



Firestorm and Black Swan Solutions Presents: After Crisis - Critical Decision Support

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“One of the problems with most is, you’re so good at your day job, when you see a problem, you want to jump right to ‘perform.’ You want to skip the steps of ‘predict’ and ‘plan.’ The problem with that is if you skip those steps, almost invariably, you miss steps or you forget about a constituent.”

*-Harry Rhulen
CEO and Co-Founder, Firestorm*

Where do you start?

First, recognize the need for support

A crisis is ***not*** business as usual. A crisis is business as ***unusual***.

You need to practice, practice, practice.

It is one thing to walk through a situation in a ‘non-crisis’ mode, but people think and behave differently in crises. One may not think as clearly as one should during those situations. Practicing prior to a crisis will help with the muscle memory of how to react during a situation.

“Stop, take a deep breath and think; because you can identify your organization’s next crisis.”

*-Harry Rhulen
CEO and Co-Founder, Firestorm*

Crisis Environment

- **CRISIS CONCEPTS**
 - Crisis/Disaster has occurred.
 - Senior Leadership has limited & potentially wrong information.
 - The information you receive in the first 24-hours is usually wrong.
 - Confusion exists on facts.
 - What to do now? What do you monitor?
 - What to say?
 - Be careful when saying phrases like: *“I think”* or *“I believe.”*
 - When saying these phrases, you are not basing your statement(s) off of facts; and that’s a problem.
 - These statement(s) can damage your credibility for the future.
 - You are under public scrutiny/pressure from media, staff and employees.
 - Brand and reputation impact; and liability potential.

- It is important to remember: *a crisis is personal*. What may be considered a crisis for one company may not be considered a crisis for a different company.

What is it about?



- You need to know what the decisions you're going to make will look like a week, month, year down the road.

Visibility Vulnerability

Visibility
Now you see me, now you don't

In some situations, an organization wants to be seen. In other scenarios, however, visibility becomes a detriment and that organization becomes a target. You must manage that balance very carefully. An organization does not want to be viewed as 'hiding,' but you want to make sure the information being released is clear and concise. Ensure the information promotes the organization well.

- Being placed in a position of high public awareness *or* saying something that brings unusual attention to you *or* your organization resulting in placing you and *or* your organization at risk due to expanding unwanted, negative public and media attention.

or

- Failure to identify critical publically available intelligence related to a risk, exposure *or* threat that results in brand/reputation damage, physical harm to individuals *or* events placing your organization at increased vulnerability.

Visibility is a double-edged sword.

Conduct Vulnerability and Threat Assessment

Client may face a variety of internal and external threats from safety, security, natural disasters and events.

- Conduct a vulnerability and threat assessment that includes:
 - Site inspection of all buildings.
 - Interviews with key personnel.
 - Surveys.
 - Practice and policy review analysis.
 - Risk assessment report with observations/issues and recommendations.

Understand the: who, what and impacts.

Initial Event Analysis and Establish a Baseline Strategy and Media Approach

- Gain initial information about what occurred.
- Determine internal resources required to respond.
- Assess need for Expert Council member services.
- Understand: events, timeline, actions, decisions, roles and communications.
- Establish baseline of: social, electronic and print media awareness.
- Identify issues and risks.
- Conduct interviews.
- Complete document reviews.
- Design initial monitoring plan.
- Conduct verbal briefing.

“Media has changed to entertainment. Nothing is more controversial than an upset family member criticizing your organization.”

*-Harry Rhuilen
CEO and Co-Founder, Firestorm*

Predictive Intelligence Solutions

- Daily real-time monitoring of social media, electronic media, print media, Facebook, YouTube, etc.
- Identification of future communications, issues, topics and triggers
- Identify brand supports and brand detractors
- Alerts to clients as necessary
 - Note: any legal event, leak of information or article will drive frequency

How do know? Are you sure?

Focus on Strategy

Design Crisis Activation Matrix

- Design Decision Grid to facilitate decision making and activation at all levels within the client organization defining:
 - Considerations
 - Categories
 - Triggers
- Assure command and control
- Conduct questionnaires and leadership interviews
- Crisis response model
- Crisis activation matrix
- Training and exercise
- Crisis management

One Voice

Understanding
why you are
speaking

Develop Message Maps in Response to Events or Preemptive Measures

- Events, issues and gaps will drive message need, urgency and creation.
- The goal is to create a transition where client leads the discussion topic selection.
- What is the actual message you will be pushing out to your audience?
 - Message creation
 - Medium selection
 - Monitoring with message adjustment
 - Metric identification

Awareness &
Activation

Coordinate Communications

Coordinate communications to all internal and external stakeholders that are impacted by the crisis. Message maps/talking points to be delivered to stakeholders.

The message you give to an employee will be different than the message you give to a shareholder or regulator; but they need to be consistent. Developing your plan now, in a time of peace, is much easier than what might happen if you try to do that during a crisis.

Clear Message –
Direct to
Stakeholders

Crisis Communications and Media Training

Understand why you are speaking.

Spokespersons will receive training virtually to interact with the media. If previously trained, a refresher will be given. Firestorm will teach the necessary techniques needed to handle situations involving the media.

Engage in Business Recovery

A crisis is not business as usual, it is business as unusual.

Oversee the recovery of critical elements of business operations and mitigating impacts. Restore to normal operations as soon as possible. Assist with implementation of business recovery plans.

Maintain Confidentiality

Maintain the confidence of all stakeholders, including employees and the public.

We can maintain confidentiality of our employees, family and staff. Telling the truth means you are never going to say something with the intent of misleading. You're never going to give a mistruth. That does not mean you have to give complete information, it does not mean you have to give any information. There are situations where you will not give information. You need to have a chain of command where you know who is authorized to make statements. Because in a crisis, *chain of command breaks down very quickly.*

Return to New Normal

Crisis Strategy Questions

- What occurred?
- What is known?
 - Do not communicate based on what you "think."
- What will happen next?
- What are you concerned about?
- What is the plan?
- What is your monitoring plan?
- What are the metrics?
- What are the three key messages?
- Who is the spokesperson?
- What training have they had?
- What are the threats/risks/vulnerabilities?
- Who are the internal and external parties?
- What are their agendas?
- Engagement by counsel?
- What is the records retention policy to use during and after the crisis?

Establish Tell the Truth & Chain of Command

Initial Crisis Management Actions: PREDICT.PLAN.PERFORM.®

- Establish what happened
- Identify key information contacts
- Identify risk/vulnerabilities
- Establish command and control
- Establish social media monitoring

- Establish electronic and print media monitoring
- Identify brand supporters
- Identify brand detractors
- Conduct investigation
- Identify stakeholders
- Create initial messages
- Monitor
- Identify a spokesperson
- Crisis communications and media training
- Open 24/7 call center
- Establish social media and internet sites
- Update message maps
- Identify future media triggering events
- Press release and press conference strategy
- Move forward plan
- Update project calls
- Determine who is going onsite

Three C's of Crisis Communications

- **Coordination** - communications to direct internal coordination activities regarding response and recovery.
- **Crisis** - communications to address the potential crisis impacts on brand and reputation.
- **Compliance** - communications responsibilities related to compliance notification to those parties who are impacted (or potentially impacted) by a crisis. These communications serve the dual purposes of notification and remedy actions to mitigate or prevent potential impacts.

Summary –

Note issues of:

- Command
- Control
- Coordination
- Communication

Advantages of having someone on the outside help you handle a crisis:

Internally, people want to help and be supportive before, during and after a crisis. People who are involved, however, are personally impacted by the events. Even if they were not necessarily hurt or injured, they are tied to that organization.

When organizations use their own internal resources to respond to crises, people do not come back to work because it creates a secondary trauma. You want to protect your employees; you want to help and support them. You want to make sure you have people who are trained and have expertise to be able to help employees and the situation.

Companies like Black Swan have the ability to respond instantly and give support to organizations in need. They ensure you get your organization's message relayed to the public and stakeholders.

Firestorm also encourages you to learn more about Black Swan Solutions by visiting blackswancrisissolutions.com or contacting Michelle Colosimo directly at 888-723-2466.

Next Steps

Do you want to know what will happen tomorrow?

Can you afford not to know?

Contact Firestorm to learn how to:

Participate in a Virtual Cyber Risk Exercise with your team:

[December 8th](#) or [December 14th](#)

Align your plans to best practices

Create your own *Intelligence Network*

Schedule *CRISIS COACH*[®] training

Attend any of our other webinars by [registering here](#).

View previous Webinars on our [YouTube Channel](#).

[Download a Brief](#) from previous sessions.

Thanks to Black Swan Solutions

888-723-2466

[Blackswancrisissolutions.com](http://blackswancrisissolutions.com)

LET US HELP YOU IDENTIFY THREATS BEFORE A CRISIS OCCURS

-  Risk of Harm
-  Compliance/Legal Risk
-  Operating Risk
-  Reputation Risk

No-Fee Self-Assessment

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

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

Contact Us

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