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Navigating Your Worst Nightmare

Proactive Crisis Communication Response



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Navigating Your Worst Nightmare

Proactive Crisis Communication Response



What keeps you up at night?

- Explosion?
- Workplace shooter?
- Accident?
- Cyber attack?
- Financial malfeasance?



**You can't
predict the
future, but you
must still plan**





One-fourth of small businesses will have a significant crisis in any given year; a significant number will never recover.

-- KPMG Risk Advisory Study



Don't make these mistakes

- **Create your own crisis**
- **Fail to have a responsive culture**
- **Go without a plan**
- **Fail to take things seriously**
- **Be unprepared to communicate**
- **Forget to put people first**

Are these YOUR gaps?

- Identifying top risks
- Lack of written plan
- No back-ups
- Drills and training
- Internal coordination



Crisis communication readiness checklist

- We have a crisis communication plan.
- We've identified potential incidents and issues and assessed our risks.
- We have solid key messages and use them in our regular communication.
- We have a physical response plan for incidents involving our operation.
- We have a relationship with area news media.
- We have a media policy for employees and have communicated it.
- We have a social media policy for employees and have communicated it.
- We have designated individuals to serve as spokespeople.
- Our spokespeople have received training.
- We have a crisis response process.
- We have a crisis management team and backups.
- We conduct regular drills and tabletop exercises.
- We update our plan at least annually.

The 5 elements of crisis communication



- Understanding of stakeholders and their communication needs
- Risk assessment and scenario planning
- Key messages
- Designated and prepared spokespeople for media and other stakeholders
- A constant commitment to readiness

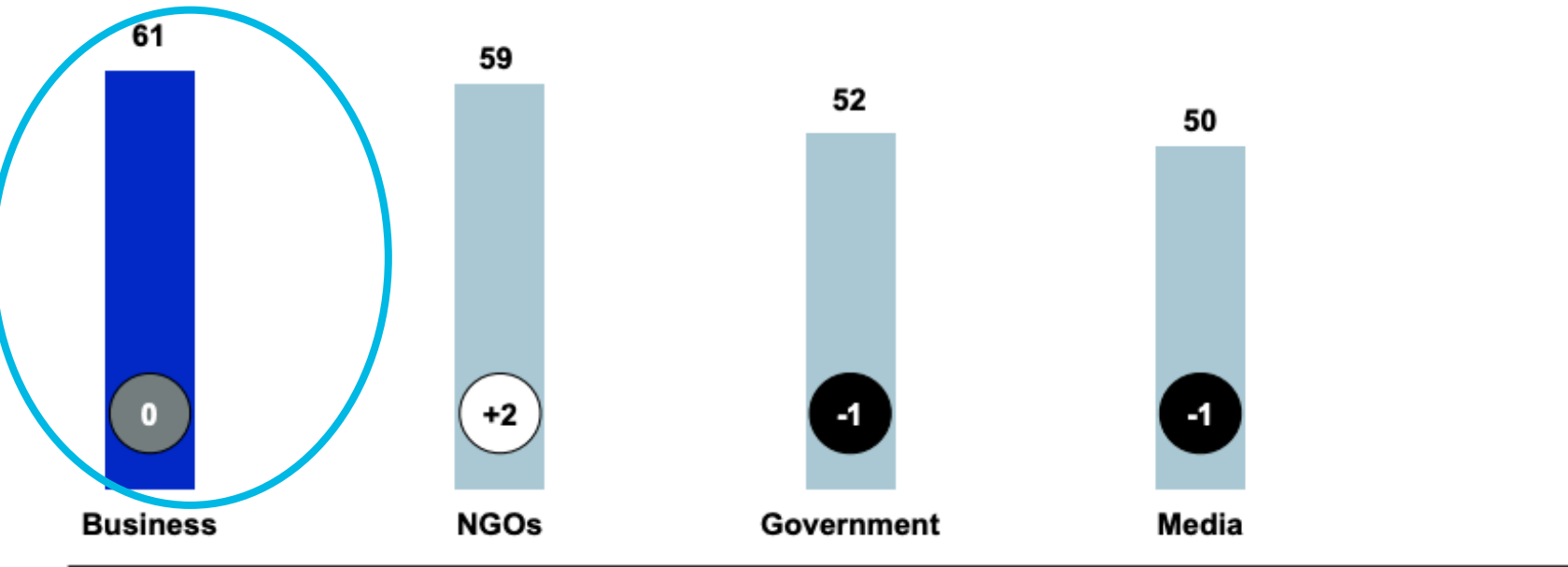
Trust Matters



TRUST DECLINES FOR GOVERNMENT AND MEDIA; BUSINESS STILL ONLY TRUSTED INSTITUTION

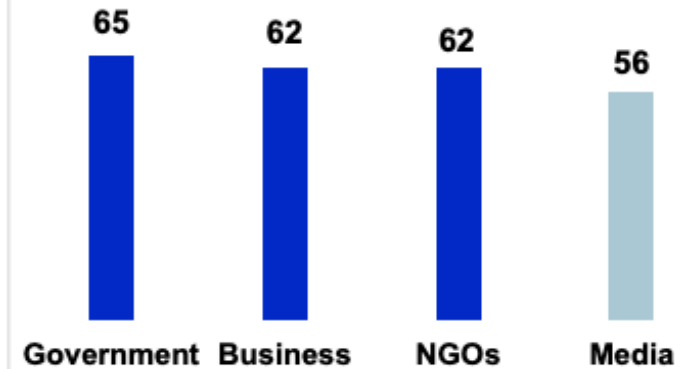
Percent trust

Global 27



IN MAY 2020, GOVERNMENT MOST TRUSTED

Global 11

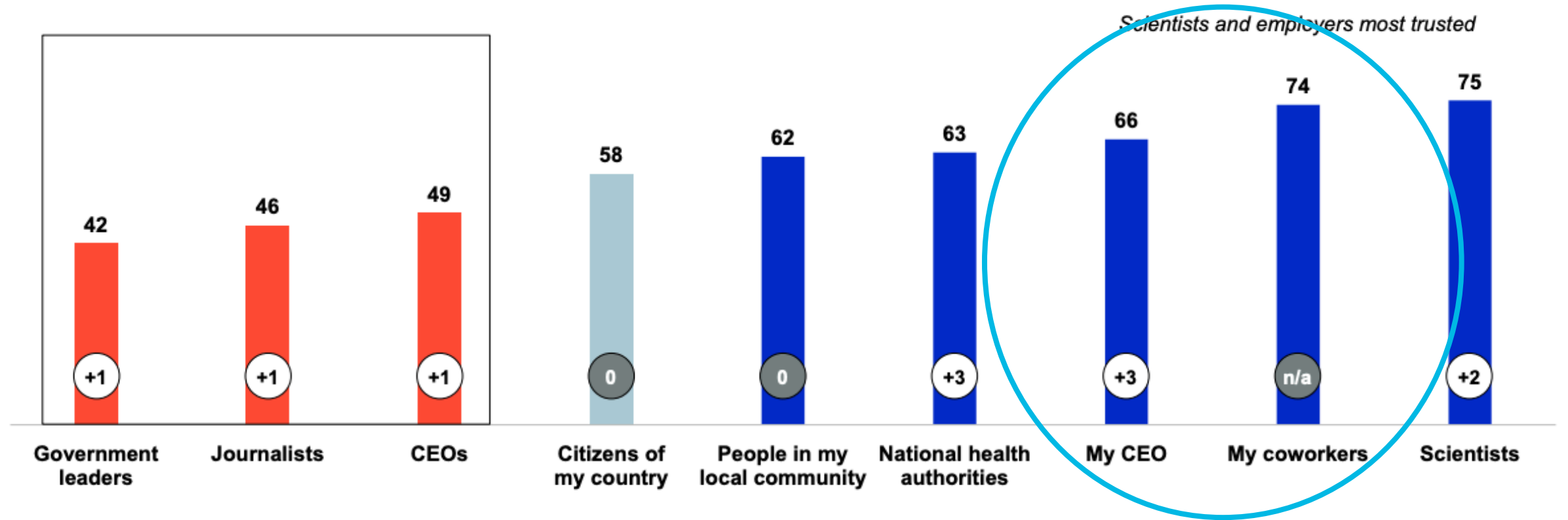


2022 Edelman Trust Barometer. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 27-mkt avg.

2020 Edelman Trust Barometer Spring Update. TRU_INS. Below is a list of institutions. For each one, please indicate how much you trust that institution to do what is right. 9-point scale; top 4 box, trust. General population, 11-mkt avg.

SOCIETAL LEADERS NOT TRUSTED

Percent trust



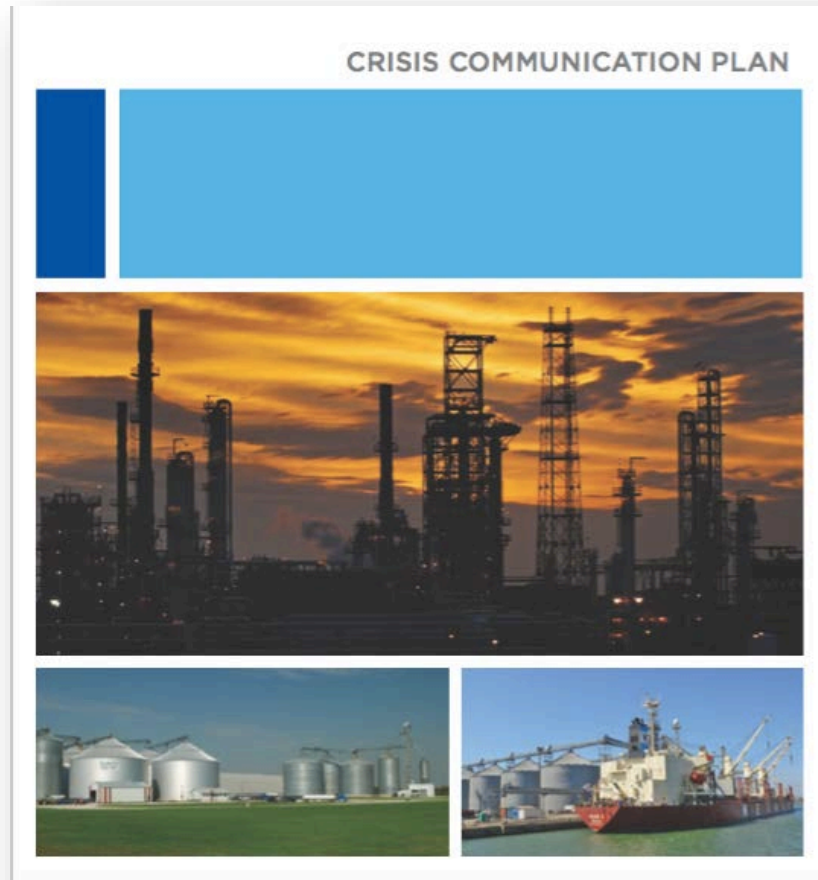
2022 Edelman Trust Barometer. TRU_PEP. Below is a list of groups of people. For each one, please indicate how much you trust that group of people to do what is right using a 9-point scale where one means that you "do not trust them at all" and nine means that you "trust them a great deal". 9-point scale; top 4 box, trust. Some attributes asked of half the sample. General population, 27-mkt avg. "My coworkers" and "my CEO" only shown to those who are an employee of an organization (Q43/1).



**Is your
business
trusted?**

**How can you
build trust?**

Crisis Communication plan foundations



- Your team
- Your audiences
- Key messages
- Working with the media
- Social media

Your crisis team

- Leadership: Local operation and business unit management
- Environment, Health and Safety staff
- Legal
- Information Security
- Insurance
- Human Resources
- Communication

Don't forget backups!



Your audiences



Who

- Within your organization
- In your community
- Others who matter

What

- Matters most to them
- Will give them trust and confidence in you
- Will upset them

***REMEMBER –
What about ME? What about MY NEEDS?***

Who speaks when?

- Determine spokespeople by audience and severity
- Local/minor impact
- Local/significant injury/death/environment
- Significant impact on community/multiple people/broad geography
- Long-term impact
- Catastrophic event



Key messages and standby statements

Key Messages are statements that are consistent with values, behavior and objectives of your business

Standby Statements adapt key messages to the details of a specific incident or issue and are developed for use, as needed.

They are also:

- Targeted to specific audiences
- Include specific examples and facts
- Incorporate personal experiences

Key message examples

- People come first. We are a good neighbor; our employees live and work here. We care about the community's well being.
- The safety of our employees, neighbors and the environment is the foundation of how we do business.
- Our goal at XXX is to always meet or exceed regulatory requirements.

Turning key messages into standby statements

- We are deeply saddened by the loss of our valued employee who was an important part of this community. We are reaching out to her family in this difficult time and providing counseling for our employees who request it.
- Safety the foundation of our business. We have a strong record of training and performance; our employees received a combined 10,000 hours of training in 2021. We will be examining this incident to determine what occurred.
- We will be cooperating with law enforcement and regulatory officials to locate the cause.



Why key messages?

- Sell the positives: Get back on offense
- Put information in context
- Reinforce the 3-5 most important things you want the audience to understand
- Use these as a guide for interviews and all other engagements
- Find ways to connect and relate these messages to the audience
- Repeat them often – so they resonate with the audience



Key message framework

KEY MESSAGE

- Get to the point with one sentence
- What, how, why

SUPPORTING STATS

- Facts or specifics that support the main point

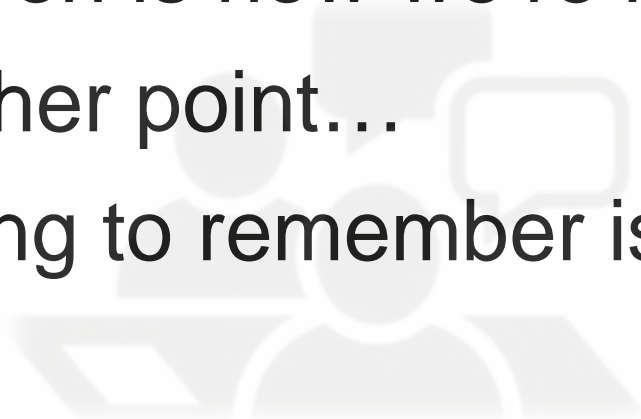
MEMORABLE MOMENT

- Use a story or example that supports the key message



“Bridging” the conversation back

- What I can tell you is...
- We have not reported that, but what we did report is...
- That may be so, but what I’m here to discuss is...
- What I’m here to focus on is how we’re moving forward...
- That brings me to another point...
- The most important thing to remember is...



Who's going to talk to those reporters?



- Designate spokespeople in advance
- Arrange for media training
- Have backups
- Remember, spokespeople can vary by:
 - Geography
 - Extent of significant injury/death/environment
 - Impact on community/multiple people/broad geography
 - Long-term consequences
- Build relationships in advance



Media policy



- Only designated spokespeople are authorized to speak officially to media
- All spokespeople will be prepped
- Employees should direct media queries to designated spokesperson

Media best practices

- Be prepared say something in 20 minutes
- Demonstrate concern and compassion
- Stay calm, remain professional
- Ignoring or “no comment” not an option
- Controlled access is appropriate
- Establish times and places for updates
- Focus on key messages
- Stick to the facts -- do not speculate
- It's okay to say: *“I don’t know, but I’ll get back to you when I do.”*

Social media lessons



- Monitoring should be a standard in your organization – but a **MUST** during a crisis
- News now "breaks" online and on social media
- Your crisis may develop or grow on social media
- Respond in the forum where story surfaced
- Remember: You can't erase or correct inaccurate information

Social media policy

- You can't keep employees off social media
- You can set guidelines
 - Where smartphones can be used
 - Who speaks as official voice of company
- A tool to share messages in times of crisis





Scenario Slam #1

Workplace shooter

Five-minute plan (Use sheet in workbook)

- Name two things you needed in place before this event
- List three key stakeholders
- Who should communicate with them?
- What are your key messages?
- Who will speak to the media?
- What difficult questions might you receive?



Scenario Slam #2

Explosion

Five-minute plan (Use sheet in workbook)

- Name two things you needed in place before this event
- List three key stakeholders
- Who should communicate with them?
- What are your key messages?
- Who will speak to the media?
- What difficult questions might you receive?



Scenario Slam #3

Cyber Attack

Five-minute plan (Use sheet in workbook)

- Name two things you needed in place before this event
- List three key stakeholders
- Who should communicate with them?
- What are your key messages?
- Who will speak to the media?
- What difficult questions might you receive?



Planning: Not a one and done

- Review and update plan at least annually
- Conduct tabletop exercises
- Monitor industry issues
- Revisit team roster twice a year
- Maintain relationships
- Conduct media interview training

You CAN own your crisis

- Operate a safe business
- Be in compliance
- Know your vulnerabilities
- Understand the world around you
- Make sure you have the plan, process, people, resources and readiness to succeed

Ask me anything!



Lani Jordan

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PRINCIPAL

HOLLER IF I CAN HELP

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