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# LIFTING THE LID

*With Sia Papageorgiou FRSA, SCMP*

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#liftingthelid

**Centre for Strategic Communication Excellence**  
**Tuesday, June 9<sup>th</sup>, 2020**

# Crisis Proofing Your Organization:

How Your Crisis Plan Can Pass  
Seven Powerful Reputation Protecting Tests

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By James E. Lukaszewski,

*ABC, Fellow IABC; APR, Fellow PRSA;*

*BEPS Emeritus*

*America's Crisis Guru®*

The  
Lukaszewski  
Group

Helping leaders and their  
organizations prepare for,  
respond to and recover from crises



# Crisis Defined

Crises are show-stopping, people-stopping, product-stopping, reputation-redefining, trust busting situations that create victims and/or explosive visibility.

# Manage the Victim Dimension Or Suffer Their Wrath and Power

# Victims Are

People



Animals



Living Systems



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# Victimization Is

- Self-designating
- Self-maintaining
- Self-terminating

# Causes of Victimization

- Abuse
- Arrogance
- Assault
- Bullying
- Callousness
- Carelessness
- Commission
- Deception
- Dismissiveness
- Fear
- Humiliation
- Ignorance
- Lies
- Neglect/negligence
- Omission
- Sarcasm
- Shame
- Surprise

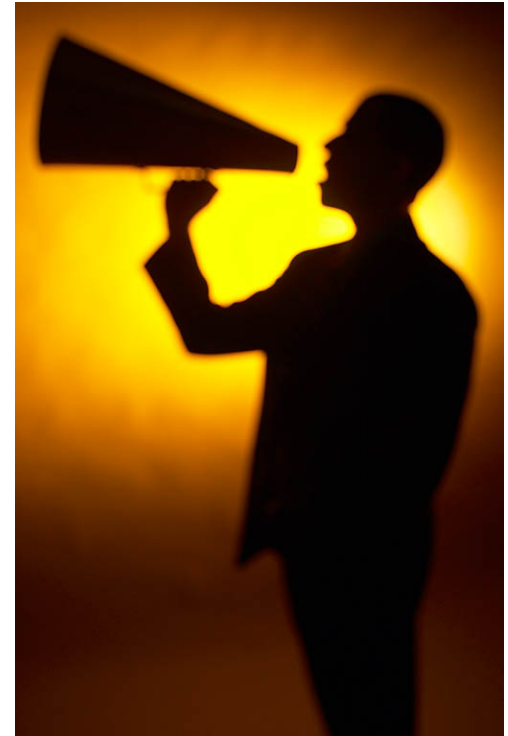
# Victims Feel

- Anger
  - Disbelief, dread, fear, rage
- Frustration
  - Powerlessness, helplessness
- Inadequacy
  - Walking but wounded, agonized, alone
- Betrayal
  - Trust no one, no one to trust



# Victims Suffer

- Intellectual deafness
- 24/7 internal and external monologue
- Everything is a question



# Victims Need

- Validation
  - Preferably by the perpetrator
- Visibility
  - To describe their pain and warn others
- Vindication
  - Resolution that prevents the victimization of others

# Victims Need (Continued)

- Apology
  - Verbal or written admission of responsibility for hurting someone
  - Specific recognition and description of the damaged caused
  - Lessons learned and changes made to prevent the situation from happening again
  - Offer of restitution
  - Seek/ask for forgiveness

# Seven Crucial Readiness Tests

Does your response strategy:

1. Involve top management from the beginning?
2. Include a management-level response plan?
3. Build on pattern intuition?
4. Establish an empathy based approach?

# Seven Crucial Readiness Tests

(Continued)

Does your response strategy:

5. Shift to readiness from crisis management?
6. Avoid the decisions and behaviors that cause failure?
7. Overcome common readiness deficiencies?

# The Realities of Reputation Damage

- Bad news always ripens badly.
- It gets worse before it gets better.
- Your response will be criticized by people who weren't there, quoting people who weren't there either.

# Realities Continued...

- Speed beats smart every time.
- Your response can be operationally perfect, but if you fumble, mumble, and bungle the communications, empathy, or apology this is how your response will be remembered and referred to in the future.

# Readiness: The Readiness Equation

- Accurate contact information: 75%
- Pre-authorization: 15%
- Extensive scenario preparation: 8% and testing
- Surprise: 2%

**100%**



# Leadership Recovery

## Management's Most Crucial Roles

- Assert the moral authority expected of ethical leadership.
- Take responsibility for the care of victims.
- Set the appropriate tone for the response.
- Commit random acts of leadership.

# Profiles in Failure

1. Silence
2. Stalling
3. Denial
4. Victim Confusion
5. Testosterosis
6. Arrogance
7. Search for the Guilty
8. Fear of the Exposure
9. Management by Whining Around

# First Response Strategy (The Grand Strategy)

- Stop victim production
- Manage victim dimension
- Communicate with employees
- Notify the indirectly affected
- Cope with the self-appointed, self-anointed
- Activate Web site response strategy
- Manage the record

# Crisis Planning Steps

- Visibility analysis
  - Planned visibility
  - Unplanned visibility
- Key issues identification
- Scenario development
- Web site development
- Message structures and sequence
- Installation, testing, and updating

# Visibility Analysis

- Planned visibility
- Unplanned visibility
- Ops crises = 95% of all crises/5% risk
- Non-ops crises = 5% of all crises/95% risk
- Disasters: Threat is response dependent

# Key Issues Identification

(What could and will go wrong?)

Prioritize:

- Likelihood of happening
- Impact
- Collateral damage potential

# Identify & Reduce Risks & Exposures

- Be preemptive
- Find tripping points
- Right decisions first

# Stay Ready

- Develop an exposure management process.
- Practice ongoing preparation with annual simulations.
- Share case studies.
- Use right way/wrong way models.
- Maintain an active First Response Team.
- Maintain a Social Media Attack Response Team (SMART).
- Indoctrinate managers and supervisors.
- Ongoing preparation and training.
- Prevention efforts.



# Stay Alert

- Continuously evaluate your vulnerabilities.
- Manage your exposure.
- Routinely brief management on threats.

# What Did You Learn?

## Ask Yourself:

- What's the most important thing you learned?
- What's the most interesting thing you learned?
- What's the most memorable thing you learned?
- What questions have been raised that you need to get answered?
- What will you do differently tomorrow because of what you learned today?
- What do you know now that you didn't know at the start of this program?

# How to Contact Jim Lukaszewski

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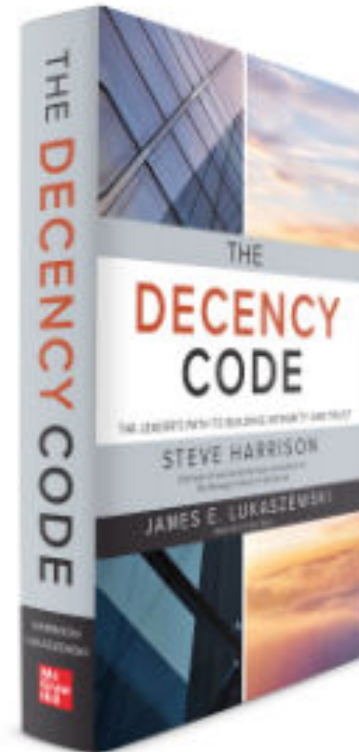
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***Thank you for attending!***  
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*A Division of Risdall Public Relations*

Crisis Management, Leadership  
and Organizational Recovery



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## Episode 2

Wednesday 8 July at 10am AEST



# It's Time To Get Real: Build Trust, Be Authentic And Communicate With Impact

*With best-selling author and business storytelling expert Gabrielle Dolan*