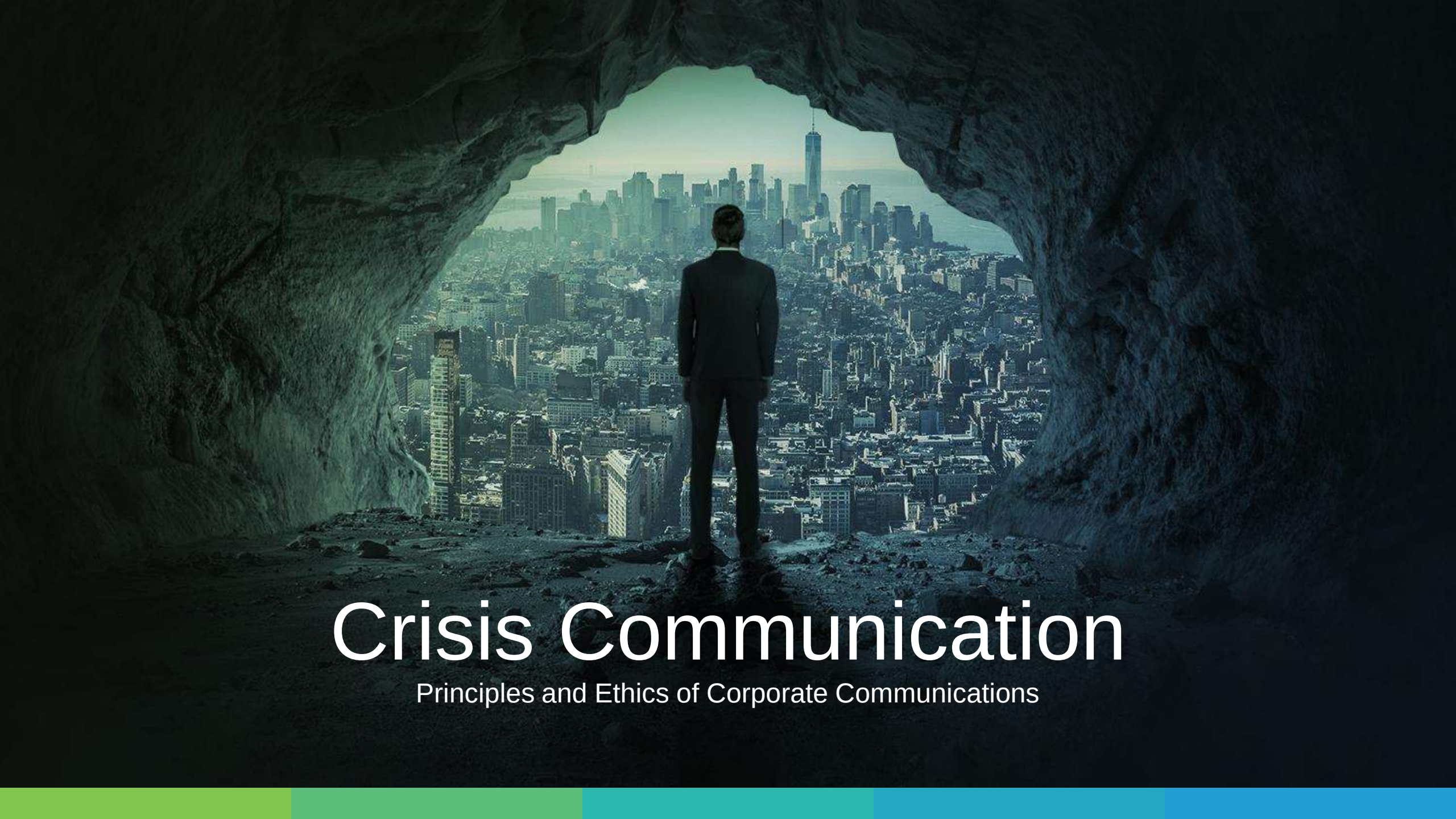


Crisis Communication

Principles and Ethics of Corporate Communications

Definition of Crisis

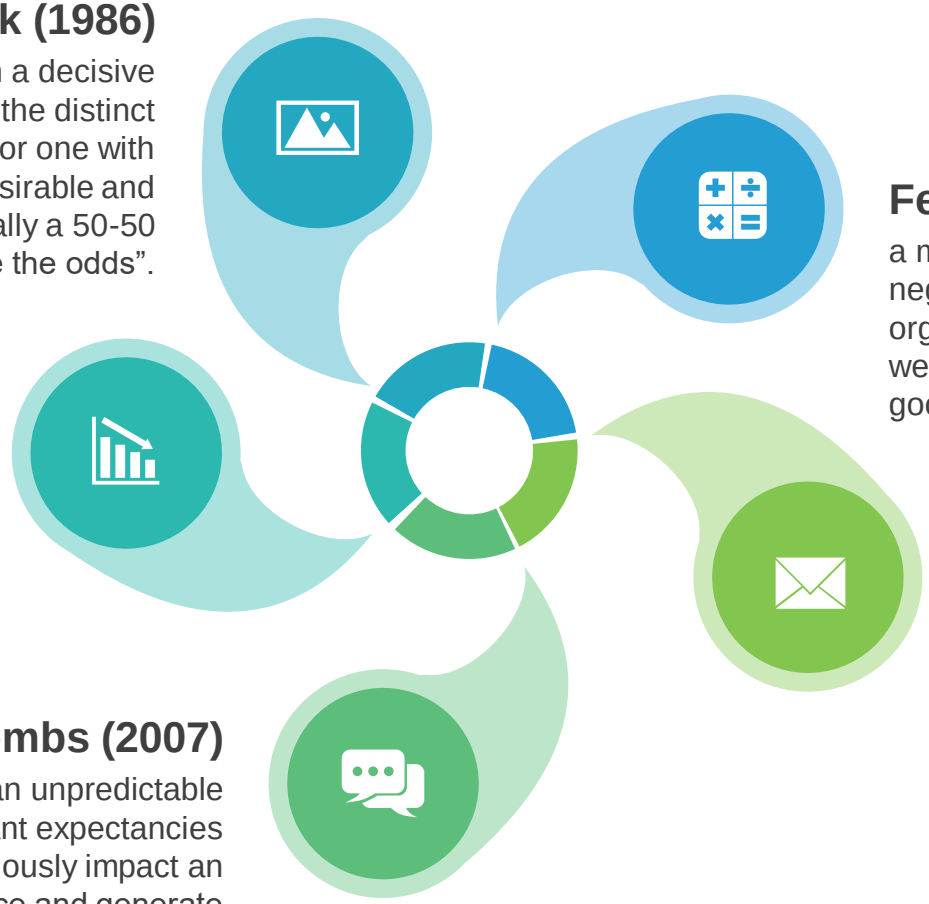
A crisis can be considered as “a turning point in history life", which is a turning point in life whose impact has a significant influence, both negative and positive, depending on the reaction shown by individuals, or a wider group of organizations.

Fink (1986)

an unstable time or state of affairs in which a decisive change is impending – either one with the distinct possibility of a highly undesirable outcome or one with the distinct possibility of a highly desirable and extremely positive outcome. It is usually a 50-50 proposition, but you can improve the odds”.

Holsti

sees the crisis as a situation characterized by surprises and at he same time threatens the importantvalues of the organization, and there is only a short time to make a decision.



Fearn-Banks (1996)

a major occurrence with a potentially negative outcome affecting an organization, company, or industry, as well as its publics, products, services, or good name.

Shrivastava & Mitroff (1987):

define company crises as "events that threaten their most important goals of survival and profitability".

Coombs (2007)

A crisis is the perception of an unpredictable event that threatens important expectancies of stakeholders and can seriously impact an organization’s performance and generate negative outcomes.

The Chinese Symbol for Crisis : **“Wei-ji”**

Crisis = A Dangerous Opportunity

The Crisis

Elements

1. Threat to the Organization
2. The Element of Surprise
3. Short Decision Time
4. Need for Change



Types

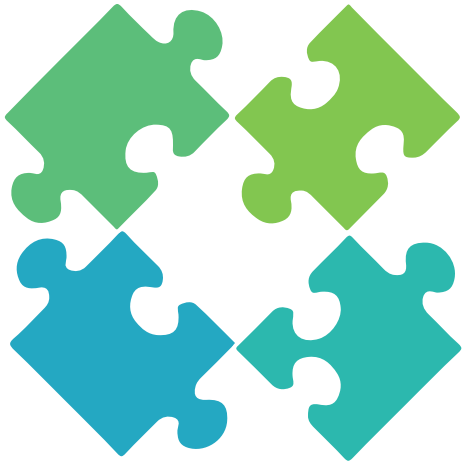
(Timothy Coombs)

1. Natural Disasters
2. Malevolence
3. Technical breakdowns
4. Human breakdowns
5. Challenges
6. Mega Damage
7. Organizational misdeeds
8. Workplace violance
9. Rumors

Why

Crisis Happened

1. Management's failure to understand the situation or public opinion.
2. Failure to establish relations with the media - let others control opinion
3. Failure to show control, care and credibility
4. Rely on legal responses or be defensive



“Why is the Crisis Bigger”

1. Not ready
2. Not enough and inaccurate information
3. Remove control / control
4. Public analysis
5. Mental defensive
6. Panic
7. Short-term orientation

Common Features of Crisis

There is sense of loss of control

The Situation materializes unexpectedely

Routine business becomes increasingly difficult

Decisions are required urgently



Demands are made to identify someone to blame

Time is short, pressures build over time

Outsiders take an unaccustomed interest

Specific threats are identified

Reputation suffers

Urgent demands for information

Frameworks for Crisis Management

Source: William R. Crandall, John P. Parnell, John E. Spillan – Crisis Management: Leading in The New Strategy Landscape (2014)

Three-Stage Framework: General	Three-Stage Framework: Smith (1990)	Three-Stage Framework: Richardson (1994)	Four-Stage Framework: Myers (1993)	Four-Stage Framework: Fink (1996)	Five-Stage Framework: Pearson & Mittroff (1993)
Before The Crisis	Crisis of Management	Precrisis/ Disaster phase	Normal Operations	Pedromal Crisis Stage	Signal Detection
During The Crisis	Operational Crisis	Crisis Impact/ Rescue phase	Emergency response	Acute Crisis Stage	Preparation/ Prevention
After The Crisis	Crisis of Legitimation	Recovery/ Demise phase	Interim Processing	Chronic Crisis Stage	Containment/ Damage Limitation
			Restoration	Crisis Resolution Stage	Recovery
					Learning

Manajemen Issue

Defining Management Issue

W. Howard Chase dan Barry Jones, Chase(1976) : alat yang digunakan perusahaan untuk mengidentifikasi, menganalisa dan mengelola berbagai issue yang muncul ke permukaan serta bereaksi terhadap berbagai issue tersebut SEBELUM issue tersebut diketahui masyarakat luas.' (Regester & Larkin, 2003:38)

Heath (1997) : proses perencanaan strategis yang digunakan untuk mendeteksi , mengeksplorasi dan menutup kesenjangan antara tindakan perusahaan – dan harapan stakeholders

The Public Affairs Council of America : proses dimana organisasi dapat mengidentifikasi isu-isu social dan isu pemerintahan yang kemungkinan dapat mempengaruhi organissi secara signifikan isu tersebut kemudian menjadi priorits organisasi untuk meresponsnya dengan baik

Issues Management is a proactive and systematic approach to:

1. **Predict problems**
2. **Anticipate threats**
3. **Resolve Issues**
4. **Prevent Crisis**

The basic idea behind issues management is proactive planning, and tries to identify issues and influence decision.

Contrast to crisis management tends to be more reactive, dealing with an issue after it becomes public knowledge and effects the company.

Time is the difference between an issue and a crisis.

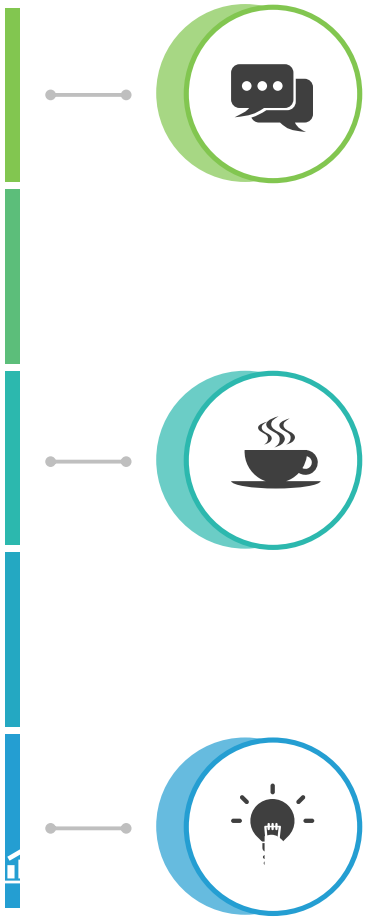
Issue – often the organization already know of the problem and has the opportunity, to decide on the timing of the communication with its stakeholders and the extent to deal with the issue.

"Little or no news coverage on front page"

Definition of Crisis Communication

The Pressures

1. **The pressures will be tremendous from all quarters**
2. **It must be fast and accurate**
3. **It's like cooking a turkey when people are starving**
4. **If information isn't finalized, explain the process**



Crisis communication is a method of corresponding with people and organizations during a disruptive event to provide them with the information they need to respond to the situation - (*Margaret Rous, Manager WhatIs.com, TechTarget's IT encyclopedia*)

"Crisis communication can be defined broadly as the collection, processing, and dissemination ofinformation required to address a crisis situation." - (*Coombs & Sherry, 2010*)

Crisis communication is a process of dialogue between companies and the public that is carried out with the aim to deal with the crisis that is happening to the company. The communication strategies and tactics used by organizations when dealing with crises can improve post-crisis image and reputation (*Fearn-Banks, Kathleen, 2016*)

Prepare Plans

1. Antitipate potential questions

2. Prepare accurate, understandable and consistent messages

3. Practise, practice & practise



Contingency

1. Plan in advance
2. Rehearse via simulations
3. Stipulate spokepersons
4. Speed and efficiency
5. Be accurate
6. Plan guidance for long term

5 Communication (in crisis) Failures

Mixed messages from multiple experts

1

5

Public power struggles and confusion

2

Information released late



3

Paternalistic attitudes

4

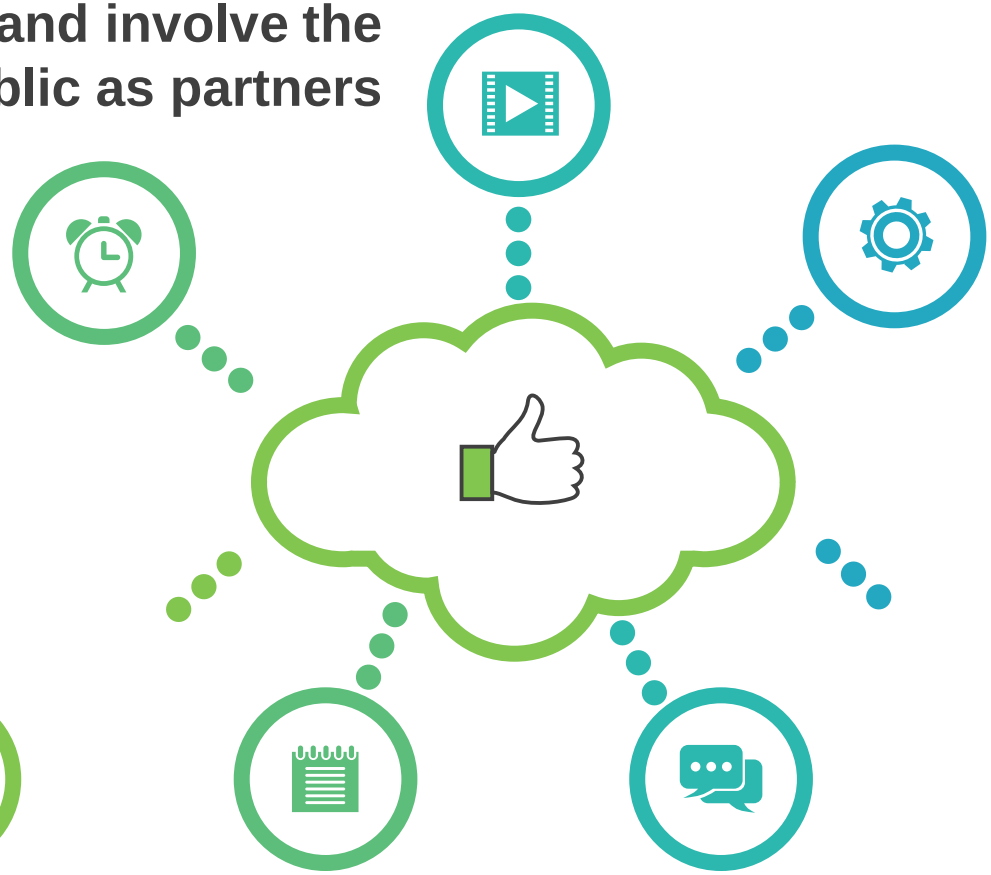
Not countering rumors and myths in real time

Seven Cardinal Rules of Risk Communication

(Covello and Allen, 1988)

1. Accept and involve the public as partners

2. Plan carefully and evaluate your efforts



7. Speak clearly and with compassion

3. Listen to Public's specific concerns

4. Be honest, frank and open

5. Work with other credible sources

6. Meet the needs of the media

Why do Journalists ask

Difficult Questions ?

Source: The Four Stages of Highly Effective Crisis Management, Jane Jordan-Meier

1. To test the **validity** of your claims

2. To sort out the **reality** from the rhetoric

3. To probe for **facts** as the crisis unfolds

4. To get the other side of the story- **balance**.

??



What media will ask first :

1. What happened
2. Who is in charge
3. Has this been contained ?
4. Are victims being helped ?
5. What can we expect ?
6. What should we do ?
7. Why did this happen ?
8. Did you have forewarning ?

5. To see if ulterior motives are **at play**

6. To **substantiate** off-the-record or unsourced information

7. To **elicit** a response to another party's claims.

8. To resolve conflicting claims and information-who is telling the **truth**?

Alur Komunikasi Krisis

Tahapan Krisis

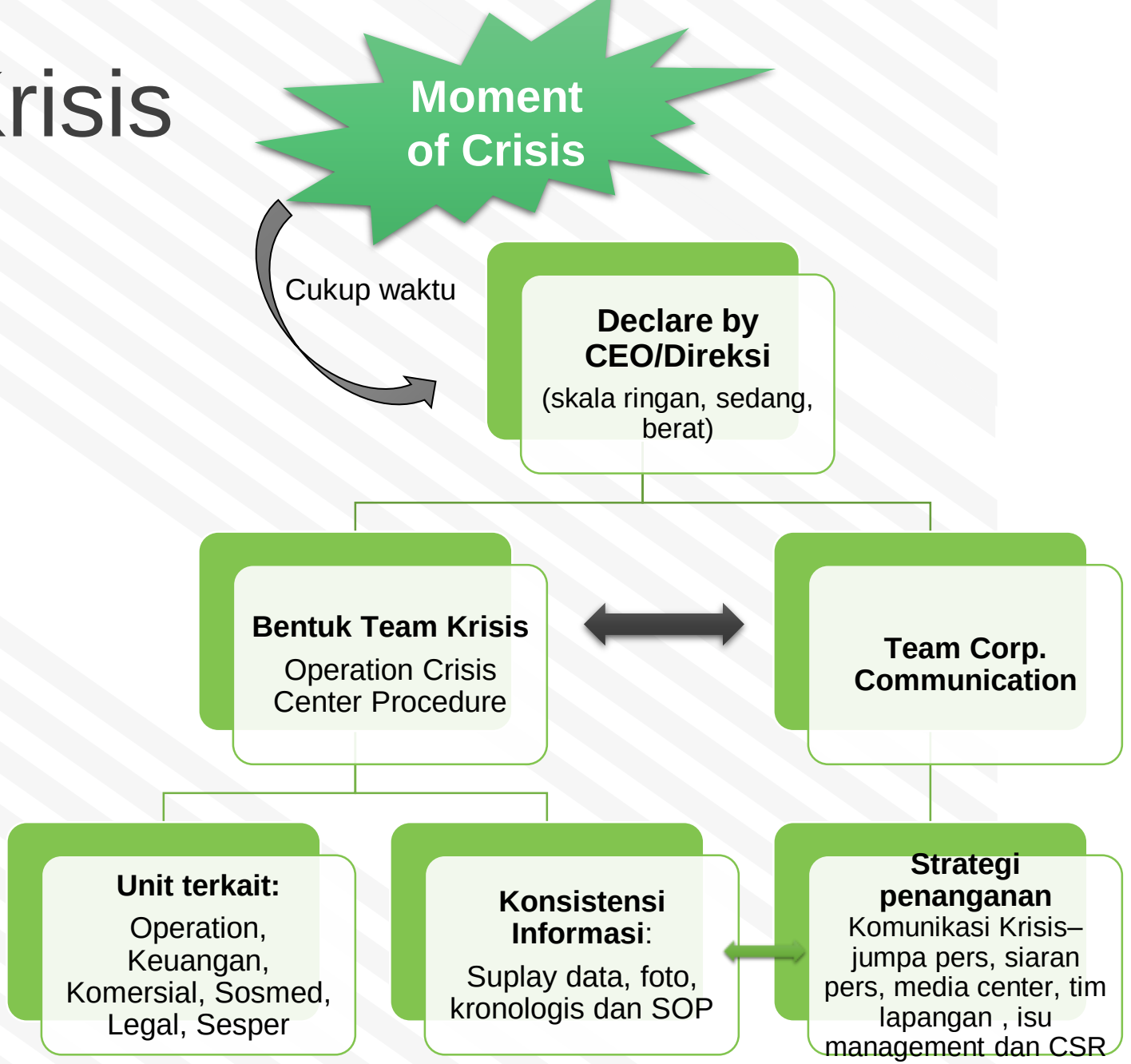
Pre crisis : Pemantauan atau pencegahan (by unit terkait)

During Crisis: Penanganan by Crisis Management Team

Post Crisis: Recovery image and reputation, plus using CSR

Time Handling:

- Laporkan ke unit/atasan langsung.
- Laporkan ke Direksi bentuk CMT.
- Satu jam kemudian : penanganan tim Humas dg strategi komunikasi krisis (standby statement).
- Adakan press conference atau release.
- Selama krisis : lakukan agenda setting sebagai strategi pro-active media



What to Say

Goal no. 1. Ease concern to necessary levels

Saying “don’t panic” will not allay fears. You must indicate clearly why they shouldn’t worry. Example : “The risk is low” or “we have provide precaution measures”

If threat is real and action is required, **don’t ancourage complacency**



Goal no. 1. Give Guidencae

- **Give Clear instructions on what precautions to take**
- **Provide a list of symptoms to look for**
- **Suggest when to call a physician**
- Giving ACTION items to public provides comfort and detracts **from focus on panic**

The Spokeperson



January 12, 2011 in Brisbane, Australia, Anna Bligh, the Queensland Premier, has been hailed for her leadership and grace under pressure during the flood crisis that is gripping Australian state.

1. Appear **pleasant** on camera (visual, non verbal)
2. Answer questions **effectively** :
   - Don't argue with reporters
   - Avoid "no comment" comment (65% believe it shows guilty)
   - Challenge incorrect information
3. Present information **clearly**
   - Avoid jargon
   - Provide structure



Terima Kasih

Gatot Subagio