



# Crisis Lessons Learned: 2014 in Review

1<sup>st</sup> In Series

Firestorm Insights  
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The webinar “Crisis Lessons Learned: 2014 in Review” was presented by Jim Satterfield (President, COO), Harry Rhulen (CEO) and Suzy Loughlin (EVP/CAO) as a round table discussion.

## What one word comes to mind regarding 2014 crises?

1. Data Breaches
2. Ebola/Flu
3. Ferguson
4. GM
5. Sony

## Are Crises Increasing or Decreasing?

The answer to this question centers on **awareness**. Due to technology, we are now aware of everything that is happening. Because of the use of social media, the speed of gathering information is rapid. As a response, Firestorm EVP/CAO, Suzy Loughlin advised attendees to prepare for these [crisis] events in advance. The rapid release of information poses a problem with controlling the message before, during and after a crisis. The story is now being told by others who have access to technology. This must be taken into consideration in all steps of crisis planning.

As Firestorm CEO, Harry Rhulen, highlighted during the discussion, “it’s a very different world that we’re living in even from three or four years ago.”

While you think of your organization – what does this mean to you?

*“There is no explaining that can change the outcome of what occurred.” –Suzy Loughlin  
Firestorm EVP/CAO*

cri•sis

/'kr̩s̩s/ NOUN

1. A risk event for which one has not identified the vulnerabilities and exposures, has not developed a plan, and therefore does not know how to respond.

## What are some of the lessons learned?

- Crisis Communications – Explaining = Losing
- Crisis Management – Consequence Management
- Intelligence Network – Monitoring – Know First
- Behaviors of Concern – Recognition and action prior to escalation
- Data Breach – When, not if – What are you going to say? – Regulatory issues
- Brand advocates – every business needs influencers who will vouch for your business during and after a crisis, especially if you do not have a solid crisis plan

## Who were some of the 2014 losers?

- **Obama** – Illegal incursion or invasion
- **Putin** – Invasion/Sanctions
- **Sony** – Data Breach
- **Police** – Ferguson story

## Who were some of the 2014 winners?

- GM CEO
- Republicans
- Attorneys

## What advice would you give today?

- *Every Crisis is a Human Crisis*
- **PREDICT.PLAN.PERFORM.®**
  - “In most cases, the predictive work hasn’t been done. When preparing for a crisis, most skip to the plan step. You must follow the **PREDICT.PLAN.PERFORM.®**” Harry Rhulen
- Have a plan
- Message Maps- Know why you are speaking, and to whom

*“Every time  
there’s a  
crisis...there’s a  
lawsuit.”  
Jim Satterfield,  
Firestorm  
President/COO*

## Who is responsible? Leadership.

Preparing for risks is the responsibility of management. Unfortunately, most management teams do not know how to **identify these impending risks before they occur**. If not eliminated, these risks will result in a disproportionate adverse event that will impact: people, brand and/or reputation.

## Can you really predict a crisis?

How many times after an event has a post crisis report included **'warning signs'** that went unheeded? What if management had learned the **'INDICATORS'** of crisis and developed processes and training to address these issues before they reach a crisis? Our research has shown identifiable patterns **'INDICATORS'** shaped by severity and frequency.

*Can you predict a crisis? The answer is  
**overwhelmingly** 'Yes.'"  
-Jim Satterfield*

## Crisis Indicators

**'Indicators'** are clue cues that give you more information about emerging events. They can be *behavioral, transaction or process* changes that are transmitted by verbal and non-verbal means.

## How do you know what you don't know?

- Create an Intelligence Network
- Goals:
  - "Know today, what will happen tomorrow"
  - **PREDICT.PLAN.PERFORM.®**
  - Transform Uncertainty to Certainty
  - Metrics
- Process:
  - *To Know, You Must Listen & Look*

*The value is in  
identifying the pre-  
crisis **indicators**. Find  
the crisis **before** it  
happens.*

## Listening & Looking

**Listening** is creating conversation aggregators and identifying what is being communicated regarding your organization and people. Utilize streams, phrases, and words. **Listening is general situational awareness.** **Looking** is focusing on a specific location, event, or person based upon an identified crisis, threat, risk, exposure, or vulnerability. Utilize geo-coding and spheres of influence. **Looking is targeted awareness.**

## Predictive Intelligence

- Verbal communications are *the most perishable forms* of intelligence
- Predictive intelligence encompasses **hard and soft data**
  - Soft data includes human behavior, intuition, and experience
  - Hard data includes email, social media postings, and admonitions of intent
- **Technology** can aid in hard data intelligence monitoring **analytics**
- **ONE central repository for predictive intelligence** is needed for optimal effective analysis

## Next Steps

- Do you want to know what will happen tomorrow?
- Can you afford not to know?
- Contact Firestorm to learn how to :
  - **Align** your plans to best practices,
  - **Create** your own **Intelligence Network**, or
  - **Schedule Crisis Coach**® training
- Attend the next webinar in this series or any of our other webinars by [registering here](#).

## No-Fee Self-Assessment

Receive a no-fee, Self-Assessment & Expert Analysis (\$2,500 value).

Link : <http://www.firestorm.com/engage-us/contact-firestorm>

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