

CRISIS COMMUNICATION LIFECYCLE*

	PLANNING <i>Pre-Crisis</i>	CRISIS <i>Initial</i>	CRISIS <i>Monitoring</i>	RECOVERY <i>Resolution</i>	RECOVERY <i>Evaluation</i>
Typical questions people will ask		<ul style="list-style-type: none"> • What happened? • Where and when? • Who's responsible? • Who's to blame? • Are we safe? • What's the danger to my family and me? • What's being done to protect or help people? • Is anyone hurt? Sick? Dead? • Who are they? • What are you going to do about it? • Who's in charge? • What's going to happen next? 	<ul style="list-style-type: none"> • What's the risk to me? • What can I do to minimize my risk? • What should/can I do to help? • Why are you doing what you're doing? • Why aren't you doing more/differently? • Who should I listen to? Who's right? 	<ul style="list-style-type: none"> • Why didn't the response go better/differently? • Who's responsible for getting us back to normal? • Why is it taking so long to ___? • I'm not seeing this on the news anymore. Should I still care? 	
Your information goals	<ul style="list-style-type: none"> • Identify audiences. • Develop generic messages and materials. • Identify channels of communication. • Exercise the plan to make sure it works. • Get buy-in and approvals from legal, management. • Build relationships with audiences and media now. • Identify and train spokespeople. • Make sure employees know what to do if they're approached by the media. 	<ul style="list-style-type: none"> • Acknowledge the crisis with empathy. • Explain and inform in simple terms about the risk. • Establish your credibility. • Provide appropriate courses of action (including where and how to get more information). • Commit to continued communication for stakeholders. 	<ul style="list-style-type: none"> • Help appropriate people understand more accurately the impact of the situation and their risk. • Provide background and encompassing information to those who need to know. • Gain understanding of and support for response. • Monitor what's being said by whom and correct any misinformation. • Explain emergency recommendations (if any). 	<ul style="list-style-type: none"> • Improve future response by providing education about this response. • Honestly examine problems and mishaps. • Reinforce what worked. • Persuade/build support for policy and resource allocation changes. • Promote the activities and capabilities of your industry/agency. 	<ul style="list-style-type: none"> • Debrief and evaluate how the plan worked. • Document the response as part of an after-action report. • Take the opportunity to grow by developing an improvement plan to address training and exercise needs. • Revise the plan to incorporate changes based on lessons learned.

**This worksheet is adapted from materials created by the Centers for Disease Control for its Crisis & Emergency Risk Communication Training.*

