

# Effective Crisis Communication Strategies, Tactics, And Techniques

A Presentation for the  
National Association of Waterfront Employers

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# CRISIS AHEAD

101 Ways to Prepare for and  
Bounce Back from Disasters,  
Scandals, and Other Emergencies

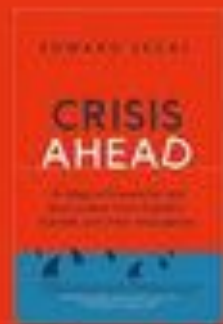


*"Crisis Ahead prepares you for effectively managing threats to your business.  
Read it so you will be ready when (not if) a crisis hits your organization."*

David Meerman Scott, marketing strategist, entrepreneur,  
and bestselling author of 11 books including  
*The New Rules of Marketing and PR*

# CRISIS MANAGEMENT MINUTE

by Edward Segal



# What Would You Say To Who And Why?

- Cyber thieves have taken control of your company's files and past emails
- They are demanding you immediately pay a \$100,000 Bitcoin ransom
- For every day you refuse to pay, they will:
  - Post on the Internet embarrassing documents and emails written by your staff and board of directors
  - Compromising photos of the chairman of the board
  - Raise the ransom by \$25,000

# What's A Crisis?

- What would be a crisis for you
- 101+ crisis triggers
- Why crisis communication matters

# Crisis Communication Plans

- Why you need a plan

# Crisis Communication Plans

- Why you need a plan
- A key part of crisis management plans

# Crisis Communication Plans

- *Who will say it*
  - *CEO?*
  - *Board*
  - *Staff person?*
  - *Outside consultant/spokesperson?*



# Crisis Communication Plans

- *What they will say*
  - *Holding statement?*
  - *Confirm or deny?*
  - *Next steps?*
  - *Express concern/empathy?*

# Crisis Communication Plans

- *When they will say it*
  - *Immediately?*
  - *In an hour?*
  - *To be determined*

# Crisis Communication Plans

- *Where they will say it*
  - *Web site?*
  - *Social media?*
  - *Internet via press release?*
  - *News conference?*
  - *One-on-one media interviews?*

# Crisis Communication Plans

- *Why they will say it*
  - *Inform the public?*
  - *How you will address the crisis?*
  - *Set the record straight?*
  - *Express concern/sympathy?*

# Crisis Communication Plans

- *How they will say it*
  - PINES
  - *The 9 Cs of crisis communication*

# Crisis Communication Best Practices

- PINES
  - Preemptive
  - Immediate
  - Never “no comment”
  - Empathetic
  - Spokesperson qualifications

# **Crisis Communication Best Practices - The 9 Cs**

1. Concise

# Crisis Communication Best Practices - The 9 Cs

1. Concise
2. Clear



# Crisis Communication Best Practices - The 9 Cs

1. Concise
2. Clear
3. Coherent

# Crisis Communication Best Practices - The 9 Cs

1. Concise
2. Clear
3. Coherent
4. Current

# Crisis Communication Best Practices - The 9 Cs

1. Concise
2. Clear
3. Coherent
4. Current
5. Correct

# Crisis Communication Best Practices - The 9 Cs

1. Concise
2. Clear
3. Coherent
4. Current
5. Correct
6. Consistent

# Crisis Communication Best Practices - The 9 Cs

1. Concise
2. Clear
3. Coherent
4. Current
5. Correct
6. Consistent
7. Customized

# Crisis Communication Best Practices - The 9 Cs

1. Concise
2. Clear
3. Coherent
4. Current
5. Correct
6. Consistent
7. Customized
8. Constant

# Crisis Communication Best Practices - The 9 Cs

1. Concise
2. Clear
3. Coherent
4. Current
5. Correct
6. Consistent
7. Customized
8. Constant
9. Channels

# Crisis Communication Best Practices

Keep in mind:

- PINES
- The 9 Cs



# Group Exercises

- How would you respond to different worst-case crisis scenarios?
- Answer the 5 Ws and H
  - *Who will say it*
  - *What they will say or do*
  - *When they will say it*
  - *Where they will say it*
  - *Why they will say it*
  - *How they will say it*

# Group 1: What Would You Say To Who And Why?

- Cyber thieves have taken control of your company's files and past emails
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  - Compromising photos of the chairman of the board
  - Raise the ransom by \$25,000

# Group 2: What Would You Say To Who And Why?

- You just learned that a container ship has run aground and is blocking access to your port.

# Group 3: What Would You Say To Who And Why?

- During a meeting with staff in your office, you hear and feel a tremendous explosion and immediately rush to the window. You can see that a warehouse down the street has exploded, and debris is falling from the sky.

# Group 4: What Would You Say To Who And Why?

- You just learned that environmental activists are now picketing and blocking the entrance to your terminal, but you don't know what they're protesting.
- Reporters at two local TV stations called to say they received advanced word about the protest and want to interview you about it. The journalists and their camera crews are on the way to your office.

# Group 5: What Would You Say To Who And Why?

- A disgruntled employee has entered your building and started firing at his fellow workers. The gunshots appear to be getting closer to your office.

# Group 6: What Would You Say To Who And Why?

- A former worker has filed a whistleblower complaint with federal authorities, alleging your company discriminates against people of color.
- She claims that she has incriminating videos of corporate officers making disparaging remarks about Blacks, Hispanics, and Asian Americans.

# Group 7: What Would You Say To Who And Why?

- While you are off-site having lunch with a colleague, you receive an urgent text message from your staff.
- Someone called the front desk to say they have planted bombs under several cars in your company's parking lot.



# Group 8: What Would You Say To Who And Why?

- Your company pays women a lot less than men for doing the same job.
- The women, who make up half of your workforce, now say they want you to close the pay gap immediately, or they will walk off the job.
- They have notified local news organizations about their demands and posted messages and videos on Facebook, Twitter, and YouTube.

# Group 9: What Would You Say To Who And Why?

- A supervisor reports that a container that was just off-loaded from a cargo ship appears to be leaking something that is making workers nauseous.

# Group 10: What Would You Say To Who And Why?

- You are conducting a tour of your facilities for a delegation of VIPs from the EU.
- A crane that's loading containers onto ships at your port suddenly teeters and topples over, crashing onto the docks.

# Spokesperson: Your Group's Response To Worst-Case Scenario

- Recommended response – 5 Ws and H
  - *Who will say it*
  - *What they will say or do*
  - *When they will say it*
  - *Where they will say it*
  - *Why they will say it*
  - *How they will say it*

# Questions?

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