



The Containment Myth – Misinformation Magnets

April 2016 Webinar

Firestorm Insights
April 2016





Page Intentionally Left Blank

The Containment Myth – Misinformation Magnets

April 2016

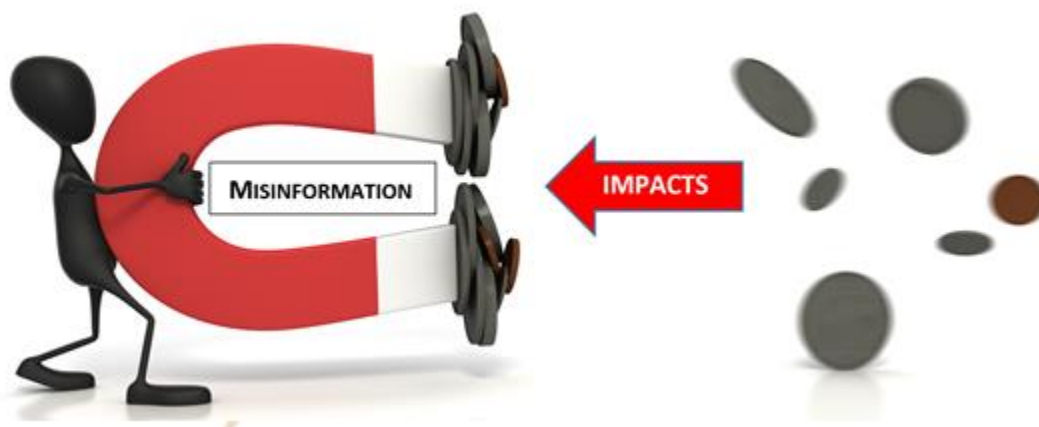
This brief is based on the webinar “The Containment Myth – Misinformation Magnets” presented by [Blair Neville, Firestorm Principal](#).

“The problem with quotes on the internet is that you cannot always be sure of their authenticity.” – Abraham Lincoln

The information, tools and resources the internet offers are wonderful, however, the spread of misinformation can be amplified due to the internet.

The Containment Myth – Misinformation Magnets

Are you in control? Or is misinformation in control?



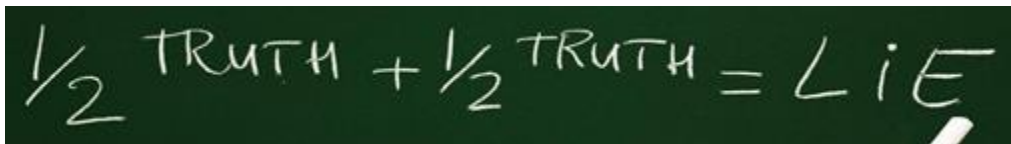
Bad news makes headlines; good news is more difficult to sell.

If you're explaining, you're losing. If misinformation is released about your organization, how do you control the information? What indicators appear allowing you to get ahead of the situation and slow the spread of misinformation?

Misinformation Spreads Like Wildfire

- Regardless of Proof – the most ridiculous rumors can cling in our minds.
- One in five Americans still have misperceptions about President Barack Obama’s place of birth.
 - [Jade Helm 15](#) is an attempt to create martial law in the U. S.
 - 1% tip on \$133 bill
 - Local story in New Jersey was not a half truth, but rather not true at all. The story of a \$1.33 tip on a \$133 restaurant bill garnered attention and awareness.

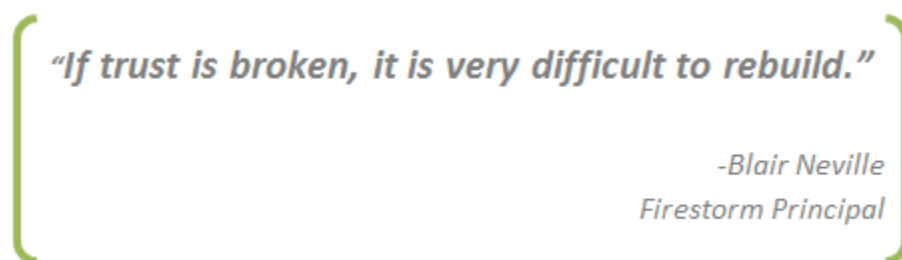
We all have phones in our pockets and are ‘junior reporters.’ Due to technology, information spreads quickly – whether true or false. Once the information is released, it can prove to be difficult to handle and facts get lost.



Collateral Damage

- **Brand Trust**
 - The most critical component in building and maintaining a strong and sustainable brand is your customer’s trust.
 - Trust is the back bone that supports all customer relationships.

Your organization can have the best product on the market, but if people don’t trust your brand, your organization will suffer.



Trust Capital

Trust is like an eraser; it gets smaller and smaller with every mistake. It is easily damaged by misinformation and opinions.

Trust is an attribute and adds value to your organization.

Losing Brand Trust

Trust is an intangible asset that must be protected. Trust allows you to:

- Build your brand
- Build your image
- Attract the best employees and customers

Trust, however, can easily be lost.

Someone Knows ... Do You?

Information + Insight = Intelligence

How do you control information? You do **not** want to be the last to know. Collecting data [what is being said online about your brand] can be a tiring task. How can you collect and organize the data and information and utilize it to your advantage?

Decisions during a crisis should be made using *information* and *insights*. Insights are gained over time and through experience. What have you learned from past situations, what have been the takeaways?

Using information learned and insights gained aids in making intelligent decisions during a crisis situation. It is how you use the information and insights gained.

*“In today’s world, if someone has ill-intent, 80 percent of the time, someone else knows. Sixty-seven percent of the time, two or more people know. When people know, they talk. And where do they talk? **Social Media.**”*

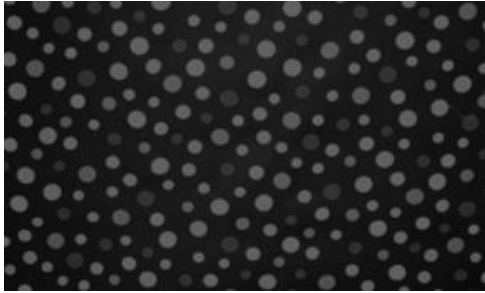
-Jim Satterfield

Firestorm President, COO and Co-Founder

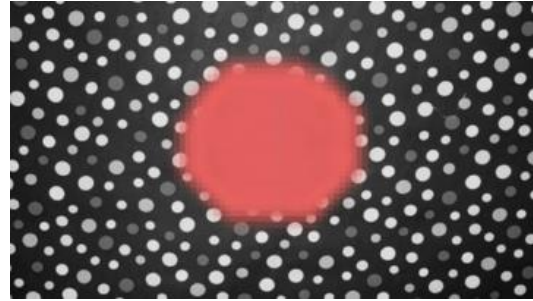
Visibility Vulnerability – Now you see me, now you don’t

Visibility is a double-edged sword. We call it ‘Visibility Vulnerability.’ Every organization wants good, positive marketing and messages reaching their target audience. Unfortunately, visibility also creates a target on an organization. A small hiccup or mishap can turn into a bigger crisis when visibility strong.

Where Are You?



V.S.



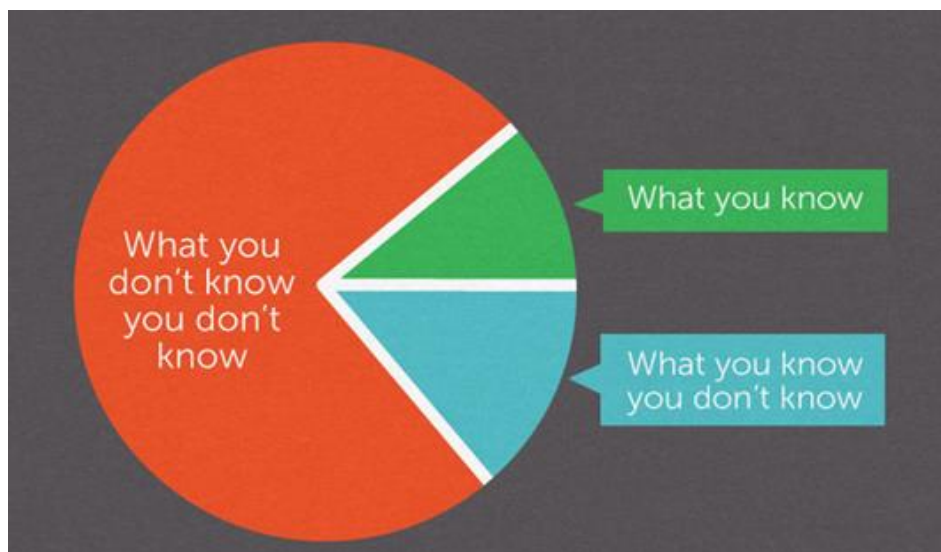
On the left, can you find which dot is your organization? No; the dots look similar and blend together. The left represents your organization's visibility during day-to-day functions. Visibility is being used to extend your brand name and promote the good works of your organization.

Unfortunately, if a crisis occurs at your organization, you become increasingly more visible (image on the right). When a crisis occurs, it's easy to see where your organization stands within the mix of everyone else. This progression happens very quickly.

Having a communications plan that identifies crisis indicators prior to an event is critical. A plan allows you to communicate to stakeholders more quickly and effectively.

Effectively communicating with your audience creates and maintains your brand trust. That red dot (or target) will begin to lessen in size. If you are not communicating and addressing issues with your audience and stakeholders, that dot will increasingly grow; potentially creating additional crises.

How Do You Know, What You Don't Know?



The green slice of the pie represents what you do know:

- Natural environment
- Location of organization
- Nature of what you do

The blue slice represents what you don't know – which is common. But, the biggest portion of the graph represents *what you don't know you don't know*. Out of all the vulnerabilities and threats that have been identified, what are the warning signs that can be measured and monitored associated to each threat? Each derivative may not be direct. For example, attendance in schools could be an indicator of communicable illness coming into the area.

Designing an intelligence network will begin to answer the question of *what are your vulnerabilities and threats*.

“How do you avoid the spread of misinformation [about your organization]? Sometimes you can't. The key is how you continue to build trust.”

*-Blair Neville
Firestorm Principal*

How Do You Know What Is Being Said Or Heard?

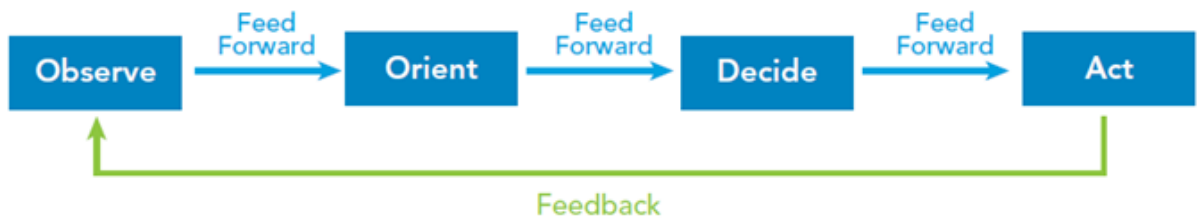
– Understand What is Being Said

Predictive Intelligence

- Any newsworthy crisis event that attracts traditional print and electronic media also results in continuous social-media attention.
- Firestorm identifies and analyzes online news and social media for specific phrases, streams, key words, issues, etc. before crises occur to establish a baseline. This process accelerates awareness of any escalation or attack in a crisis.
- Once a potential or actual crisis has been identified, *predictive intelligence services and analysis become critical.*
- The careful analysis of incoming inquiries as well online safeguard intelligence monitoring will identify rumors, misinformation, emerging attacks or incorrect information.
- Reports should be provided to the Crisis Team on a regular schedule or immediately, if a person event or issue of concern is identified.

~~Crisis~~ Consequence Management

- **YOU WILL BE WRONG**
 - You will make wrong decisions in the middle of a crisis. Why? Almost everything you learn initially in a crisis is wrong. You will be making decisions based on incomplete and wrong information. That is why you **must** continually monitor during a crisis. During a crisis, also know you will be forced to choose between two bad options.



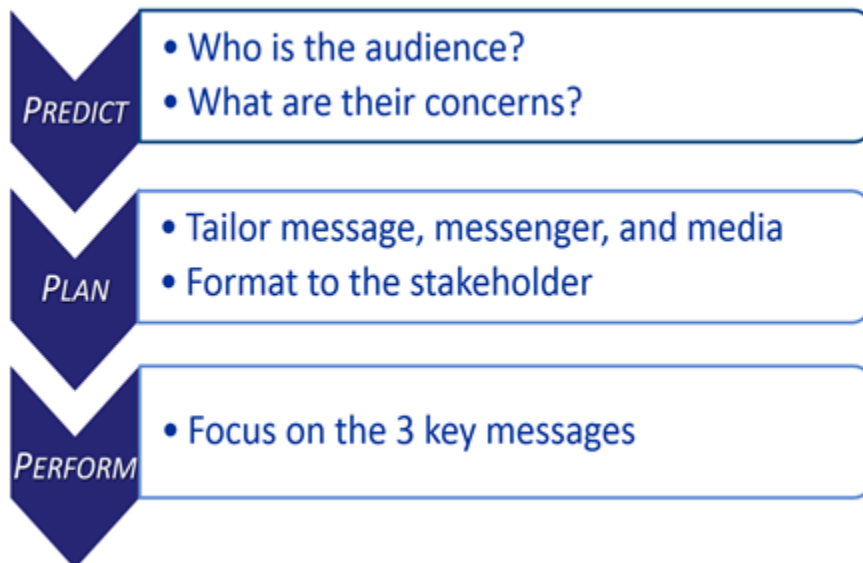
The OODA loop cycles through the four steps until a conflict is resolved.

- As new information and feedback is provided:
 - Understand
 - Decide
 - Act
 - Monitor
 - Adjust

Protecting & Regaining Trust

- How do you make decisions?
- How do you respond?
- What is the communication process?
- What do you say?

Firestorm PREDICT.PLAN.PERFORM[®] Crisis Communications Approach



The media should never be your number one audience. Communicate directly with your employees, stakeholders, students and parents (if a school) prior to speaking with the media.

Response Process & Decisions During a Crisis:

- Focus on:
 - **Known / PREDICT** (Consequence) / **PLAN / PERFORM**
 - **Taking notes – Facts** (Time/Source/Verified) / Action Priorities (Assign/Follow-up Time/Confirmed Completion) / Pending Future Actions
 - What do you know?
 - Are you concerned? - If so, about what?
 - What is your plan?
 - What are you going to monitor? - How? Who?
 - What are you going to communicate? - How?

Firestorm® Transparency Communications Commitment™

Communications with media in a crisis is not beneficial to anyone: For schools - students, parents, faculty/staff or the school; for businesses - customers, vendors, employees, their families, staff, leadership, Board Members or the organization as a whole.

- Inform appropriate stakeholders of alignment with the below:
 - **Communicate only directly** with parents, students, faculty/staff and Board (for schools); customers, employees, families, staff, leadership and Board members (for businesses) and **not** through the media after a crisis event;
 - **Communicate** coordination and compliance information with all appropriate stakeholders;
 - **Commit** to protect all personal student, parent, and faculty/staff information (for schools) and personal customer, vendor, employee, staff, leadership and Board Member information (for businesses);
 - **Communicate** only after crisis event actions are stabilized and threats are controlled;
 - **Communicate** with authorities directly in any event where the safety or health of a student/visitor/customer/vendor/employee/staff/leadership or Board Member is believed to be at risk; and
 - **Inform** appropriate stakeholders of all expected available communications channels/tools to be used regarding crisis events.

“The time to work out communication details is not in the middle of a crisis.”

*-Jim Satterfield, Firestorm President
COO and Co-Founder*

Communications, like preparedness, is a continuous improvement process.

Crisis Communication Components

- Express Concern/ Support & Offer Condolences
- Suggest Experienced Crisis Manager Engagement by Counsel
- Establish 'Tell the Truth' Baseline
- Discuss Initial Theme/Message
 - **Not Defined by Event**
 - **Invent the Future**
 - **Embrace the Families**
- Focus on the: **WHY COMMUNICATE?** ↓ ↑

Focus on your audience (listener/reader).

Remember:

Stop and ask why. The objective is to understand and establish the 'why' of all communications. The value of any communication must be weighed against the potential exposure or liability created by communications.

Home Bases

- Firestorm home bases are well thought out and prepared statements that can be used during ANY crisis.
- Home bases are a safe place to go when you are asked a question that you aren't sure how to answer (provides you time to think about the actual answer you want to give).
- Home bases empower you to answer a question in a way that prevents you from turning your answer into the next crisis.
- Home bases are developed during crisis communications planning and media training.

For example, the Firestorm three home bases for Virginia Tech after the shootings were:

- *We will not be defined by this event*
- *We will invent the future*
- *We will embrace the families*

It is Firestorm experience that these three home bases can be customized and used in ANY crisis and serve as themes around which to craft all your messaging.

Awareness Training – What to Report? – For Schools

Threatening Behavior

- Bullying
- Cyber Bullying
- Date Violence
- Fights
- Stalking

- Threats
- Weapons in School

Behaviors of Concern

- Suspected **abuse in the home**
- Comments about **suicide**- They are never a joke.
- **Fascination with weapons or violence**
- Talk about plans to get a **weapon** or hurt someone else
- **Fits of Rage**

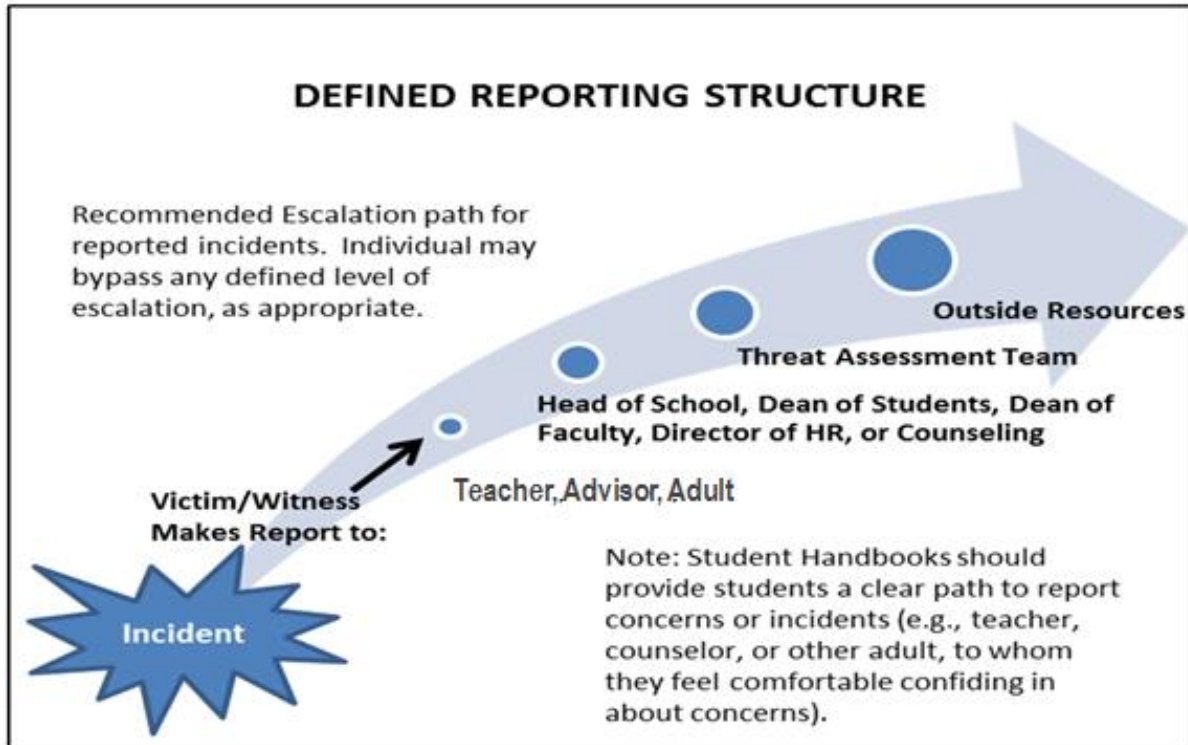
- **Major changes in behavior** (withdrawing from friends, activities)
- **Depression**
- **Destroying property**
- **Substance abuse**- drugs/alcohol
- **Sexting**- Creation of **Child Pornography/Possession of Child Pornography**- Both criminal offenses
- Using the internet, camera, cell phone to **say mean or embarrassing things**
- **And anything else that worries you**

Standard Response Protocol

Standard Response Protocol			
Standard Response Protocol (SRP) is a classroom response for critical incidents, designed to provide consistent, clear, shared language and actions among all students, faculty, staff, and first responders. It is not a replacement for any school safety plan or program. When communicating these actions, the action is labeled with a 'Term of Art' and is followed by a 'Directive'. Execution of the action is performed by active participants, including students, faculty, staff and first responders.			
Term of Art	Condition for Action	Directive	Action
<p>Evacuate</p> <p>Protocol used to move people from one location to a different location in or out of the building.</p>	<p>Initiated when there is a need to move people from one location to another.</p> <p><i>Examples include fire, gas leak, etc.</i></p>	<p>"Evacuate! <Location>" is repeated twice each time the alert is given.</p> <p>Evacuate is always followed by a location. Type is added when special actions need to be taken during evacuation.</p>	<p>Students, faculty, and staff will evacuate in an orderly fashion away from the scene of the incident to predetermined evacuation points. (See Appendix B for Primary and Secondary Evacuation Assembly Locations.)</p>
<p>Lockdown</p> <p>Protocol used to secure individual rooms and keep students quiet and in place.</p>	<p>Initiated when there is a threat or hazard inside a building on campus.</p> <p><i>Examples include armed intruder or active shooter.</i></p>	<p>"Lockdown! Locks, Lights, Out of Sight!" is repeated twice each time the alert is given.</p>	<p>Lock individual classroom doors or other access points; move room occupants out of line of sight of the corridor windows; and have room occupants maintain silence.</p>
<p>Lockout</p> <p>Protocol used to safeguard students within the building.</p>	<p>Initiated when there is a threat or hazard outside a building on campus.</p> <p><i>Examples include violence or criminal activity in the vicinity or dangerous animal on the campus.</i></p>	<p>"Lockout! Secure the perimeter" is repeated twice each time the alert is given.</p>	<p>Bring students indoors and lock all outside access points.</p>
<p>Shelter</p> <p>Protocol used to safeguard students from outside threats.</p>	<p>Initiated when the need for personal protection is necessary.</p> <p><i>Examples include tornado, HAZMAT, flood, and bomb.</i></p>	<p>1. Shelter for Tornado! Drop, Cover and Hold.</p> <p>2. Shelter for Lightning!</p> <p>3. Shelter for Bomb! Drop, Cover and Hold</p> <p>4. Shelter for Hazmat! And Seal.</p> <p>The alert is repeated twice each time the alert is given.</p>	<p>Actions will vary depending on the threat. See specific threats identified in this plan for appropriate actions. (See Appendix C for Safe Shelter Locations.)</p>

Having these simple steps and protocols in place **prior** to a crisis will significantly help the management of the crisis **during** the event.

Awareness



This graph depicts a typical escalation process. Are people trained at each level to ensure a progressive and accurate communication flow?

Firestorm Crisis Management Performance Maturity Rating™

	STAGE 1 LIABILITY	STAGE 2 BASIC	STAGE 3 SUPPORTIVE	STAGE 4 STRATEGIC
	SURPRISE	REACTION	PREACTION	CULTURE
DECISION PROCESS	Process developed as a reaction to the situation, lots of debate on process, experts called in late	Generic process, decision rights not completely clear, some degree of confusion	Defined process structure, defined decision rights with little debate,	Clear playbook for major crisis types, clear and known decision rights
ROLES AND RESPONSIBILITIES	High levels of confusion and changing assignments, decision processes not clear, some areas overlooked	Roles and responsibilities clear but defined as needed, support resources not defined, most issues covered	Clearly defines roles and responsibilities, aligned with processes and event types, support resources defined	Clearly defined and established roles and responsibilities, predefined by event type, support resources identified and trained, all areas covered well
INFORMATION CLARITY	Difficult to obtain good data, slow to identify needed data and slow response from organization	Required basic data defined, delayed response from organization, difficult to obtain precise information	Basic data predefined, event specific information quickly identified, fast organization response for data and input	Basic and event type information predefined and information processes pre-established, fast response for unique data
SPEED OF DECISION MAKING	Slow process, events outpace leaders, serious confusion, consumes executive team	Some lack of timely decision making, reacting to events, highly resource intensive	Generally timely decision making, adequate response to events, efficient process	Highly efficient and timely decision process, anticipates events and needs, consumes only resources needed
COMMUNICATIONS EFFECTIVENESS	Confused messages, highly reactive, key channels missed, messages not timely	Established message development process; most major channels addressed, reactive messaging	Defined messaging process and channels, effective and timely message development, some messaging standardized	Proven messaging process, predefined messages for major event types, message content standardized and refined as appropriate

Walk through your crisis plan with your team and identify where your organization is regarding preparedness. Use this graph to assist.

Next Steps

- **PREDICT:**
 - Establish intelligence network – identify within your organization who has current responsibility to monitor social media? Conduct a [virtual investigation](#).
 - Awareness and prevention training
 - Security assessment
- **PLAN:**
 - Develop crisis response and communications plan with message maps
- **PERFORM:**
 - Training
 - [April 19th Virtual Exercise – Cyber-Crisis \(Business\)](#)
 - Join the Behaviors of Concern User Group

Contact Firestorm to learn how to:

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](#).

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

www.firestorm.com | (800) 321-2219 | 1000 Holcomb Woods Parkway Suite 130 Roswell, GA USA
30076