**CRISIS AHEAD**

**EDWARD SEGAL, 2020**

***Questions:***

* Are we at the beginning of the end or the end of the beginning of this global public health emergency?
* Is this a one-time crisis or will the virus return every year like the flu?
* How will the virus change the ways we live and work?
* Is the effect the crisis is having on the national and global economies going to be temporary?
* It was sudden and unexpected
* No one had prepared or trained for it
* Even if companies had crisis plans in place, they realized too late they needed comprehensive contingency plans to deal with this particular crisis
* People scrambled to respond quickly and in the best ways they could
* Experts were consulted for guidance on what to do, when to do it, and how to do it
* It is not clear how we will recover or how long it will take to return to normal

***This is not the first Time***

* The importance of having a plan and testing to ensure it will work
* Heeding early warnings
* Having enough of the right resources
* Responding quickly
* Telling the truth
* Accurately gauging the impact of the crisis
* Learning from the experiences of others
* Adhering to the facts
* Setting realistic deadlines

***How to respond to COVID-19***

* People's anxieties, fears, or concerns about the pandemic.
* empathy
* credible sources
* rumors, speculation, social media posts
* Communicate often
* Be transparent
* Don't minimize or sugarcoat bad news
* Always tell the truth
* If you don't have a plan, make one now
* Don't assume the coronavirus crisis will end soon
* Remember the big picture
* Show empathy and compassion
* What you say may not be what they hear
* You will be talking to multiple audiences
* Give people hope

***Reality check***

* Easier, faster, and more affordable to learn from the experiences of others
* Most organizations do not have the knowledge, skills, or resources to face or recover from a crisis
* Hope, luck, delay, denial, or stonewalling are not effective strategies for managing a crisis
* A crisis does not respect national boundaries, calendars, clocks, industries, or professions
* Specific skills and resources. management, public relations, marketing, advertising, legal, HR, and IT.

A lot can be at stake in a crisis, such as:

* The stock price of publicly traded companies and the value of privately owned ones
* The image, reputation, stability, and future of the company
* Revenues, profits, and future earnings
* Legal liability, lawsuits, and litigation o Insurance coverage and premiums
* Employee morale
* Retention and recruitment of workers
* Relations with customers, clients, vendors, and suppliers o Participation and membership in nonprofit organizations

**The 10 Rs of Crisis Management:**

1. Risk
2. Reduce
3. Ready
4. Redundancies: contingency plans
5. Research: information
6. Rehearse: once a year
7. React
8. Reach Out: publics and stakeholders
9. Recover: disaster, scandal, or other emergency
10. Remember: experiences, successes, mistakes?
* New product or service?
* Marketplace?
* Decline in your sales, revenue, or profits?
* Highly competitive industry or profession?
* Hostile work environment?
* Government
* Outside of your country?
* Consultants.
* Work from home.
* Weather-related events

Three things that never work for avoiding, managing, or recovering from a crisis are ignorance, denial, and wishful thinking.

You're Planning to Fail. In preparing for a crisis, it's always best to assume nothing and prepare for anything.

* Help protect your company's people, assets, credibility, image, and reputation
* Provide confidence to senior staff, employees, and stakeholders
* Lessen the impact of the crisis on your company or organization
* Help put the matter behind you as quickly as possible
* Choose Your Words Carefully
* Location, Location, Location: culture of the country
* The Right Way: saying you're sorry
* Crisis Trigger
* Contingency Plan
* Crisis Details: Who, What, When, Where, Why, How.
* Impact
* Awareness
* Notifications
* Success
* Priorities
* Deadlines
* Messaging
* Questions and Answers
* Hotline
* Challenges
* Opportunities
* Resources
* Important Contact Information
* Approvals
* Red Tape
* Crisis Team Members
* Crisis Team Leader
* Spokesperson
* Location
* Recovery
* Distribution
* Documentation

Put Your Plan to the Test. As others have found out, there are no assurances when it comes to a crisis.

* This was not a drill
* Have a plan and modify it as necessary
* Know how newsworthy your crisis can be
* Do the right thing and do things right
* Make sure everyone knows what to do when the media calls
* Know what decisions will have to be made and when
* It's just as important to know what you can't say as what you can
* Be consistent
* Notify key audiences
* Keep people informed
* Monitor social media
* Pay attention to mainstream news organizations
* Keep calm and carry on
* Never stop learning

**Best Practices. Guidelines**

* Get the Facts
* Define Success
* Control
* Show Concern
* Communicate
* Be Careful What You Say
* Set Priorities
* Take Action
* Get the Help You Need
* Follow Up
* Write It Down

**Next Steps**

* Stay Informed
* Do a Reality Check
* React Immediately
* Set Priorities and Deadlines
* Cut Red Tape
* Organize Your Thoughts
* Be Seen and Heard
* Appoint a Crisis Team

**What is a Crisis?**

I define a crisis as any internal or external event that can impact the image, reputa-tion, activity, bottom line, or future of an organization or disrupt or prevent normal operations. A crisis can hurt the recruitment and retention of employees, diminish staff morale, and expose the company to legal risks. Some corporate emergencies may never become known to the public, while others can be the fodder of news reports, international headlines, and social media posts.

**101 Best Practices:**

**Prevention**

1. Know what’s happening in your company or organization
2. Be aware of events, trends, or developments that may trigger a crisis
3. Assume nothing
4. Identify known and possible crisis trigger a crisis
5. Eliminate or reduce known and possible risks

**Preparation**

1. Have a crisis management plan
2. Review and update your plan on a regular basis
3. Prepare back – up and contingency plans for different crisis scenarios
4. Conduct regular crisis exercises
5. Have procedures that enable you to immediately learn about a crisis in your organization
6. Know when to activate the plan
7. Appoint a crisis management team
8. Ensure you can immediately reach key staff and others in events of a crisis
9. Provide media relations training for your spokesperson
10. Make sure you have enough of the right kind of insurance

**Research**

1. Do your homework
2. Get all the facts about the crisis
3. Be sure of your facts
4. Obtain the latest information about all aspects of the crisis

**Media Relations**

1. Engage with and monitor mainstream and social media sites for relevant information
2. Seek to correct mistakes by news organizations
3. Respond quickly to media inquiries

**Leadership/Management**

1. When you see or hear something, do something
2. When appropriate, take ownership and responsibility for the crisis
3. Tell your side of the story
4. Always tell the truth
5. Be transparent
6. Define the problem that caused the crisis
7. Identify solutions
8. Do what you think is best to address the emergency
9. Prioritize steps to address the crisis
10. Don’t jump to conclusions
11. Don’t minimize the crisis
12. Commit to taking action
13. Make the hard decisions
14. When you are wrong, say so – the sooner the better
15. Put the crisis in context and perspective

**Action**

1. Do what you can as soon as you can
2. Set realistic deadlines
3. Put the crisis behind you as soon as you can
4. Do the right things
5. Do things right
6. Move quickly
7. Don’t do anything that will make matters worse
8. Don’t assign blame
9. Define success in dealing with the crisis
10. Set achievable and realistic goals and deadlines
11. Overcome challenges and obstacles
12. Be visible to key audiences
13. Provide full disclosure about the situation
14. Justify your actions and decisions
15. Reinforce your core values
16. Seek the advice of experts
17. Make the best of a bad situation
18. Identify, obtain, and utilize the resources you need
19. Tell people what they need to do to address the crisis
20. Announce appropriate solutions to the problem that triggered the crisis
21. Explain the impact your actions and decisions will have
22. Exceed expectations
23. Overcome challenges and obstacles
24. Expect the unexpected
25. Take steps to ensure the crisis is not repeated
26. Set the record straight if necessary
27. Respond immediately to changing circumstances
28. Have a contingency plan
29. Avoid disruptions to your business
30. Respond quickly and appropriately to criticism
31. If you think you are innocent, say so
32. Explain and justify your actions and decisions
33. Anticipate how others will react to what you do and say
34. Manage expectations
35. Don’t give up
36. Set a good example for others
37. Take steps to make things right

**Communication**

1. Apologize
2. Sympathize
3. Empathize
4. Don’t say anything until you have and can confirm the facts
5. Think twice before you say a single word
6. Promptly announce bad news
7. Acknowledge that there is a problem or crisis
8. Explain the impact of the crisis
9. Don’t dig yourself deeper into a hole
10. Don’t blame others for your mistakes
11. Don’t make excuses
12. Provide updates as necessary
13. Use all available and appropriate communication tools
14. Don’t speculate
15. Don’t hide bad news or try to cover it up
16. Keep key audiences posted about your progress
17. Notify the proper authorities
18. Explain how you discovered the problem
19. Express and demonstrate your concerns
20. Defend your actions when necessary
21. Make it clear what you are doing and why you are doing it
22. Explain what safeguards you have in place
23. Issue appropriate warnings to others if action is not taken
24. Express appreciation for the help that was provided by others

**Recovery**

1. Have a recovery plan with appropriate deadlines and milestones
2. Apply lessons from your crisis and update your crisis management plan accordingly
3. Never stop learning from the mistakes and successes of others

**Road Map to Recovery**

Apologize: apologize or take responsibility

Prevent: policies and procedures

Learn

Commit

Remember: successful

Define: Define success-how

Measure: progress

Take Stock: talents, skills, and abilities

Exploit

Publicize: news coverage and social media awareness

Repeat

Celebrate