



Presented by
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MacKenzie



A Guide to Crisis Communications

Session Objectives



Understanding current
context



Defining the key elements
and phases of a successful
crisis response



Understanding the
importance of
preparedness

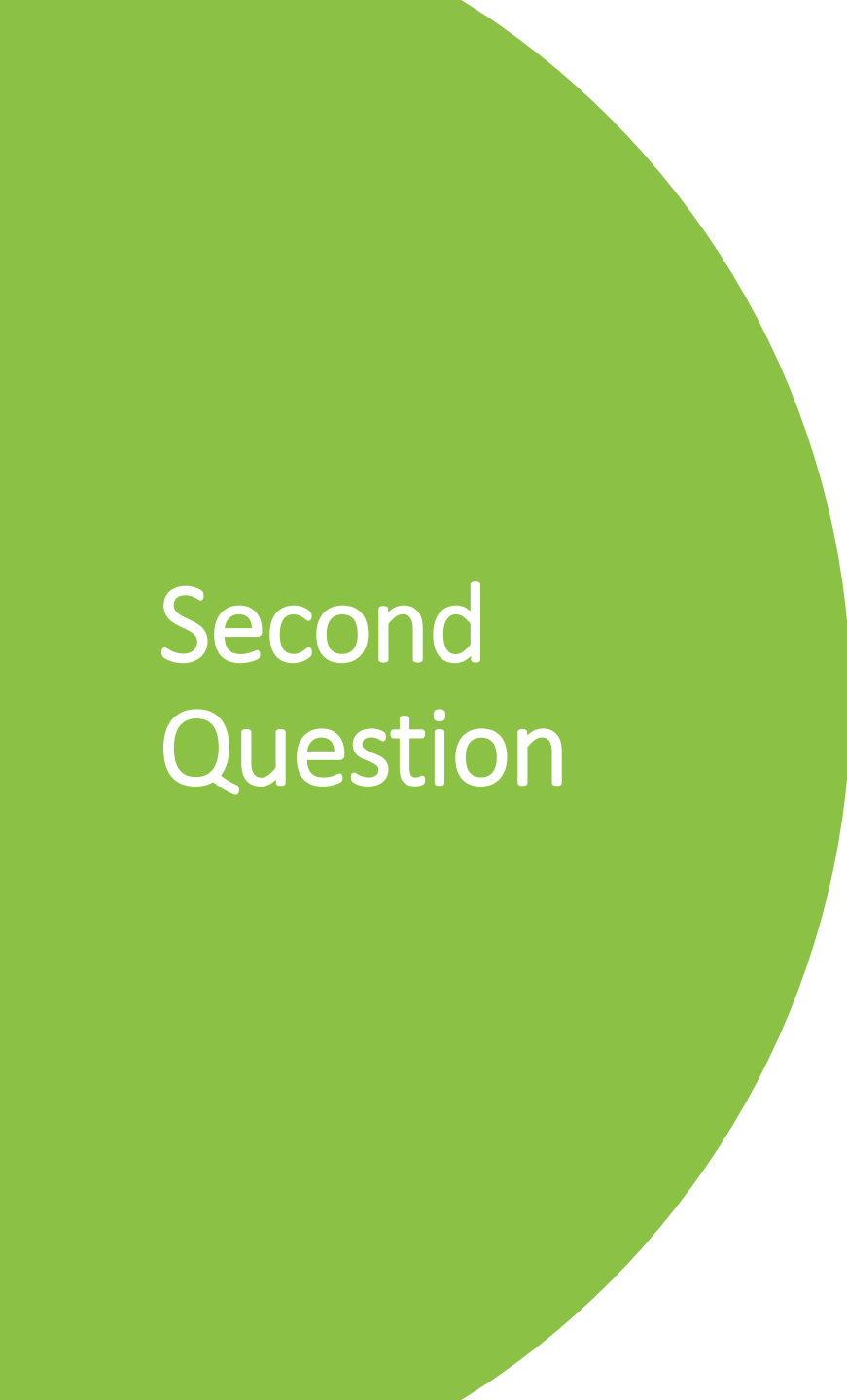


Critically examining areas
of reputational risk and
vulnerability



First Question

How many of you have been part of a team managing a crisis?



Second Question

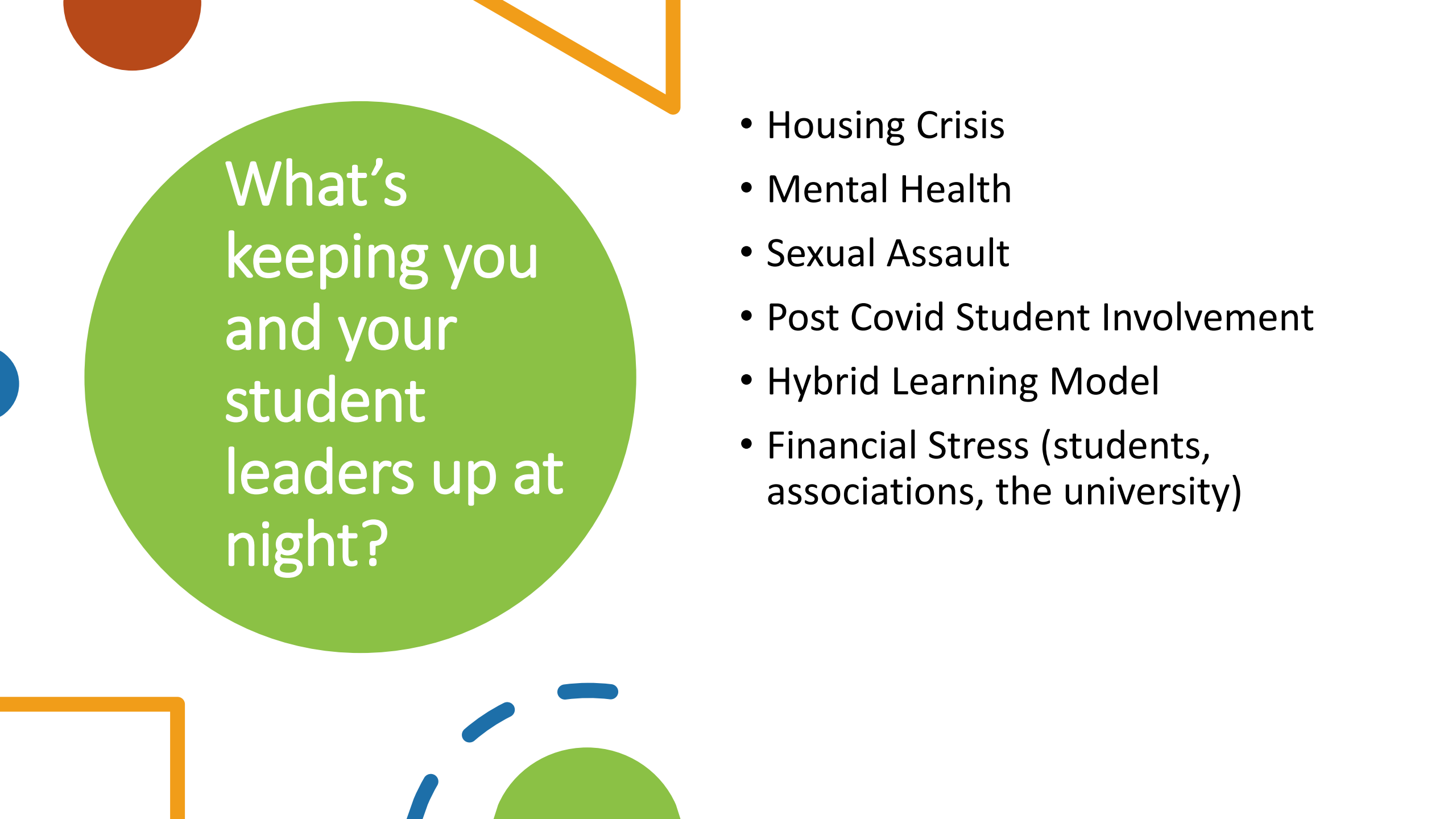
Who are your stakeholders?



Some Stakeholders

- Students & Prospective Students
- Parents & Prospective Parents
- Alumane
- Neighbours
- Donors
- Sponsors
- Partners
- Suppliers
- Accreditors
- Government – all levels
- Campus, Traditional & Social Media
- Other university and college stakeholders – academic, sports, clubs, services
- National & Provincial Student Associations





What's
keeping you
and your
student
leaders up at
night?

- Housing Crisis
- Mental Health
- Sexual Assault
- Post Covid Student Involvement
- Hybrid Learning Model
- Financial Stress (students, associations, the university)

What else do we know?

Increase in Tempo

Increase in Complexity

Increase in Severity

Atmosphere of Uncertainty

*On the Board's Agenda: Crisis Management, September 2019,
Deloitte & Touche Global Centre for Corporate Governance*



The Overall Environment



Leader Expectation as Moral and Culture Carrier

Data Explosion

Democratization and Acceleration of Communications Channels

Escalation of Compression of Time

Media Funnelling

Power of Online Communities and Stakeholders

Short Termism



Free Webinar

Actioning Truth & Reconciliation in Your Business

AUGUST 27, 2020 12PM CST

Sheila North & Bill Medd, Legacy Bowes



Types of Crisis

Sudden

- Occurs with little or no warning and generates extensive news coverage and public scrutiny



Smoldering

- Issue that someone in the organization knows about, or should, but does nothing.



The Three Stages of a Crisis

Source: Johnson (2018)

Stage 1 Pre-Crisis

- Longest phase; need to watch for complacency and barriers to crisis prevention
- Ethical leaders try to prepare organization:
 - 1) Ensure process for early problem detection and issues "management"
 - 2) Ensure crisis management plan (CMP)

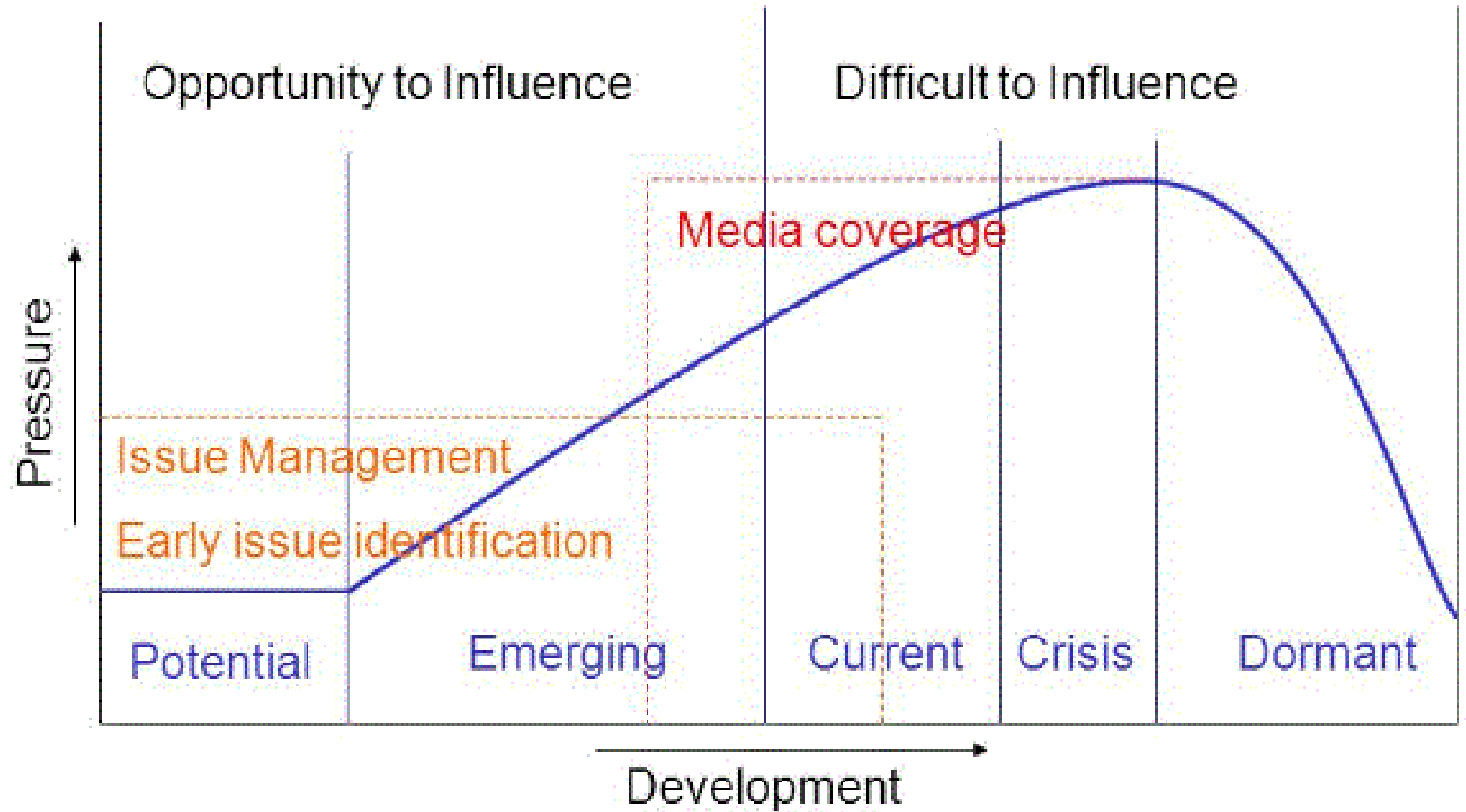
Stage 2 Crisis

- Starts with "trigger event" and ends when crisis resolved
- Ethical leaders play a critical role during this stage:
 - 1) Speak on behalf of the organization
 - 2) Ensure the needs of those directly affected take top priority

Stage 3 Post-Crisis

- Investigation and analysis take place; period of recovery
- Ethical leaders try to:
 - 1) Salvage reputation of organization; rebuild brand/legitimacy
 - 2) Help organizational members reflect and learn from experience
 - 3) Promote healing

Issue Lifecycle



Source: Hainsworth and Meng)

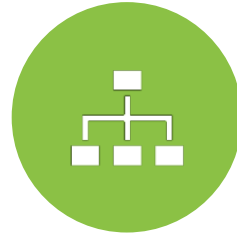


Your Role in Crisis Management

- Advisor
- Convenor
- Problem Solver

= CENTRE OF GRAVITY

Who's the Crisis Team?



SU PRESIDENT
& GENERAL MANAGER &
POSSIBLE BOARD DESIGNATES



COMMUNICATIONS ADVISOR
FIRM



LAWYER

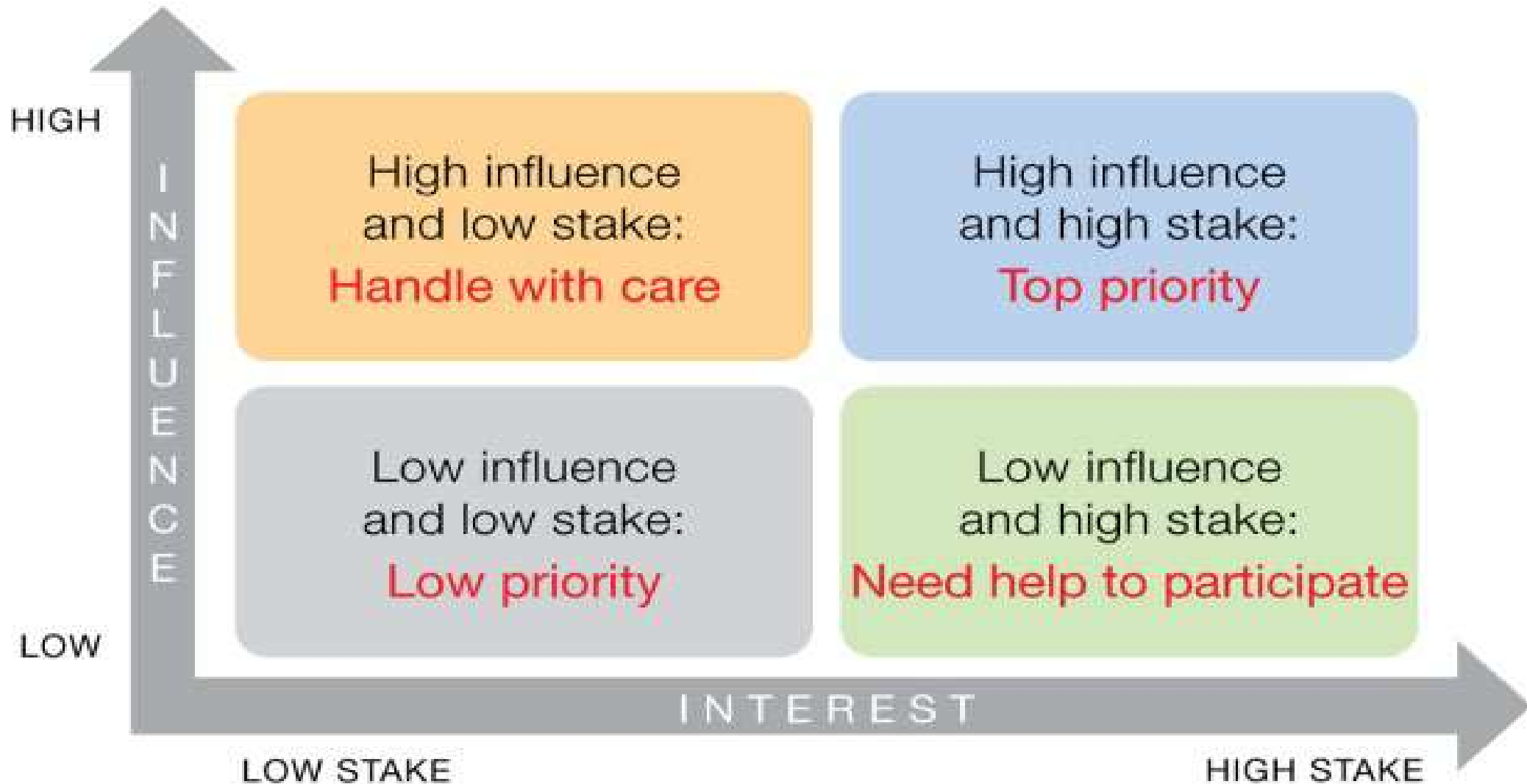


SOCIAL MEDIA DEPLOYMENT,
MONITORING & ANALYSIS
EXPERTISE



CONTENT EXPERTS – HUMAN
RESOURCES, HEALTH, MENTAL
HEALTH, FINANCE. GOVERNMENT
RELATIONS, REGULATORS

Stakeholder Mapping



Where do your Stakeholders get information, who do they trust and do you segment your communications accordingly?





Manner and Form Key to
Transparency
in Crisis Communication

Source: Hearit (2006)

- be truthful
- be sincere
- be timely
- be voluntary
- address all stakeholders
- be in the proper context
- take responsibility
- be empathetic

Risk Registry

Risk Register

Project name: Common project risks

ID	Date raised	Risk description	Likelihood of the risk occurring	Impact if the risk occurs	Severity <i>Rating based on impact & likelihood.</i>	Owner <i>Person who will manage the risk.</i>	Mitigating action <i>Actions to mitigate the risk e.g. reduce the likelihood.</i>
1	[enter date]	Project purpose and need is not well-defined.	Medium	High	High	Project Sponsor	Complete a business case if not already provided and ensure purpose is well defined on Project Charter and PID.
2	[enter date]	Project design and deliverable definition is incomplete.	Low	High	High	Project Sponsor	Define the scope in detail via design workshops with input from subject matter experts.
3	[enter date]	Project schedule is not clearly defined or understood	Low	Medium	Medium	Project Manager	Hold scheduling workshops with the project team so they understand the plan and likelihood fo missed tasks is reduced.

1. Crisis Preparedness Questions to Ask

Do we have a documented Crisis Management Plan?

Do we conduct at least one board/staff level crisis exercise each year?

Should a particular board committee take responsibility for this?

Do we have a plan to keep stakeholders informed and possibly activated?

Do we have a robust social media plan dedicated to building our audience?

Do we have a strong Code of Ethics & Conduct?

Do we have a crisis disclosure plan?

Do we have a streamlined decision-making protocol?

Do we have 24/7 access to our advisors- lawyers, communicators?



2. Crisis Preparedness Questions to Ask

Who will be our spokesperson and have they/he/she been trained?

Are we speaking from one set of key messages?

Can we prepare templates now for possible crisis?

Are we operationally sufficiently nimble and agile?

Do we know whether we would have 24/7 support for our social media?

Are our passwords for platforms properly governed?

Do we have existing relationships with our key media?

Would our decisions pass the “reasonable person” test?

Next???





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Monitoring

DASHBOARD



TOTAL MENTIONS: **21.8M**
ESTIMATED REACH: **87B impressions**



	TOTAL	BRONCOS	PANTHERS	HALFTIME SHOW	COMMERCIALS
NUMBER OF TWEETS	21.8M	3.7M (17%)	3.3M (15%)	4.8M (22%)	1.5M (7%)
ESTIMATED REACH	87B	22B (25%)	13B (15%)	13.2B (15%)	9.1B (10%)



WORD CLOUD*

TOP HASHTAGS

#sb50	5.1M
#esurancesweepstakes	2.1M
#superbowl	1.7M
#broncos	852.5K
#keppounding	588.3K
#pepsihalftime	457.3K
#superbowlunday	450K
#superbowl50	339.4K
#halftimeshow	189.5K
#panthers	161.8K

BUZZGRAPH



In Summary

- Continual Reflection, Assessment & Refinement
- Expert External Resources Identified in Advance and in Place
- Preparation, preparation, preparation.....
- Importance of Agility and Nimbleness
- Importance of Staff and Union Leadership Relationship
- Meaningful Understanding of Stakeholders & Trends with Regular Board Reporting
- Meaningful Discussion of Risk Registry at each Board meeting
- Practical Assessment of Organizational Resources & Capabilities
- Practical Understanding of Current Reputation Equity