



Division III
DISCOVER | DEVELOP | DEDICATE

Being Your Best Self During Your Campus' Worst Days



Perspective

Walk toward the crisis!

LIFE IS 10% OF
WHAT HAPPENS
TO YOU AND 90%
OF HOW YOU
REACT TO IT.

- Unknown

ProGood.me

Crisis & Critical Issues Management

BEST PRACTICES AND COMMUNICATIONS

- Walk toward the crisis.
- Crisis is a “when” not an “if”.
- Prepare and respond as a team.
- Utilize communications tools.



Here's what some organizations say:

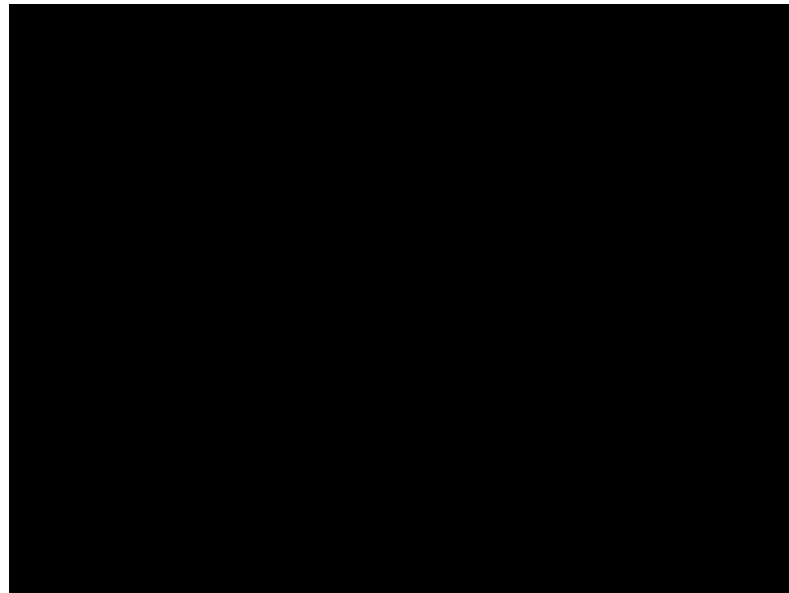
- It won't happen to us. 32%
- We're just going to wing it. 23%
- We're standing but bruised. 23%
- We're on top of our game. 22%

They are getting failing grades:

- 55% of respondents stated their organization had experienced a crisis within the past two years.
- 56% of organizations don't even have a crisis plan.
- 66% of organizations have not trained on their crisis plan in the last two years.
- 73% of respondents say they are not prepared to respond in social media crisis within two hours.
- 43% of respondents report that senior leadership has little-to-no confidence in their crisis team's ability to manage a crisis effectively.
- *Only 22% of respondents are properly prepared to manage a crisis situation.*



Recently in the news



Starbucks





“Never dig a well
when you are thirsty”

The worst time to handle a crisis is when you're in the middle of one.

The first minutes and hours can determine success or failure.

Develop your crisis plan before something happens.

Attorney and crisis communications teamwork in stride.

Who tells a better story?

OPTION A

In a statement, **Master Mechanical** officials said they are reviewing the lawsuit.

“Out of respect for the various ongoing investigations, we will not be discussing the details at this time,” the statement said. “We continue to actively cooperate with all state, local and federal agencies investigating this tragic event. We ask that you continue to keep in your thoughts and prayers all those affected by the incidents.”

OPTION B

CenterPoint Energy spokesman John Ward said:

“Our plan is to respond during the course of the legal process.”



Think you can wing it?



Mass casualties



Where do organizations go wrong?

- People are afraid to report a crisis.
- Crisis team members are not able to connect.
- Focus is on outside world only.
- Seek to blame, not solve.
- Forget to trust one another.

Wrong Way
GO BACK!

Where do organizations go wrong?

- Who is on your crisis team?
- Where is your crisis plan?
- When was it last updated/reviewed?
- Who would call whom?
- Who would be on-site?
- Who makes the decisions?
- Who would communicate with authorities, employees, customers, investors and the media?



The right mindset



I **get** to talk to the media

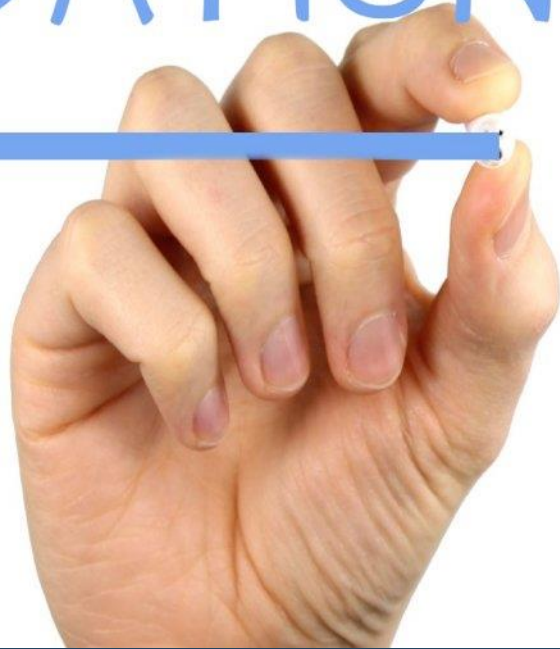
versus

I **have** to talk to the media

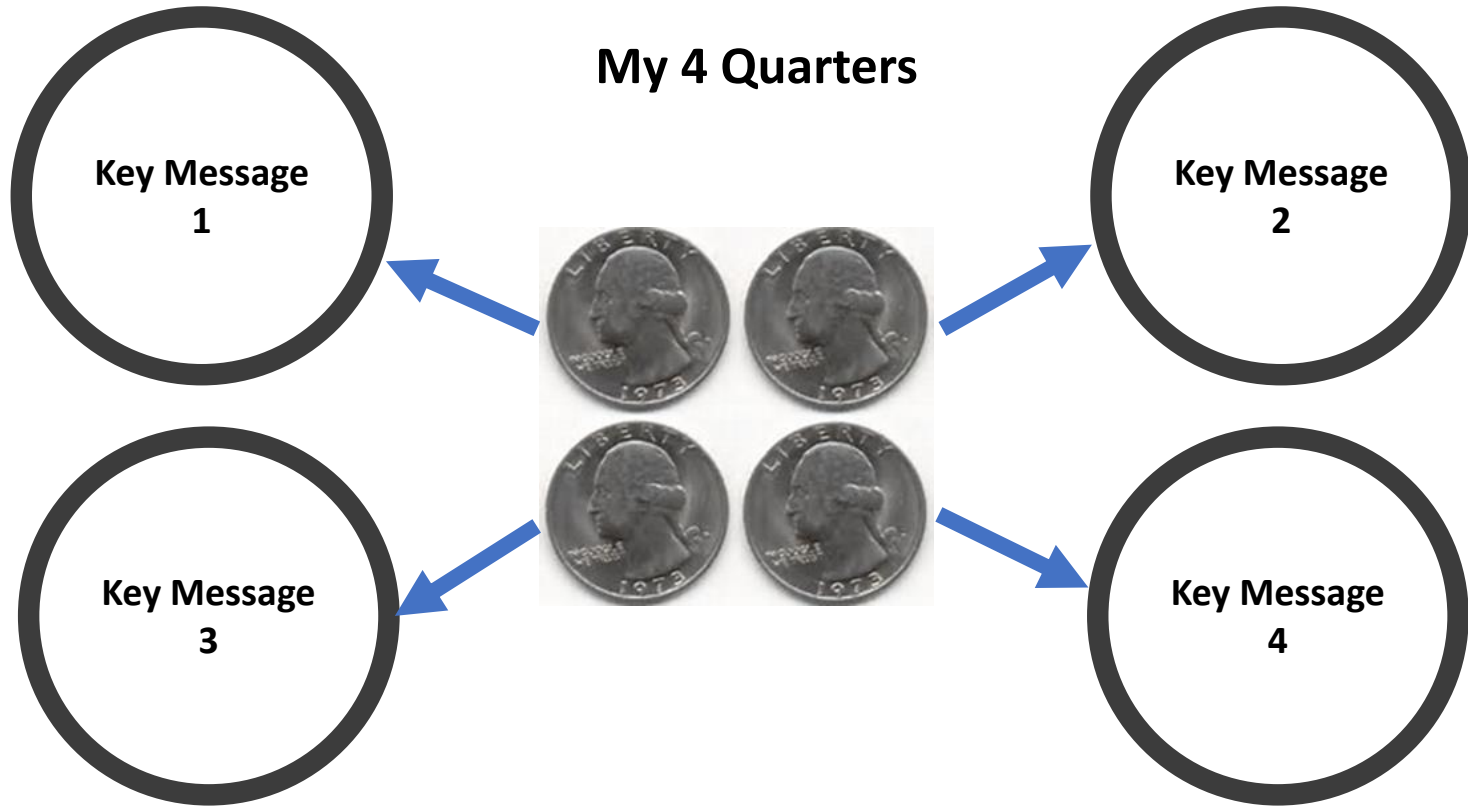


Rules of COMMUNICATION

- Your audience is only capable of remembering two or three things.
- In order for your audience to remember your message, it must be repeated frequently or capture their attention.
- It's your job to make sure your audience hears your message.



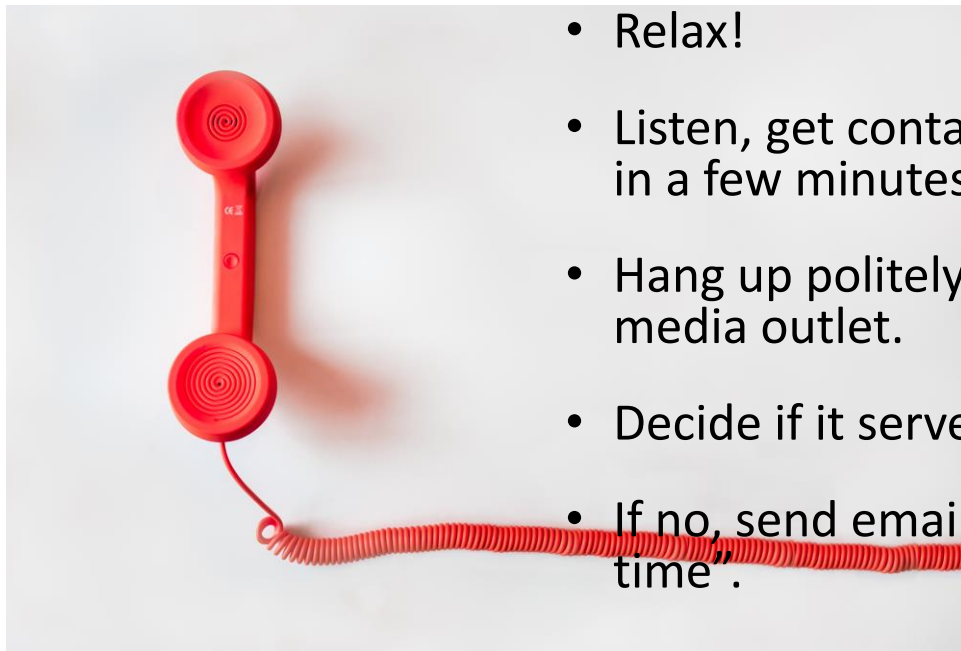
My 4 Quarters



The “10-Foot” Rule



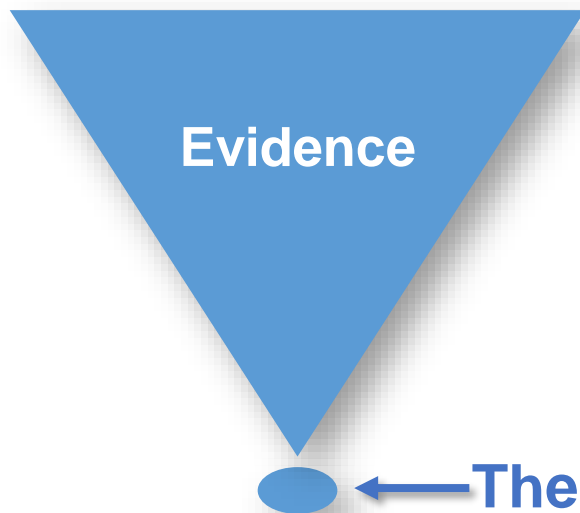
What do I do when a reporter calls?



- Relax!
- Listen, get contact information and call them back in a few minutes.
- Hang up politely and do some homework on the media outlet.
- Decide if it serves you to talk to them.
- If no, send email stating your apologies “at this time”.

Effective message delivery

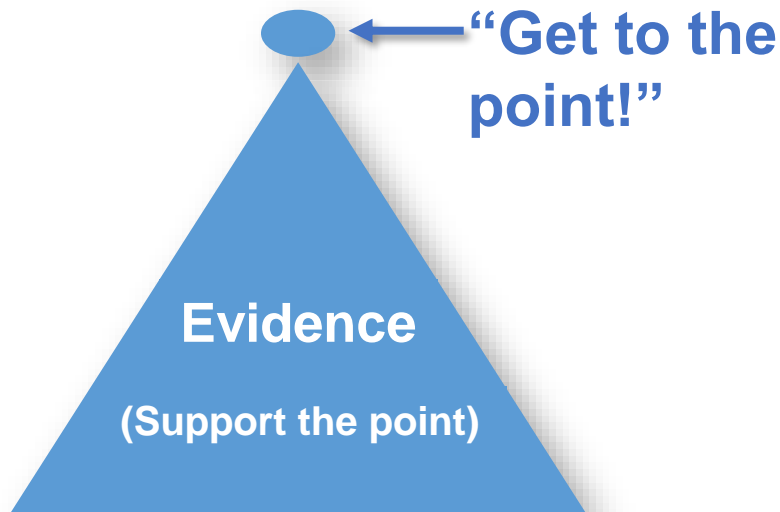
The Way We Think



← The point,
or conclusion

Effective message delivery

The Way We Listen

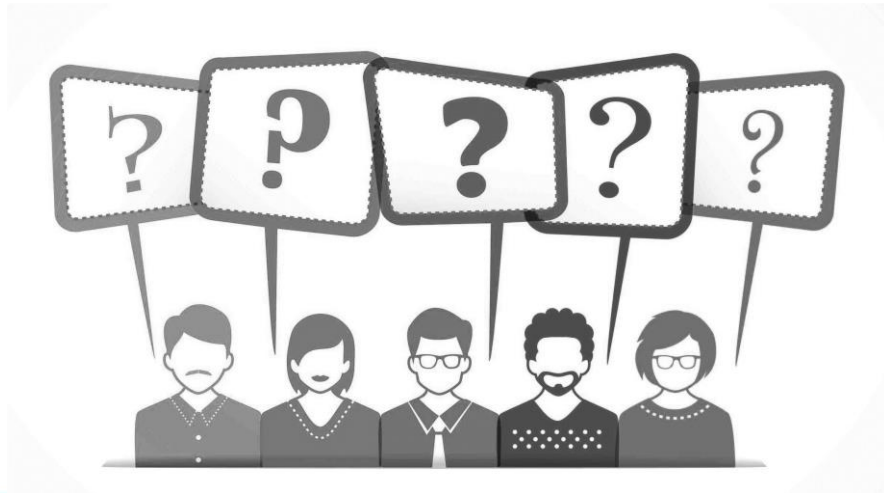


Three simple steps

Listen

Think

Answer





Tactics for addressing them

Bridging

- I don't know, but I can say...
- Let me underscore the important point...
- Let me clarify...
- There's a broader issue...

Strip and Flip

- Recognize/acknowledge legitimacy of the question.
- Remove the negative part.
- Respond with key message/statement of fact.

Alternatives to “no comment”

- “I’m not qualified to answer that question, but I can tell you...”
- “It’s a bit early to answer that question, but I can tell you...”
- “It’s not my field, but...”
- “I don’t have that answer immediately available, but I can get it for you.” – [Then do!](#)
- “It’s our policy not to comment on rumors and speculation.”



What to expect from media

- Sensationalism sells – “If it bleeds, it leads”.
- Reporters search for conflict.
- Report first, confirm facts later.
- With the speed of today’s media channels, controlling the initial news cycle is critical.

Leadership

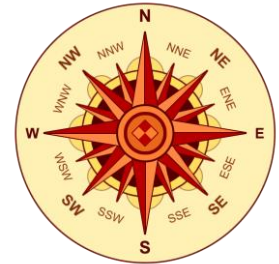
History shows that a crisis managed well by a leadership team often defines their legacy, yet a crisis handled poorly often results in being shown the door.

Always walk toward the crisis!



Let your institutional values serve as your compass

- They help you take the right course of action when options are few.
- Actions taken that are based on your core values are hard to criticize.
- Your values serve as the clue that keeps you whole. Violate them and your team crumbles.
- If you don't follow your values in both good and bad times, are they genuine?
- Never change who you are in the face of a crisis.



In times of crisis, people hunger for leadership

- A good leader tunes out the noise and focuses on the core issues at hand.
- They can begin to resolve even without all the facts.
- They avoid paralysis by analysis.
- They have a sense of urgency (not panic) which drives others.
- They willingly and quickly delegate decisions to trusted advisors and team members.
- They listen.
- They keep running the organization (and don't create a second crisis).



There are two courts in this world.

The Court of Law

- Innocent until proven guilty; lawyers often like to say little.
- This can prolong the issue.
- Take heed: if you cast aside legal counsel, you could end up in jail or paying big bucks.

The Court of Public Opinion

- Guilty until proven innocent; crisis counsel advises you to “come clean” quickly and apologize.
- This court moves at lightning speed.
- Move too slowly and your legal case may be the only thing left after your reputation is destroyed.

Pay close attention to both and consider key stakeholders.

Critical steps



- Get outside help. External eyes will play it straight with you.
- Remain visible.
- It's not about you – it's about them. Look at the situation through the lens of key stakeholders.
- Trust your team; don't do this alone. Delegate to keep the response on track.
- The clock is ticking. A quick response is critical to your survival as a leader and an organization.
- Compassion is key. In almost all cases someone is injured, inconvenienced or negatively impacted.
- The Plan. People want to know there is a course of action underway.
- The Investigation. It's highly unlikely you will know right away what went wrong. Commit to finding answers.

It's lonely at the top



- Trust is the only path to success in a crisis.
- Carve out time just to think.
- Your name will have been under attack. It's business; it is not personal.
- Find a venting partner, someone who will listen then forget everything you said once they leave the room.
- Document your ride to prepare you for the next crisis
- This too shall pass. It won't feel like it, but it will.
- If you are person of faith, seek it out. We all need help sometimes.
- Connect with your mentor.



**An issue
ignored is a
crisis invited.**

- Henry Kissinger

Thank you

Contact:

Bob McNaney

651-249-7718

Bob.McNaney@PadillaCo.com

PadillaCo.com