

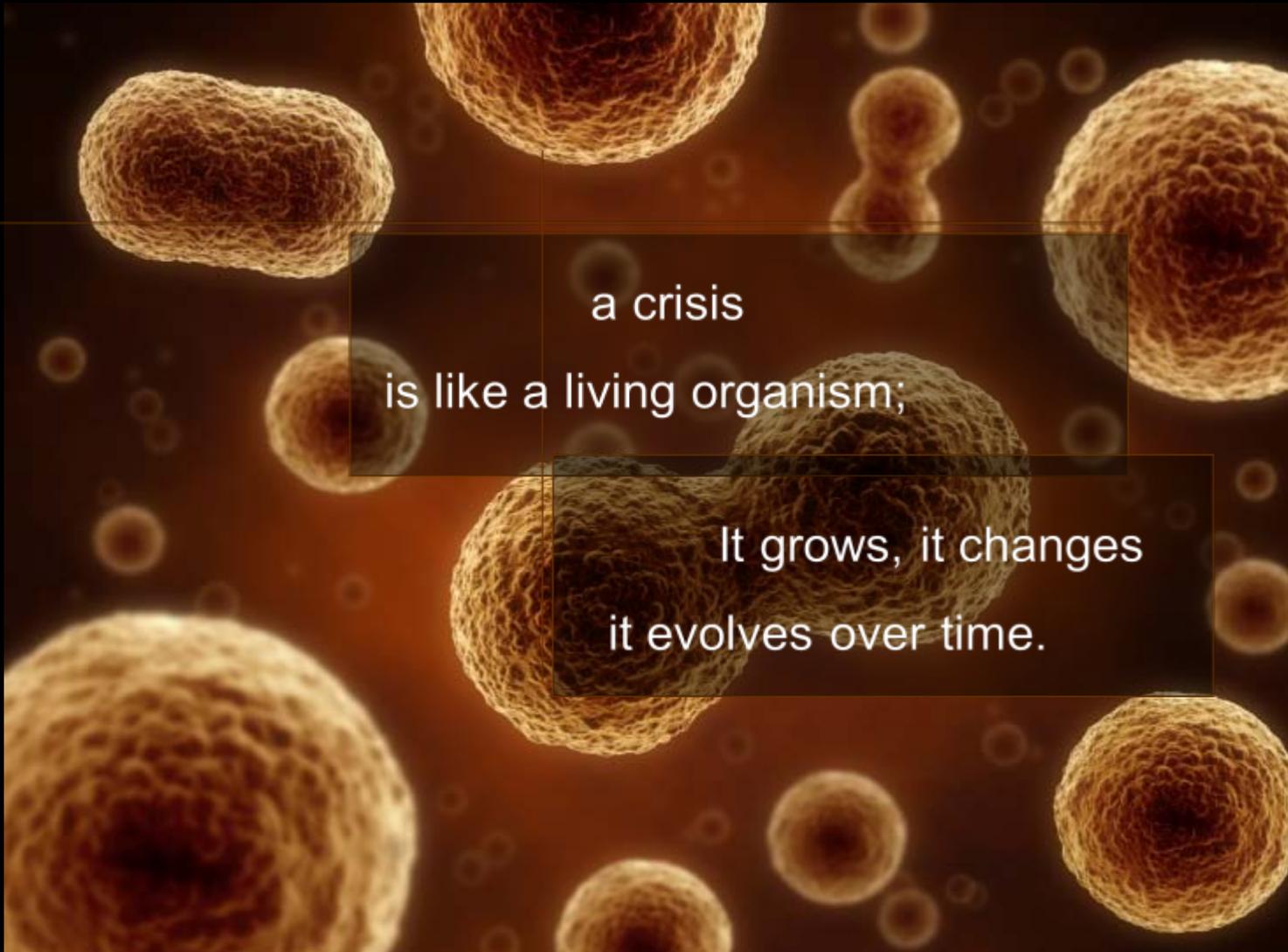
Crisis Communication: Strategies to Enhance Resiliency and Continuity

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a crisis
is like a living organism;

It grows, it changes
it evolves over time.



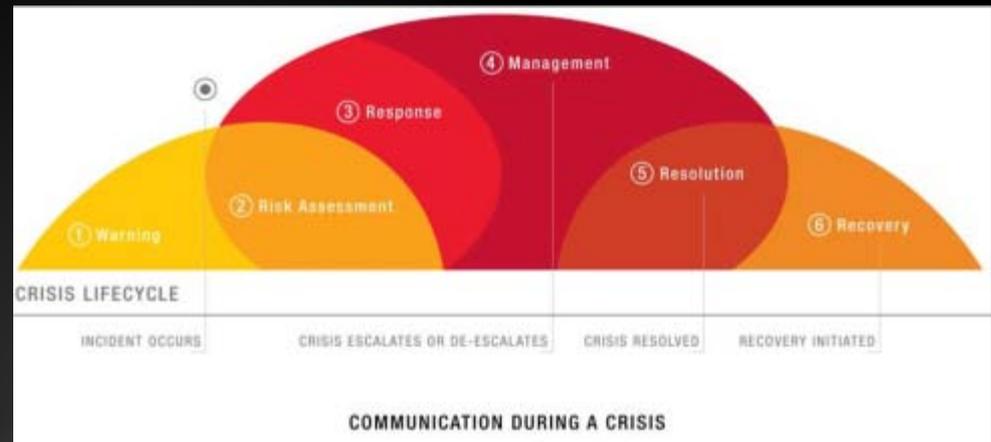
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CRISIS LIFE CYCLE ANALYSIS FOR PLANNING AND ACTIVATION:

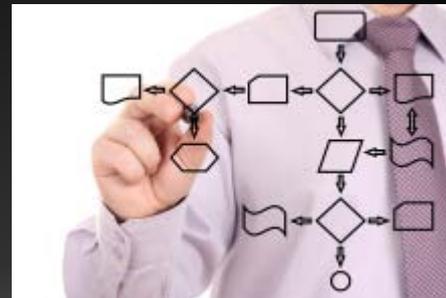
Every stage of the crisis dictates your communication goals, audience's message requirements – abilities and the impact of psycho-metric dysfunctions

1. **Warning**
2. **Risk Assessment**
3. **Response**
4. **Management**
5. **Resolution**
6. **Recovery**



COMMUNICATION BREAKDOWNS & FAILURES

- Communication failures and breakdowns commonly occur in 3 categories:
 - People
 - Processes
 - Technology



COGNITIVE IMPACTS OF A CRISIS

- Stress
- High Stress
- Hyper-Stress
- Uncertainty
- Anxiety
- Ambiguity Tolerance
- Valence-Salience
- Fear arousal – changes in both body and mind



COGNITIVE IMPACTS OF A CRISIS

- Managing an on-going crisis impacts you, your team and your audience
 - physical and cognitive impacts
 - Sleep deprivation
 - Sensory over-stimulation
 - Physical discomfort
 - Fear and dread
 - Isolation
 - Incessant pressure due to threats or time-clock countdown



RESPONSIVENESS

- Crisis stress causes cognitive changes affecting communication
 - Comprehension skills
 - Grade-level reading skills
 - Message recall - actionable
 - Reaction time
 - Vocabulary
 - Focus & attention – listening/reading
 - Elaboration
 - First language reversion



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RISK PERCEPTION



- People perceive risks differently.
- Unknown risks are perceived to be greater than risks that are well understood.
- Situational awareness
- You must assess the status of your people / audience, the problem, the situation, and the courses of response.
- This requires a multiple communication cues, messages, and interaction.



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SOURCE CREDIBILITY



EMERGENCY NOTIFICATION MESSAGE – CHANDLER METHOD

DA 4 - 3 & 30 - 60 & 6

Danger- Action Structure

4 Key Components

3 & 30

60 & 60

Chandler Method



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CHALLENGES & RECOMMENDATIONS

- Even when phones, email and SMS are working – you may still not be communicating effectively
- What you say, how you say it, when you say it, the modality used, the context and the mental & physical status of the audience each change the communication process and meaning/interpretation/behavioral response of target audiences
- Messages must be validated for specific contexts and audiences.
- Consider varied psychometric demographics and aspects of target audiences in extreme or threatening contexts
- Two-way communication vs. one-way, Lean-Rich modalities, push-pull and other emergency notification variables make a difference in effectiveness.
- Listening is vital aspect for successful Emergency Notification
- Develop strategies and tactics to handle misinformation and rumors.
- Poor communication = poor performance.



RECOMMENDATIONS

- Training in communication factors, not just technology and processes, is essential for emergency notification success.
- Writing effective emergency notification messages requires specialized knowledge and expertise.
- Understanding the research findings for messages, human factors, perception, understanding, behavioral action, and how an emergency changes people and their communication abilities is important.



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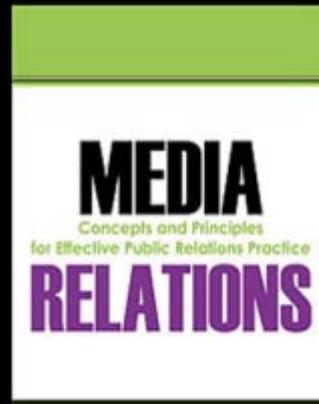
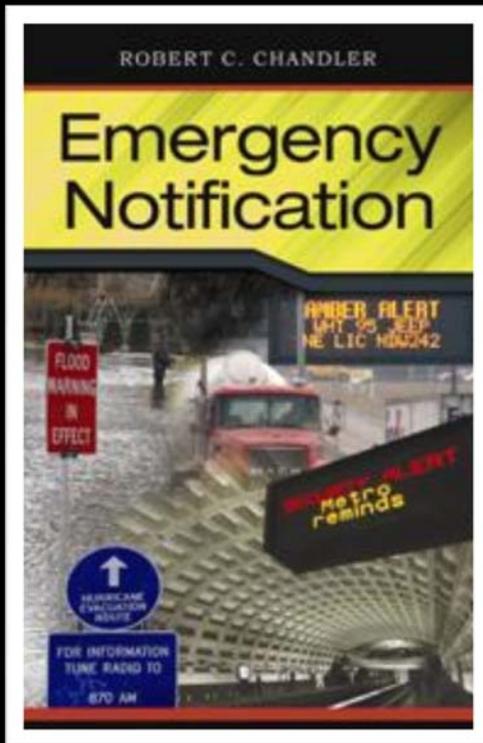


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- Crisis Communication Research and Training
- NSC Corporate Communication & Graduate Study
- Annual international conference on crisis and risk com
- Emergency / Crisis Communication resources

Dr. Chandler has published over 100 articles and papers and is the author or co-author of eight books.



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