

# Crisis Management

*Responding at the Speed  
of Your Audience*



Crises provide the ultimate tests of organizations and management teams. In a crisis, conventional management practices are inadequate to maintain stakeholder confidence, and time pressure can overwhelm decision-making. Successful crisis management requires the experience to understand four fundamental realities:

**1)** News no longer breaks; it tweets. Today's crisis news moves faster than ever, shortening the timeframe companies have to respond to little more than a few minutes. **2)** The expectations for visible leadership from top companies facing crisis situations are growing every day. To be successful at crisis management, highly regarded companies must do more, and do it faster, than ever before. **3)** Authentic engagement is critical. As companies respond to crises, they must continue to meet the stakeholder expectations they've set. **4)** Every crisis has a specific arc, as does the resulting news coverage and social media conversations.

FleishmanHillard crisis counselors around the world understand today's paradigm and guide clients through its challenges every day, whether we're helping clients prepare for the worst-case scenario or responding to a crisis.

## WHAT WE DO

*FleishmanHillard crisis counselors guide clients through some of their biggest public challenges. We specialize in:*

- Crisis preparedness
- Litigation communications
- Crisis management
- Labor and restructuring communications
- Issues management
- Reputation recovery

*Within these disciplines, we cover the wide range of situations, most notably:*

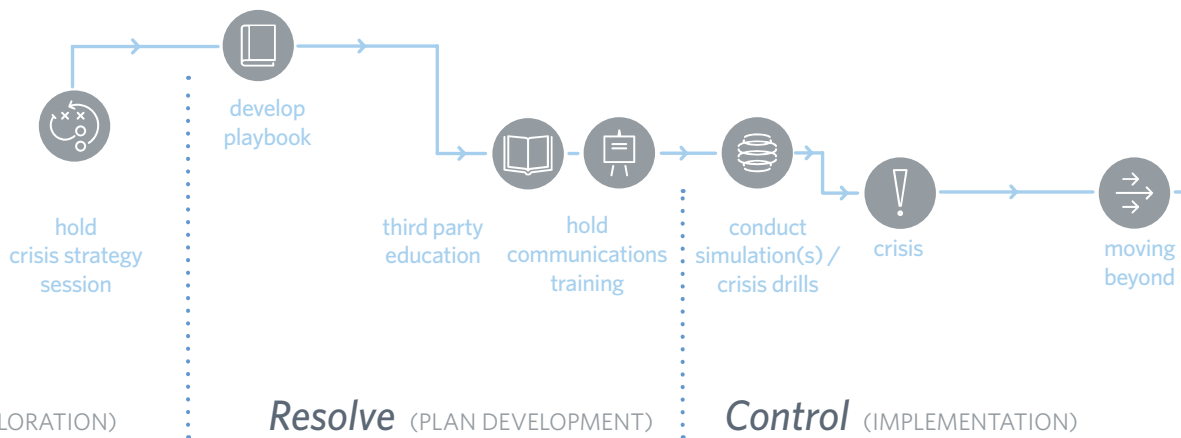
- Industrial accidents and natural disasters
- Data breaches and cyber security
- Transportation accidents
- Business continuity situations and network outages
- Workplace situations (violence, executive changes, workforce reductions)
- Financial crises, corruption and malfeasance
- Product failures and recalls
- Special interest group attacks and labor campaigns
- Regulatory and law enforcement investigations
- Commercial, criminal and civil litigation



**FLEISHMANHILLARD**  
*The power of true*

## OUR APPROACH

The FleishmanHillard crisis management approach, or A.R.C.™ methodology, applies a series of proven tools throughout the process to help manage reputation in the face of crisis. Our global team of senior crisis counselors is certified against the methodology – and equipped with all its proprietary tools – through our industry-leading training program.



### Assess (EXPLORATION)

We discover the facts, define the contextual circumstances, classify the gravity of the situation and define the operational measures needed immediately.

- Classify the problem
- Mobilize the right team
- Establish working processes
- Plan against risk scenarios
- Prioritize stakeholders and channels
- Launch comprehensive monitoring

### Resolve (PLAN DEVELOPMENT)

We identify the appropriate strategy and engage all stakeholders transparently along the entire journey to minimize the blame game.

- Design short- and long-term strategy
- Develop key messages and monitor chatter
- Identify and train spokespeople
- Issue public statement

### Control (IMPLEMENTATION)

We drive constant communication with all stakeholders, listening and responding to all issues and concerns. We work in real time and across all traditional and social media channels.

- Integrate outreach through PESO channels: paid, earned, shared and owned
- Monitor and modify messaging
- Update playbooks
- Evaluate response and recovery communications