

The background is a solid light green color. It is decorated with numerous butterfly silhouettes in two shades: a darker green and a lighter, almost white green. The butterflies are scattered across the page, with some appearing larger and more prominent than others, creating a decorative border effect around the central text.

# Managing the Public Face of the Bed Bug Crisis

Connecticut Library Consortium

Dec. 5, 2012

**“Information breeds  
confidence. Silence brings  
fear.”**

***CJ, The West Wing***

CJ – West Wing



# What is a Crisis?



- Any event or occurrence that can have a significant and/or negative impact on a company and the work it does
- A turning point in an organization's history



# Crisis Characteristics

- A situation that triggers negative stakeholder reactions
- An escalating flow of events
- Loss of control
- An increase in scrutiny
- The urge to develop a siege mentality
- A feeling of panic



# Two Kinds of Crises

## One-Time Events

Emergencies that suddenly disrupt operations and attract unwanted attention

- One-third of crises over the past 10 years
- Fires, explosions, natural disasters, school or workplace violence



# Two Kinds of Crises

## Slow Growing Situations

Chronic, but less immediate problems that can bloom into a full blown crisis if left unattended

- Two-thirds of crises over the past 10 years
- Start small
  - Usually internal
  - Often easily spotted and fixed
- Ford vs. Firestone, Wendy's, New Orleans' levee system



# When “Unrealistic Optimism” Reigns

- Events that create crises are usually those which most people have trouble taking seriously.
  - Events with a low probability but a high cost.
- We tend to treat low-probability events as if they were impossible.
- Instead of preparing for them, we ignore them.





# The Golden Hour

- “In emergency medicine, the **golden hour** refers to a time period lasting from a few minutes to several hours following traumatic injury being sustained by a casualty, during which there is the highest likelihood that prompt medical treatment will prevent death”





# The “Traditional” Golden Hour in Crisis Management

- First 48 Hours after a crisis
- What you do sets the stage for it how it will play out
- Your actions can make the difference between being **proactive** or **reactive** as it plays out

# Ignore the Golden Hour and...

- You're open for litigation
- You can expect excessive collateral damage
- You provoke community antagonism
- You encourage victim and public outrage
- You make a loss of trust more likely

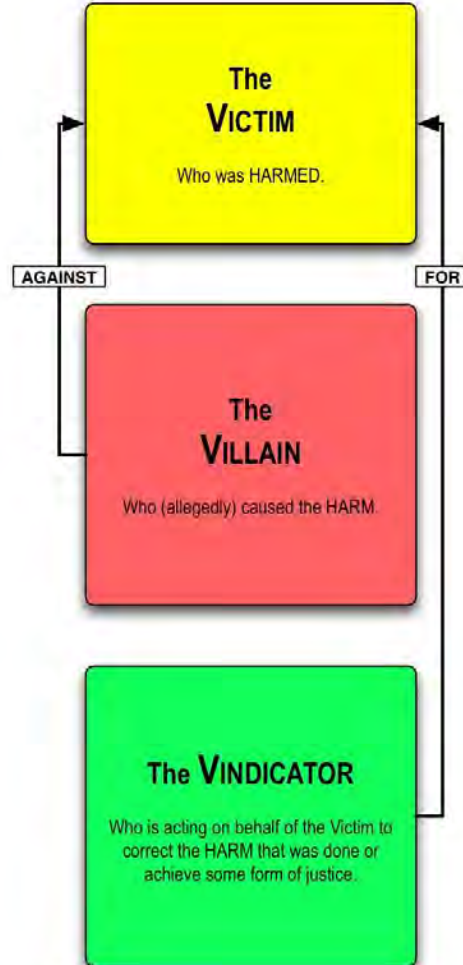
# First Responder Rules\*

- Tell it all
- Tell it fast
- Tell it yourself

\*Dawn Doty, Vice President and Partner at LPR, Former PR Advisor – Tiger Woods Foundation

# THE THREE Vs

A Frame of Reference for Media Stories



## THE THREE Vs ARE CHARACTERS

They appear or are implied In every Three Vs story.

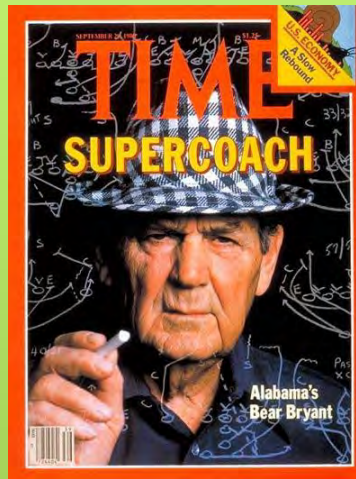
Even if their roles are not explicitly defined, the audience knows who these characters are through the way the story is told.



# Ten Commandments of Crisis Communication

1. Spot potential crises early and often
2. Heed the warning signals of a crisis
3. Be flexible
4. Know bad news can't be hidden for long





# .... And speaking of hiding...

"In a crisis, don't hide behind anything or anybody. They are going to find you anyway."

Bear Bryant





# Ten Commandments of Crisis Communication

5. Understand the faster the response, the faster the story dissipates
6. Communicate through one person
7. Tell the truth, but avoid saying "no comment."



# Ten Commandments of Crisis Communication

8. Avoid keeping keep the media at **arm's length**
9. Mobilize your stakeholders, allies and employees
10. Steer clear of blame and finger-pointing



# Lessons Learned from Katrina

- Establish a reservoir of trust BEFORE you need it.
- Be first with your message.
- Match actions and message.
- Take it on the chin for the greater good.
- Get ready for the next one.



# ...and Speaking of the Next One. Did You Know ...

- **Most companies don't have a crisis plan**
  - Only 9% have crisis protocols in place, according to a Fast Company survey in 2010
  - Only 19% of CEOs thought their companies had appropriate crisis protocols in place at the time of the September 11th attacks
- **Crisis + Inaction = Death of the Company**
  - 40 percent of companies hit by disaster go out of business within five years.



# Let's Talk Tools



# The Tools External

- Press release
- Press statement
- News conference
- Fact Sheets

- Website
  - Dark pages
- Eblasts
- Social Media





# The Tools Internal

- Intranet
- Fact sheets
- Talking points
- Q & A
- Eblasts

- Your press policy
- Your press procedure
- Your social networking policy



# The Press Release

- Distribute to media
- Distribute to stakeholders and influencers
- Post on your homepage
- Promote through social media



# Press Statement

- Distribute ONLY in response to request from the media
- Distribute to stakeholders and influencers
- NOT posted on your homepage
- NOT promoted through social media

# Social Media





# IT'S ABOUT TALKING AND LISTENING



# **What's the Bottom Line?**

You either take control of your reputation or someone else will

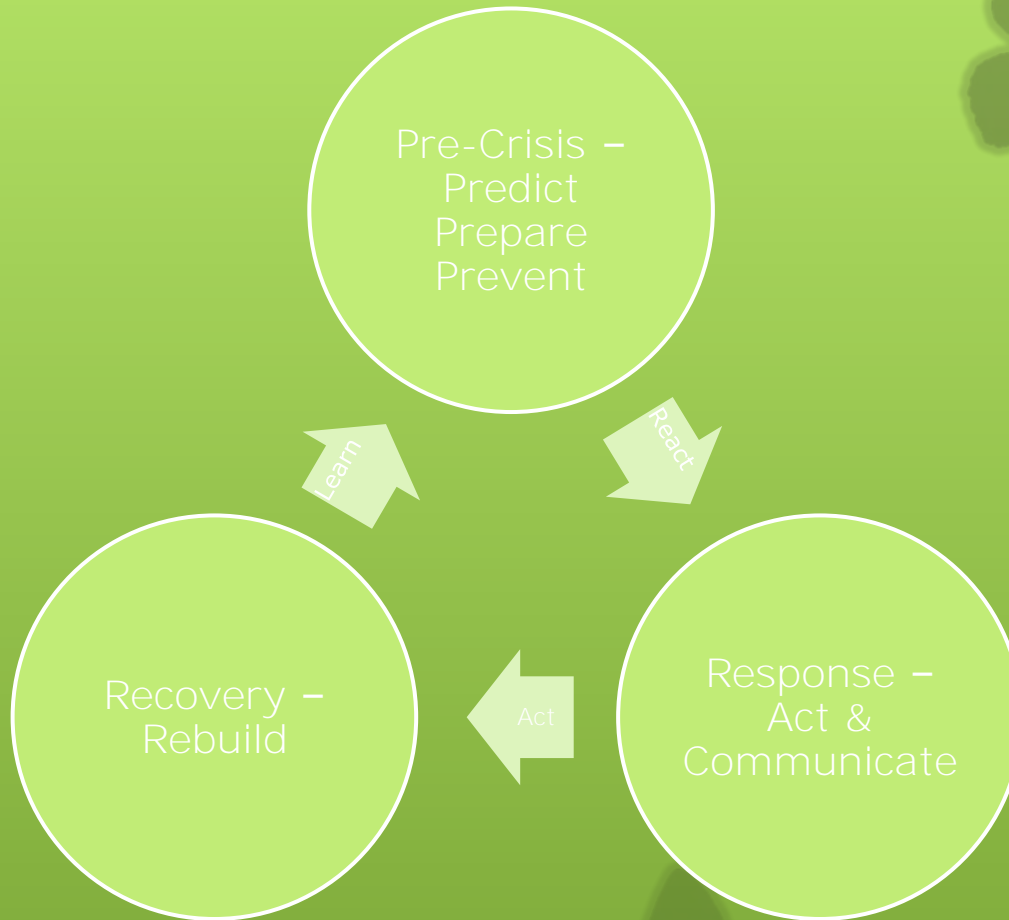


# Questions Stakeholders Will Ask

- Is it true?
  - Chris Brown/Rihanna
- **Who's responsible?**
  - New Orleans/Katrina
- Was it intentional?
  - Enron
- Could it happen again?
  - CremaLite
- What does it say about the brand?
  - Chinese toy recalls

# Crisis Communications Cycle

Fitzgerald + Co Public Relations

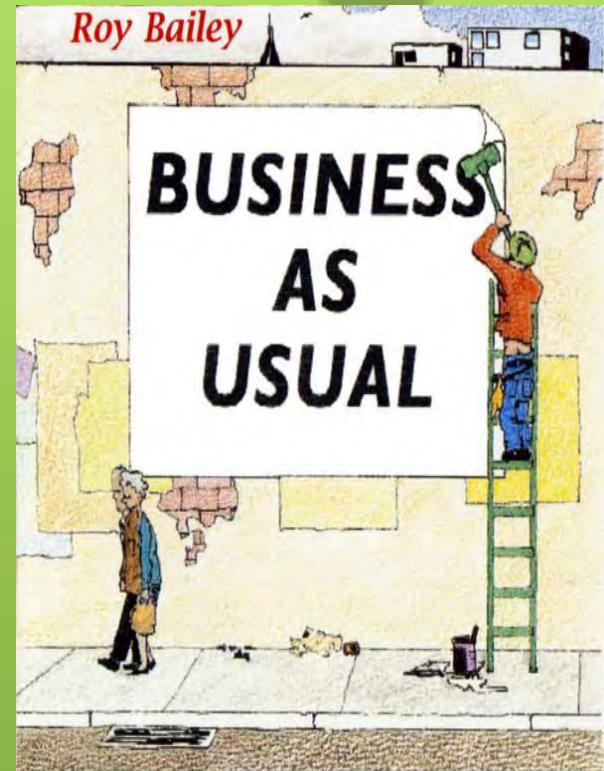


# Reputation Recovery

- Accept responsibility for your role
- Help those impacted
- Take long-term corrective action
- **Address problems with your “system”**
- Rebuild bridges with stakeholders
- Communicate openly & transparently

# Post-Crisis Phase

- Returning to business as usual
- Crisis is no longer the focal point of management's attention
- Still requires attention, though
- Follow-up communications are a must



# Post-Crisis Phase

- Restore confidence
- Deliver promised information
- Keep promises if you make them
- Provide updates on recovery

# Steps after a crisis

- Acknowledge mistakes
- Implement fast, deliberate & honest recovery actions
- Build collations & support structures
- Commit to meaningful change .....



...and why do this?



# We don't want this happening to you

