that create victims and/or explosive visibility.

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Readiness: The Readiness Equation

- | | |
|--|-----------|
| • Accurate contact information | 75% |
| • Pre-authorization | 15% |
| • Extensive scenario preparation and testing | 8% |
| • Surprise | <u>2%</u> |
| | 100% |

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The Realities of Reputation Damage

- **Bad news always ripens badly.**
- **It gets worse before it gets better.**
- **Your response will be criticized by people who weren't there, quoting people who weren't there either.**

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First Response Issues to Keep in Mind

- **Conclusive first response (the grand strategy)**
- **Effective and appropriate senior management involvement**
- **Pre-authorization**
- **Preparing for victims**
- **Prevention of collateral damage**
- **Relentless incremental progress to reduce vulnerability**
- **Unchallengeable behavior**

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First Response Strategy Part I (The Grand Strategy)

- Stop victim production
- Manage victim dimension
- Communicate with employees
- Notify the indirectly affected
- Cope with the self-appointed, self-anointed
- Activate Web site response strategy
- Manage the record

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Manage the Victim Dimension Or Suffer Their Wrath and Power

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Leadership Recovery

Management's Most Crucial Roles

- **Assert the moral authority expected of ethical leadership.**
- **Take responsibility for the care of victims.**
- **Set the appropriate tone for the response.**
- **Commit random acts of leadership.**

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Crisis Planning Steps

- **Visibility analysis**
 - Planned visibility
 - Unplanned visibility
- **Key issues identification**
- **Scenario development**
- **Web site development**
- **Message structures and sequence**
- **Installation, testing, and updating**

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State Your Communication Intentions

1. Candor
2. Openness, accessibility
3. Truthfulness
4. Responsiveness
5. Empathy
6. Transparency
7. Engagement
8. Clarification & correction

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Typical Organizational Barriers

- Resistance to automatically trigger corporate notification, i.e., a *Call Headquarters If* list
- Competing response priorities between divisions, functions, and product lines
- Other existing plans, e.g., plans developed by others or required by government regulations
- Relationship between corporate and division/branch/field operations
- Response confusion and turf issues
- Existing management response plans

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Common Readiness Plan Deficiencies

1. Too general, not specific enough to work
2. No mechanism for rehearsal or effective installation of plans
3. Too complex, too extensive, can't be effectively used for training
4. Out-of-date with current operations and facilities

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Stay Ready

- Develop an exposure management process.
- Practice ongoing preparation with annual simulations.
- Share case studies.
- Use right way/wrong way models.
- Maintain an active First Response Team.
- Maintain a Social Media Attack Response Team (SMART).
- Indoctrinate managers and supervisors.
- Ongoing preparation and training.
- Prevention efforts.

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