

# **CRISIS MANAGEMENT** **IN THE AGE OF INSTANT SCANDAL** **AND CULTURAL CHAOS**

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**Senior Vice President and Partner**

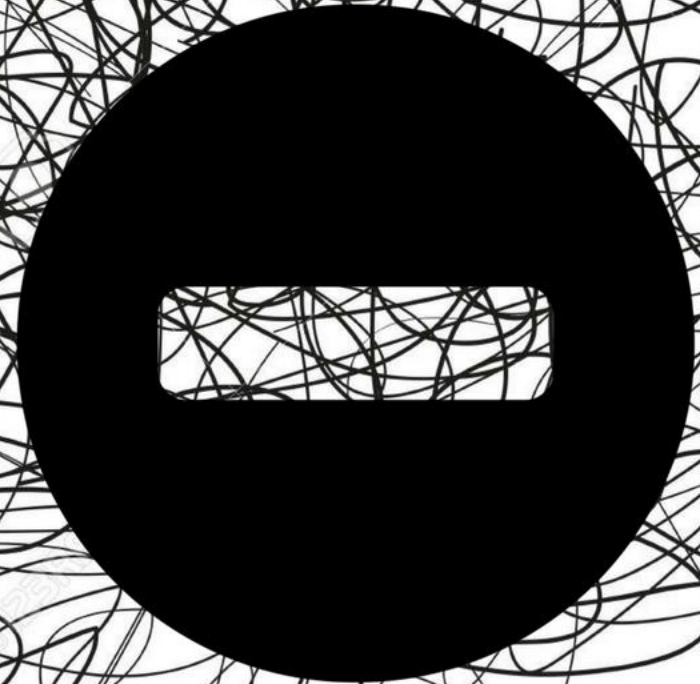




# Traditional Marketing & Communications



# Crisis Management





# A WORLD OF INSTANT SCANDAL

*Pepsi Pulls Ad Accused of  
Trivializing Black Lives Matter*

**North Korea has no intention of  
giving up its nukes — and now we  
have proof**

**Immigrant toddlers ordered to appear in  
court alone**

**How America's Schools Are Preparing for  
the Next Shooting**

**Tesla Officially in Crisis**



# Doing Business in the Fiasco Vortex

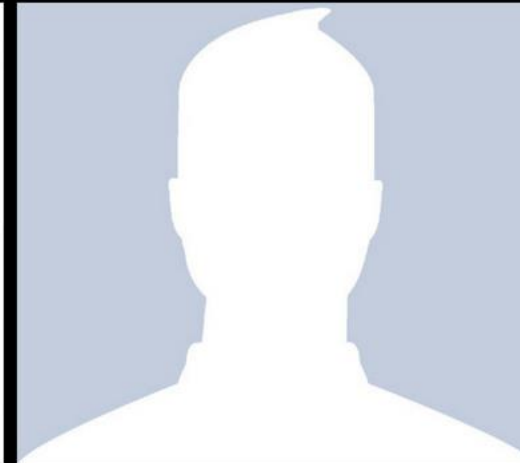
**VELOCITY**



**VOLUME**



**VENOM**



# CRISIS = CONFLICT



**Acute  
Events**



**Chronic  
Agenda Driven  
Attacks**



# MYTHS IN MANAGING CRISES

**Crisis is an opportunity**

**Get ahead of the story**

**Change the conversation**

**Drive up your positives**

**Be transparent**



**theharpist**  
@theharpist



Hey @united, smart move. You no longer need to worry about overbooking flights anymore. #BoycottUnitedAirlines

2:00 PM - Apr 10, 2017

1,182 likes 504 people are talking about this



**Alicia LeHota**  
@ladyprez24

Follow



My heart is so full of pride, gratitude and love for Southwest Pilot #TammyJoShults #courage #heart #strength #justanotherdayonthejob #awomanbehindthewheel #mypilot #Imwithher

7:13 PM - 17 May 2018



# A TALE OF TWO AIRLINES



**Blindsided**



**Disrespectful**



**Disorganized**



**Prepared**



**Compassionate**



**Controlled**



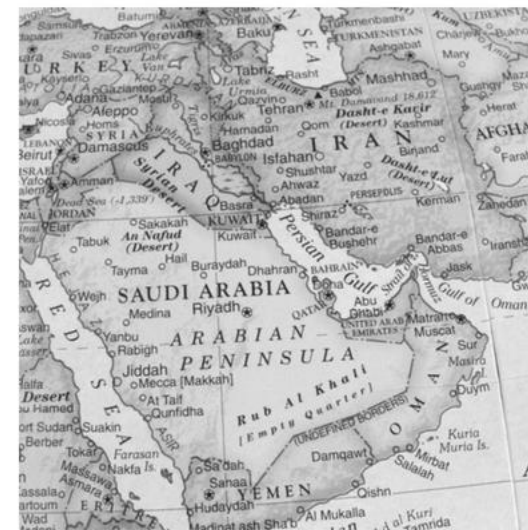
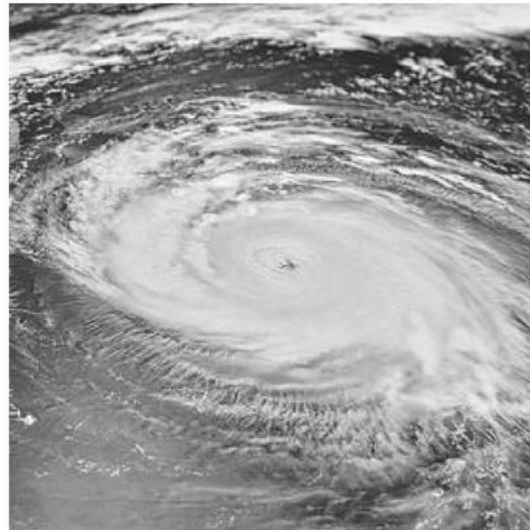
# INDUSTRY VULNERABILITIES

**Security  
&  
Safety**



**Sexual  
Harassment**

**Natural  
Disasters**



**Geopolitical  
Conflict**



# PREPARING FOR CRISIS



## Crisis Team



## Messaging



## Plans & Protocols



## War-gaming



## Stakeholders



# WHEN CRISIS STRIKES

**Diagnose the problem**

**Establish your objective**

**Operational decisions drive more  
resolutions than PR**

**Communicate progress**

**Bias for action or inaction**

**Leadership**

**Manage behind  
the scenes**

**Winning  
attitude**

**Forgiveness and  
recovery are often  
achievable.**

—

**Getting people to  
“unremember”  
is not.**

A grayscale photograph of a hand holding a white eraser, positioned as if about to erase a chalkboard. The chalkboard is covered in various mathematical symbols and letters, including 'x', 'y', 'z', 'A', 'B', 'C', 'D', 'E', 'F', 'G', 'H', 'I', 'J', 'K', 'L', 'M', 'N', 'O', 'P', 'Q', 'R', 'S', 'T', 'U', 'V', 'W', 'X', 'Y', 'Z', and numbers like '2', '3', '4', '5', '6', '7', '8', '9', '10'. The text 'THE AFTERMATH' is overlaid in large, bold, black serif font across the center of the image.

**THE  
AFTERMATH**



FOR ATTENDEES OF THE CORPORATE EVENT MARKETING ASSOCIATION SUMMIT 2018. NOT FOR BROADER DISTRIBUTION.

A black and white photograph of Mike Tyson in a boxing ring. He is in the foreground, wearing boxing gloves and a headgear, with a determined and intense expression. He is in the middle of a powerful punch directed towards an opponent who is partially visible on the left. The background is dark and out of focus, showing the ropes of the boxing ring and some blurred lights.

**"Everybody has a plan until they  
get punched in the mouth."**

**-Mike Tyson**

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# QUESTIONS?

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