

Why think about crises?

It takes more time and resources to recover from a crisis than to prevent and prepare.

An informed, thoughtful response is as critical as the crisis itself.

Four Areas of Crisis Management

- Prevention
- Preparation
- Response
- Recovery

Most energy spent on response; most should be spent on prevention

Crisis Prevention is Key to Reputation Management

- Many non-profit crises arise from hidden or undiscovered issues that organizations hope will never be revealed. They will.
- Potential crises lurk in your organization—in board member investments, in employee rumors that go unchecked and in assumptions that stakeholders make about what you do and how you spend your resources.
- Crisis audits can stop crises before they start.



Prevention: Know thyself—really well

Who are your funders or sponsors?

Who are your members?

Where is ALL of your money invested?

How is your money being spent?

Who are your key advisers and influential family members? (then see questions above)

Prevention: Be transparent

✓ Where do you keep your financial info?

📄 Is it written clearly?

👍 It is accessible to all constituencies?

👤 Do you actively distribute it?

👥 Is it what people will expect?

Prevention: Listen to employees/friends

What do they think you're doing?

What do they think you ought to be doing?

What do they know about what everyone else is doing?

Who do they know, and who do they talk to?

Prevention: Think about media before they think about you

- Use a reporter's lens to examine your house.
- Look for opportunities to build media trust.
- Use media to showcase mission and activities as often as possible.

Preparation vs. Perspiration

What keeps you up at night?

What keeps your employees up at night?

Who is your go-to team?

How will you contact them, and where will you meet?

How often do you practice your response?

Who are your allies?

Be the First Responder

- Choose a project manager.
- Make a 1, 3, and 6-hour plan.
- Write your statement.
- Don't argue—get info out fast to internal audiences and constituents.
- Understand the news cycle.
- Be assertive.
- Be forthcoming.
- Engage allies.

Response: Understand the Righteousness Scale

10—totally righteous; you have been wronged

- Call it a lie
- Defend your reputation
- Get nasty if need be

1—not one bit of righteousness; you screwed up!

- Don't lie
- Don't cover up
- Apologize

The Long Road to Recovery

1

Reframe
messages/issues.

2

Continue to
engage allies.

3

Monitor
everything,
even blogs.

4

Seek positive
opportunities.

5

Know when to
quit.

See you next week!

