Active shooters  
Contract scandals  
Criminal accusations  
Data loss  
Discrimination complaints  
Embezzlement  
Environmental violations  
Explosions  
Fraud  
Fiscal mismanagement  
Hacker attacks  

Inappropriate social media posts  
Lawsuits  
Lead in city drinking water  
Legal malpractice  
Police misconduct  
Protests  
Reputational threats  
Sexual misconduct  
Terrorist incidents  
Thefts  
Union grievances
Crisis

- Unexpected and unpredictable
- Victims
- Require response in moment
- “Explosive, unplanned visibility”

Issue

- Known or planned
- Normal executive activity
- More control of outcome
Could this happen to you or your client?

@crisiscomm

www.crisiscommunications.com
“When written in Chinese, the word crisis is composed of two characters: one represents danger and the other represents opportunity.”

---- John F. Kennedy
> When the media turns their cameras on you
> Who we are
> What we do
Legal controversies today are tried in the Court of Public Opinion – as often as in the Court of Law.
Rule #1: Tell the truth
Rule #2: Tell it first
Rule #3: Tell it all
Rule #4: Tell it fast
Rule #5: Tell it to the people who matter most
What you mean, what it says

• Let’s eat, Grandma.
• Let’s eat Grandma
The Three Vs

Villain

Victim

Vindicator
No Comment = Guilty
What happens when you ARE the Villain?
• Candor
• Remorse
• Commitment to change
• Sincerity
• Reflection of organization’s values
• Research on hospitals: Litigation reduced after apologies

• NY Times: At VA in Kentucky, malpractice suits decreased after full-disclosure and apology policy

• Leading healthcare law firm: “…transparency in the healthcare system has become a fixed concept and appears to be here to stay.”
Not admission of liability; effort to empathize with wronged party.

Effective apologies address the recipients’ feelings. They don’t prove a point.

Vow to find out what went wrong

Promise to fix it

Promise customer service assistance

Do NOT prematurely admit fault or assign blame

Do NOT use weasel words: “Well, I’m sorry people were offended.” “Well, I’m sorry people feel that way.”
1. Key Messages
   a, P h p r u de h
   e, P r v w x p s r u d q w
   f, F r u h # y d o h v

2. Questions
   d, F r p s d q | # k w r u |
   e, Z k d w v # r q # h e v l h B
   f, R q # v r f l d # h g l B

3. Answers
   d, W u x h
   e, V k r w #
   f, G r q t # v s h f x d w h

4. Bridging phrases
   d, E d f n # r # h | # h v v d j h v
   e, V l j q d # k d w v # p s r u d q w

5. Examples
   d, L o x v w d w h # d q g # h l q r u f h # p h v v d j h v
   e, S u r y l g h # d f w x d # r g g h u
   f, P d n h # p r u h # h d q # h | # p h v v d j h v # k v h g
Why Social Media Matters

• Because that’s where the news is.

Brandon Wolf
@bjoewolf

Omg. Shooting at pulse. We hid in the bathroom. And we can't find our friends.

RETWEETS  LIKEs
261       342

2:17 AM - 12 Jun 2016
Because that’s where the newsmakers are.
310 million monthly active users

500 million tweets per day – 6,000 per second.

6-in-10 Twitter users get news there. (Pew – 2016)

54 percent of Twitter news consumers went there looking for it (highest of popular social media; FB only 38 percent)

Journalists make up 24.6 percent of verified accounts.

60% of consumers expect brands to respond to a Twitter query within the hour.
> Largest social network

> 1.13 billion daily active users worldwide, including 67 percent of U.S. adults

> Two-thirds of users get news on the site (Pew – 2016)

> How we tell friends about stuff: 81 percent of all content shared in U.S. is shared on Facebook.

> Great for distributing & receiving info during a crisis - if your following is established.
• Know where your audience lives
• Secure your accounts
• Establish terms of use
• Establish social media guidelines
• Build a following, promote interaction
• Post a variety of content regularly
• Where did the threat originate?
• Who’s the source?
• Is it catching fire online?
• Are conventional media involved?
• Transparent
• Responsive
• Speed - Beware “confirmation bias”
• Words + Action
• Professional – and human
Ryan found two more 4 bottle packs of Dogfish Head's Midas Touch beer.... when we drink we do it right #gettngslizzerd
We've deleted the rogue tweet but rest assured the Red Cross is sober and we've confiscated the keys.

about 11 hours ago via ÜberTwitter
Retweeted by 86 people
## Response Decision Tool

<table>
<thead>
<tr>
<th>SCENARIOS</th>
<th>DECISION-MAKING CRITERIA</th>
</tr>
</thead>
<tbody>
<tr>
<td>You want to reinforce the company's purpose and values</td>
<td>You want to communicate “just the facts”</td>
</tr>
<tr>
<td>You want to correct misinformation or disinformation</td>
<td>You want to correct misinformation or disinformation</td>
</tr>
<tr>
<td>You want to respond in tandem with a partner, supplier, vendor, etc.</td>
<td>You want to make sure controversial posts “do no harm” to the company brand</td>
</tr>
<tr>
<td>You want to advance a cause (e.g. a cause consistent with your company’s values)</td>
<td></td>
</tr>
</tbody>
</table>
• Monitor and be prepared to respond
• Don’t let mistakes live on
• Don’t arm wrestle with trolls
• Pause before hitting “delete”
• Go offline to get back on track
• Know who’s running the site
• Know your online audience
• Don’t forget your traditional audiences
  ✓ Inform your traditional key internal and external audiences of the issue so they are not surprised by media coverage or their own social media feeds.
Crisis Management Today
The Hennes Communications Newsletter

Twice a month, best practices for crisis communicators.
For a free subscription, send your email address to hennes@crisiscommunications.com
Crisis Communications
&
Reputation Management

Hennes Communications

Presented by Thom Fladung

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