

Crisis Communication Handbook

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2 Framework for managing crisis communications

How we respond to a crisis can threaten our integrity, our reputation and our brand. If handled quickly, and in the right way, any impact can be minimized.

The following timeline is intended to be managed throughout an eight (8) hour period, or typical workday length.

Gather facts	Assemble Tiger Team	Issue statements & advisories	Identify next actions	Execute, monitor, report
<ol style="list-style-type: none"> 1. Gather GC Core Response Team and SMEs 2. Identify core stakeholders and additional SMEs 3. Determine next actions 	<ol style="list-style-type: none"> 1. Assemble team within one (1) hour of issue/incident 2. Identify immediate strategy, actions and guidance 3. Establish report-out structure and cadence 	<ol style="list-style-type: none"> 1. Distribute external holding statement 2. Distribute internal advisory to relevant spokespersons 3. Issue internal communication (as needed) 	<ol style="list-style-type: none"> 1. Define additional messaging (as needed) 2. Notify any additional relevant stakeholders 3. Determine any additional required deliverables 	<ol style="list-style-type: none"> 1. Respond to external and internal inquiries 2. Monitor all relevant channels and aggregate feedback 3. Deliver report to key stakeholders
30 min to 1 hr after	1 to 2 hrs after	4 hrs after	4 to 6 hrs after	6 to 8 hrs after

Action timeline

2.1 Gathering facts to evaluate a potential issue or crisis

Before we ever begin to address a crisis, we must get more information on what happened. We also must understand whether the issue at hand is a real crisis, or something less severe that can be managed as a normal communications issue.

2.1.1 Questions to ask

When first alerted to an issue or potential crisis, it's important to get as many details as possible so that we can identify next steps. These details also will help us formulate the necessary internal and external responses, especially for tough media questions. Use the below as a form to begin gathering facts that are important to assessing impact.

Fact-gathering questions	
What happened?	
When did it happen?	
Where did it happen? (Site/region)	
Who first learned of the problem, and when?	
Who is involved? (Individuals or teams)	
Has the issue yet been made public? If so, through what channels (media, social, internal, etc.)?	

Are there any related business and/or operational issues?	
Are there any political problems or implications to consider?	
What other extenuating circumstances or complications could occur?	
Any immediate danger?	
Is there any impact to personal safety (injury, illness, hostage, casualties)? If so, to whom and how serious?	
Have the appropriate authorities been notified (law enforcement or regulatory bodies)? Do they need to be at this time?	
Were any facilities or other property impacted? If so, whose facility or property?	
Did we have any prior indication this would happen?	
What is the scope of impact to <ul style="list-style-type: none"> • Customers • Partners • Suppliers • Team members • Regulatory/litigation • Labor unions 	
Who would be the designated spokesperson, if required to have one? Why is he or she appropriate to speak on behalf of this situation?	
What is likely to be the next negative development in this situation?	
What is likely to be the long-term impact of this situation?	
How long will it be before the situation returns to normal?	
Is there a timeline of next steps?	