

THE UNIFIED VOICE OF THE SEAPORT INDUSTRY

AAPA
www.aapa-ports.org

Crisis Communications

Tools for Success



Experience



REUTERS

The New York Times



THE TIMES

Experience

ExxonMobil



MAERSK

BARNHART
Minds Over Matter



Sempra Energy[®]



RPIE

**RESEARCH
PLAN
IMPLEMENT
EVALUATE**



**PLAN
PLAN
PLAN
PLAN**

RPIE

RPIE

95% of the concerns and questions of upset or concerned people in a crisis can be predicted and prepared for in advance.

“High concern situations change the rules of communication,”—Dr. Vincent Covello

Crisis communications is the discipline of communicating effectively and accurately during periods of high concern, stress and emotion.

Crisis communications should enhance understanding, build trust and credibility and encourage appropriate attitudes, behavior or beliefs

Crisis Communications vs. “Spin”

- **Spin: making things appear to be what they are not**
- **Crisis Communications: making things appear to be what they are**

Core Concepts for Crisis Communications

When people are stressed or concerned...

They have difficulty hearing, understanding and remembering information

They want to know that you care before they care what you know

Core Concepts for Crisis Communications

Focus on what your audience wants/needs to hear—let that be the first and last thing you say.

Core Concepts for Crisis Communications

- **Your audience will focus more on negative information than positive**
- **They will process information well below their education level**

Make it simple, keep it short

CCO Template

- **Compassion**
- **Conviction**
- **Optimism**

“I’d like my life back.”



Remember this guy?

“I’d like my life back.”



Don't be this guy

27/9/3 Template

- 27 words
- 9 seconds
- 3 messages

27/9/3 Statement

- ***We have received a subpoena requesting certain documents, and we are complying. Our primary concerns are keeping customers informed and determining the cause of the accident.***

Be Prepared

- 1. What happened?**
- 2. When did it happen?**
- 3. Who was affected?**
- 4. How many were affected?**
- 5. Are those affected getting help?**

Negative Dominance (1N = 3P) Template

- **Avoid absolutes (never, always)**
- **Avoid repeating untrue negatives or false accusations**
- **Balance bad news with positive, constructive message**
- **Remember that stressed audiences remember the first and last things they hear—begin and end on a positive note**

The “I Don’t Know” Template

- **Say you don’t know or can’t answer/wish you could answer**
- **Say why you don’t know or can’t say**
- **Say you will follow up**
- **Bridge to what you can say about the issue**

The Guarantee Template

- **Say the question is about the future**
- **The past and present help predict the future**
- **Bridge to known facts or actions**

Bridging Templates

- **What is most important to know is...**
- **However, what the real issue here is...**
- **If we look at the bigger picture...**
- **Let me put this in perspective...**
- **Before we go any further, let me point out...**

Keys to Success

- **Anticipate**
- **Prepare**
- **Practice**

Contact



- [**scott@blackflagcommunications.com**](mailto:scott@blackflagcommunications.com)