



# **CRISIS COMMUNICATION: GET READY!**

## **PARTICIPANT WORK BOOK**

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# Your Readiness Checklist

- We have a crisis communication plan.
- We've identified potential incidents and issues and assessed our risks.
- We have solid key messages and use them in our regular communication.
- We have a physical response plan for incidents involving our operation.
- We have a relationship with area news media.
- We have a media policy for employees and have communicated it.
- We social media policy for employees and have communicated it.
- We have designated individuals to serve as spokespeople.
- Our spokespeople have received training.
- We have a crisis response process.
- We have a crisis management team and backups.
- We conduct regular drills and table top exercises.
- We update our plan at least annually.

# What's Keeping You Up at Night?

## Identify your risks

- List three likely physical incidents
- What would turn these into crises?
- What are the communication challenges?
- Why?

Likely incident	What would make this a crisis?	Communication challenges	Why?

- **List three potential issues for your business**
- **What could turn these into a crisis?**
- **Who might oppose your issue?**
- **What kind of “noise” might they make?**

<b>Likely issue</b>	<b>What would make this a crisis?</b>	<b>Who would oppose you?</b>	<b>What kind of “noise” could they make?</b>

# Key messages

Write three statements that represent the philosophy/culture of how you operate your business.

1. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3. \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

# Turning key messages into standby statements

- Select one of your potential crisis events
- Write two standby statements based on your key messages that could be used in such an incident.

**Statement 1:**

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**Statement 2:**

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# Audiences

- **Select one of your physical crises**
- **List 4-5 potential audiences**
- **List a “hot button” concern for each**

Crisis: \_\_\_\_\_

Audience	“Hot button” concern
1.	
2.	
3.	
4.	
5.	

# Getting help

***Who would you call if you needed additional support with:***

- Human resources or counseling \_\_\_\_\_
- Environmental response \_\_\_\_\_
- Insurance \_\_\_\_\_
- Legal \_\_\_\_\_
- Communication \_\_\_\_\_



# Scenario Slam #1

## Active Shooter

Your company's marketing specialist, Lisa, is going through a difficult divorce. After many years of abuse, she's filed for divorce and obtained a restraining order to keep her estranged husband away. Your staff is on notice to call the sheriff if he's seen on the plant's property. Although your manufacturing facilities are located behind security gates, your office and parking lot are outside its perimeter. On a frigid January day, what appears to be a contractor's vehicle pulls up.

A man emerges wearing a knit hat with a scarf wrapped around his face. He enters the office and approaches the receptionist who asks how she can assist him. He pulls out a weapon and shoots her, then heads down a hallway to Lisa's office where he first shoots her and then the colleague at the next desk with whom he'd wrongly thought she was having an affair. He then turns the gun on himself.

Name two things you needed in place before this event:

1. \_\_\_\_\_
2. \_\_\_\_\_

List three key stakeholders

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Who should communicate with those stakeholders?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

List three key messages

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Who will speak to the media? \_\_\_\_\_

What difficult questions might you receive?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

# Scenario Slam #2

## Explosion

Your company recently acquired a single location grain elevator strategically located in a community 50 miles away. You conducted due diligence prior to closing, but as you begin to operate the facility you notice some electrical problems involving a conveyor inside one section of the elevator. An electrical contractor crew is onsite undertaking repairs, while members of your employee team continue to receive grain in nearby location.

Suddenly the ground shakes and the air is filled with dust. You've had a major explosion with significant damage in the area where the contractors were working and along with a percussive impact across the elevator. Initial assessment is that three contractors were killed and two are missing, a farmer delivering grain has been fatally injured by flying debris and several of your employees have received injuries ranging from severe to superficial.

Name two things you needed in place before this event:

1. \_\_\_\_\_
2. \_\_\_\_\_

List three key stakeholders

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Who should communicate with those stakeholders?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

List three key messages

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Who will speak to the media? \_\_\_\_\_

What difficult questions might you receive?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

# Scenario Slam #3

## Cyberattack

You've just arrived at the office on Monday morning to bad news from a member of your team who'd been trying to log into their computer. They'd received an on-screen alert announcing your company's computer system has been locked and your files encrypted. That's followed by a message telling you that getting access to a decryption key will mean paying up, typically with bitcoin or some other cryptocurrency. Your business is under a ransomware attack. And not only is that employee affected, everyone's email is locked out, your access to accounting, inventory, customer records and more are affected.

Name two things you needed in place before this event:

1. \_\_\_\_\_
2. \_\_\_\_\_

List three key stakeholders

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Who should communicate with those stakeholders?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

List three key messages

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Who will speak to the media? \_\_\_\_\_

What difficult questions might you receive?

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_