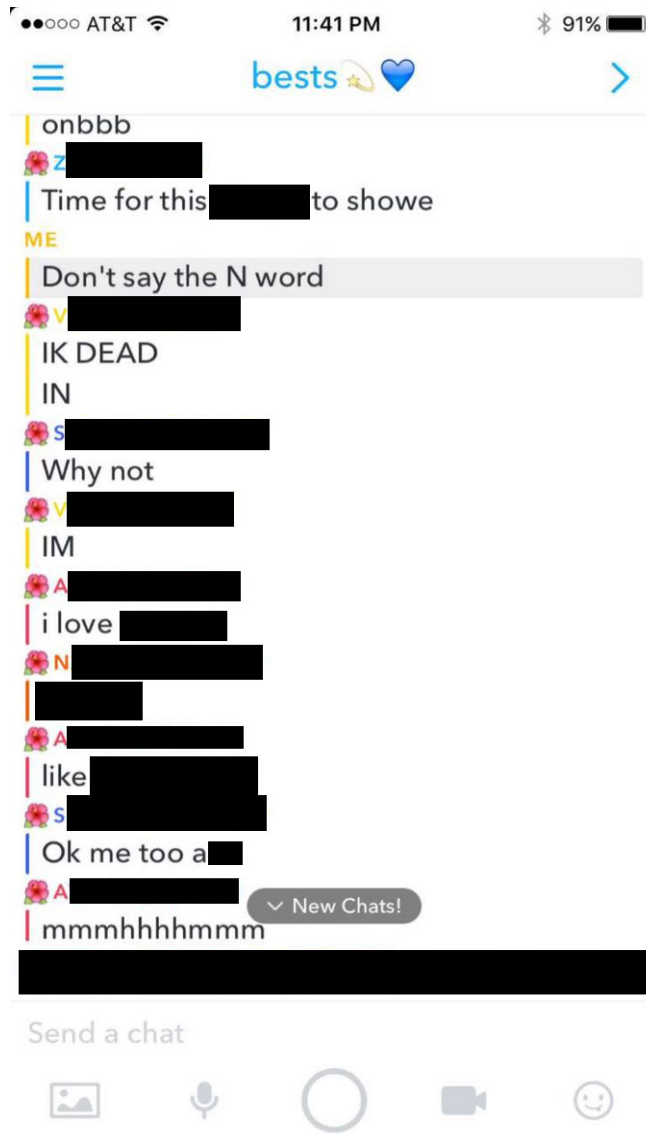


# Crisis Communications and Your School





The screenshot shows a Windows desktop environment. In the background, a Microsoft Word document titled "Document2 - Microsoft Word" is open, showing a blank page with the ribbon menu (File, Home, Insert, Page Layout, References, Mailings, Review, View, Add-Ins, Foxt Reader PDF) and a taskbar at the bottom with icons for various applications. In the foreground, a web browser window displays a Twitter profile for Rob Goldson (@rgoldson). The profile bio reads: "How quality school leadership successfully turns racist behavior of a few of their own into a teachable moment to build a better community." Below the bio, there is a tweet from MICDS (@MICDS) with a link to a YouTube video. A reply from Raquita (@Raquita) is visible, stating: "This is cute but until I see how the school makes tangible changes it's all just more talk". A retweet from Patsy West (@Genie4Fun) is also shown. The browser's address bar shows the URL: "https://twitter.com/rgoldson/status/905418715377913856". The system tray at the bottom right shows the date and time: "10:40 AM 9/6/2017".

# What You Might Face



Accreditation issues  
Active shooters  
Arrests of teachers  
Cheating scandals  
Chemical spills  
Criminal accusations  
Data loss  
Discrimination complaints  
Embezzlement  
Fiscal mismanagement  
Food poisonings  
Hacker attacks  
Hazing complaints  
Inappropriate social media posts

Lawsuits  
Legal malpractice  
Mass casualty events  
OSHA citations  
Outraged parents  
Sexual misconduct  
Structural failures  
Student suicides  
Teacher strikes  
Terrorist incidents  
Thefts  
Union grievances





# Crisis Communications

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- > When social media lights up.
- > When traditional media turns the cameras on you.
- > Who we are.
- > What we do.



# Legal controversies today are tried in the Court of Public Opinion – as often as in the Court of Law.



The New York Times



The Washington Post

PREVIOUSLY FEATURED IN



# The Damage Control Playbook

Rule #1: Tell the truth

Rule #2: Tell it first

Rule #3: Tell it all

Rule #4: Tell it fast

Rule #5: Tell it to the people who matter most



# What you mean, what it says

> Let's eat, Grandma.

> Let's eat Grandma





# The Three Vs

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**Villain**

**Victim**

**Vindicator**





---

# No Comment = Guilty



# Framing Issues

---

What happens when you ARE the Villain?



# A Crisis Made Worse

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*This is an upsetting event to all of us here at United. I apologize for having to re-accommodate these customers. Our team is moving with a sense of urgency to work with the authorities and conduct our own detailed review of what happened. We are also reaching out to this passenger to talk directly to him and further address and resolve this situation.*

**- Oscar Munoz, CEO, United Airlines**



# How to say, 'I'm sorry'

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- Candor
- Remorse
- Commitment to change
- Sincerity
- Reflection of organization's values



# Sorry works

---

- Research on hospitals: Litigation reduced after apologies
- NY Times: At VA in Kentucky, malpractice suits decreased after full-disclosure and apology policy
- Leading healthcare law firm: "...transparency in the healthcare system has become a fixed concept and appears to be here to stay."





# Sorryworks.net

---

- Not admission of liability; effort to empathize with wronged party.
- Effective apologies address the recipients' feelings. They don't prove a point.
- Vow to find out what went wrong
- Promise to fix it
- Promise customer service assistance
- Do NOT prematurely admit fault or assign blame
- Do NOT use weasel words: "Well, I'm sorry people were offended." "Well, I'm sorry people feel that way."



# Control Tools

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## 1. Key Messages

- a) Memorable
- b) Most important
- c) Core values

## 2. Questions

- a) Company history
- b) What's on website?
- c) On social media?

## 3. Answers

- a) True
- b) Short
- c) Don't speculate

## 4) Bridging phrases

- a) Back to key messages
- b) Signal what's important

## 5) Examples

- a) Illustrate and reinforce messages
- b) Provide factual fodder
- c) Make more likely key messages used



# Why Social Media Matters

---

- Because that's where the news is.



**Brandon Wolf**  
@bjoewolf



Omg. Shooting at pulse. We hid in the bathroom. And we can't find our friends.

RETWEETS  
**261**

LIKES  
**342**

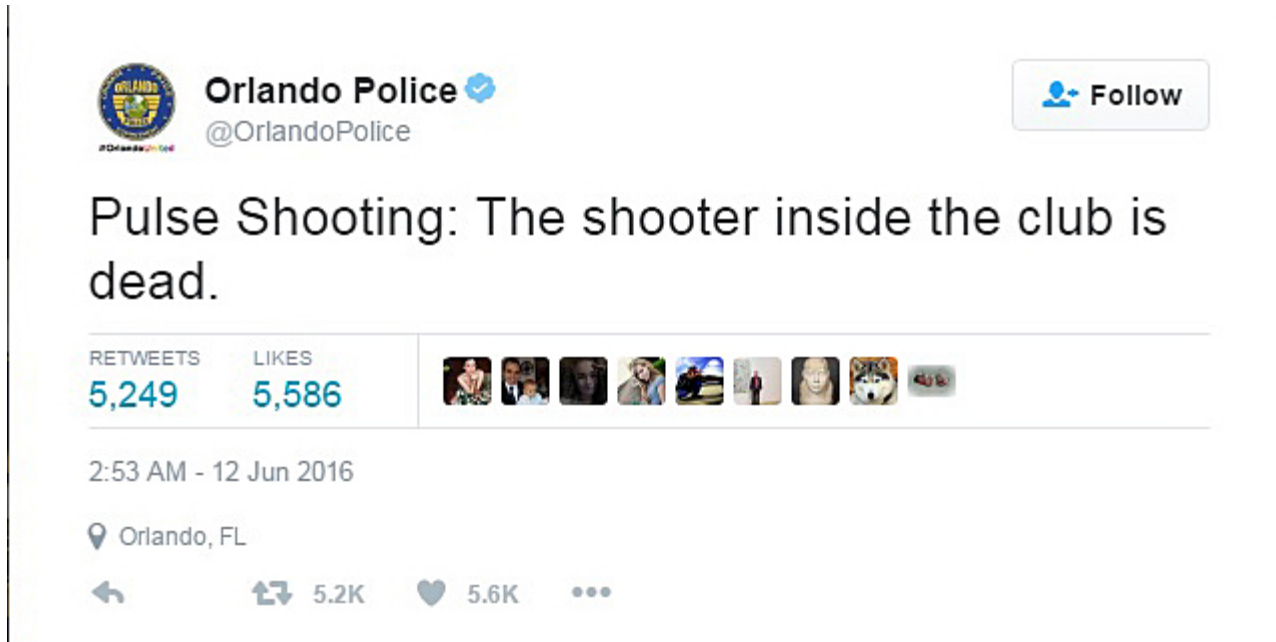


2:17 AM - 12 Jun 2016



# Why Social Media Matters During A Crisis

> Because that's where the newsmakers are.





- > 310 million monthly active users
- > 500 million tweets per day – 6,000 per second.
- > 6-in-10 Twitter users get news there. (Pew – 2016)
- > 54 percent of Twitter news consumers went there looking for it (highest of popular social media; FB only 38 percent)
- > Journalists make up 24.6 percent of verified accounts. 
- > 60% of consumers expect brands to respond to a Twitter query **within the hour.**





# facebook

- > Largest social network
- > 1.13 billion daily active users worldwide, including 67 percent of U.S. adults
- > Two-thirds of users get news on the site (Pew – 2016)
- > How we tell friends about stuff: 81 percent of all content shared in U.S. is shared on Facebook.
- > Great for distributing & receiving info during a crisis - **if your following is established.**



# Before the Crisis: Be Social

---

- Know where your audience lives
- Secure your accounts
- Establish terms of use
- Establish social media guidelines
- Build a following, promote interaction
- Post a variety of content regularly



# Evaluating the Social Media Threat

- Where did the threat originate?
- Who's the source?
- Is it catching fire online?
- Are conventional media involved?





erictucker @erictucker · Nov 9

Anti-Trump protestors in Austin today are not as organic as they seem. Here are the busses they came in. #fakeprotests #trump2016 #austin



16K



14K





They found the buses! Dozens lined...



They found the buses! Dozens lined up just blocks away from the Austin protests.

Anti-Trump protestors in Austin today are not as organic as they seem. Here are the busses they came in. #fakeprotests #trump2016 #austin

Nov 10, 2016 · [www.freerepublic.com](http://www.freerepublic.com)



Visit Link



Share



Save



307,616 people have shared this link







**erictucker**  
@erictucker

# FALSE

Anti-Trump protestors in Austin today are not as organic as they seem. Here are the busses they came in. [#fakeprotests](#) [#trump2016](#) [#austin](#)



RETWEETS  
**16,931**

LIKES  
**14,521**



# Winning on Social Media: Approach

- Transparency
- Responsiveness
- Speed - Beware “confirmation bias”
- Words + Action
- Professional – and human



# A Crisis In The Making

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# A Crisis Averted

---

We've deleted the rogue tweet but rest assured the Red Cross is sober and we've confiscated the keys.

about 11 hours ago via ÜberTwitter

Retweeted by 86 people

---



**RedCross**  
American Red Cross





- > [Tower Hamlets MPSVerified account @MPSTowerHam](#)
- > FollowFollow @MPSTowerHam
- > Please do not contact us about the [#KFC Crisis](#) - it is not a police matter if your favourite eatery is not serving the menu that you desire.
- > 6:10 AM - 20 Feb 2018
- > **11,864** Retweets
- > **19,969** Likes







## WE'RE SORRY.

A chicken restaurant without any chicken. It's not ideal. Huge apologies to our customers, especially those who travelled out of their way to find we were closed. And endless thanks to our KFC team members and our franchise partners for working tirelessly to improve the situation. It's been a hell of a week, but we're making progress, and every day more and more fresh chicken is being delivered to our restaurants. Thank you for bearing with us.



# Response Decision Tool

SCENARIOS			
1. Should you respond proactively?	1. Should you respond reactively?	1. Should you redirect the conversation ?	1. Should you respond personally?
DECISION-MAKING CRITERIA			
You want to reinforce the company's purpose and values	You want to communicate "just the facts"	You want to redirect the conversation to the entity most responsible for information on a breaking issue (e.g. first responders, police)	You want to respond personally, supporting company messages
You want to correct misinformation or disinformation	You want to correct misinformation or disinformation	While specific posts do not call out or tag your company name, they require factual clarification about one of your products	Personal social media connections, friends and or community partners expect the family to respond on an issue
You want to respond in tandem with a partner, supplier, vendor, etc.	You want to make sure controversial posts "do no harm" to the company brand	You want to redirect the conversation to an issue that is positive, unifying and beyond reproach, but an issue that everyone agrees on (e.g. success, fulfillment, wellness)	You want to respond personally, though the company has elected not to respond
You want to advance a cause (e.g. a cause consistent with your company's values)			You are tagged in social media posts and want to respond.





# Winning on Social Media: Action Steps

- Monitor and be prepared to respond
- Don't let mistakes live on
- Don't arm wrestle with trolls
- Pause before hitting “delete”
- Go offline to get back on track
- Know who's running the site
- Remember your audience



# Winning on Social Media: Action Steps

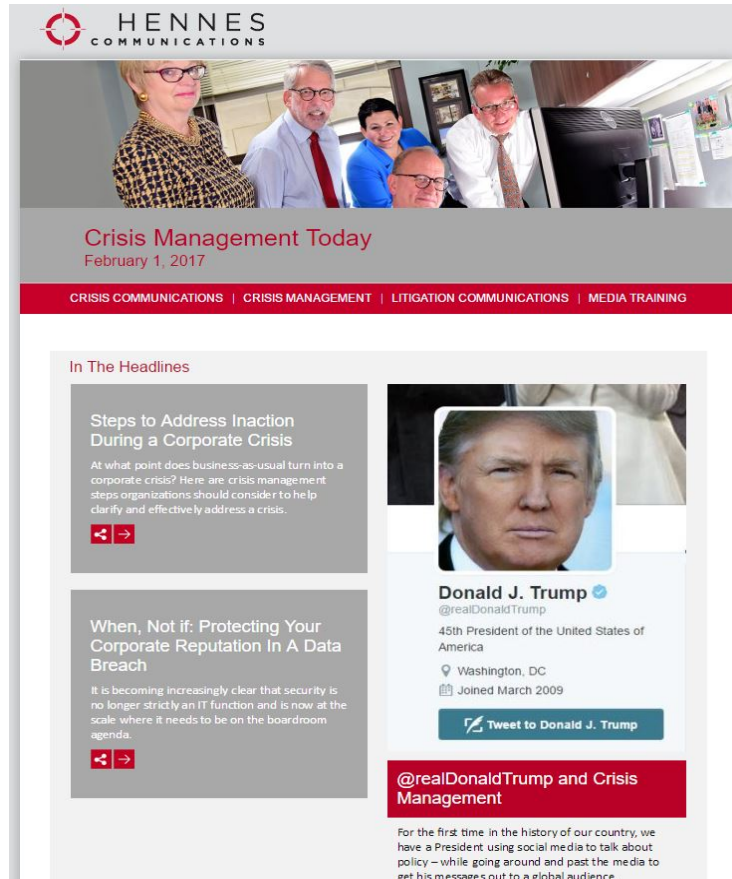
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- Don't forget your traditional audiences
  - ✓ Inform your traditional key internal and external audiences of the issue so they are not surprised by media coverage or their own social media feeds.



# Crisis Management Today

## The Hennes Communications Newsletter



Twice a month, best practices for crisis communicators.

For a *free* subscription, send your email address to

[hennes@crisiscommunications.com](mailto:hennes@crisiscommunications.com)

