



Ms Lisa Glass

Senior Consultant
Shine Collective PR

Friday, August 09, 2019

(Room 9)

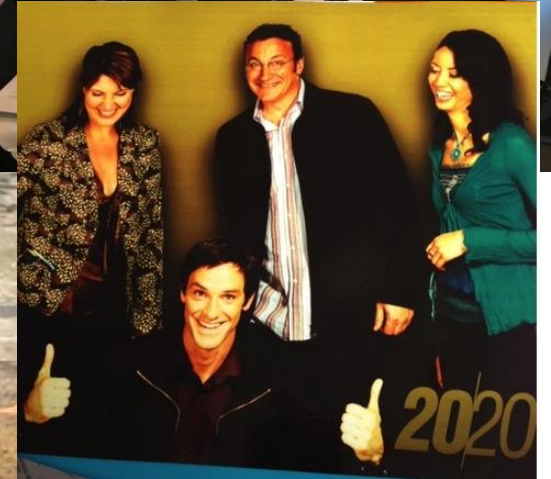
8:15 - 9:15 Managing Your Reputation During A Crisis

Managing *your* Reputation during a Crisis

Lisa Glass
Shine Collective

Lisa Glass

- Senior Communication Specialist
- Bsc, PG Dip Sci, Dip Journ, Grad dip Bus Stud.
- 17 years broadcast news and current affairs (TVNZ)
- Trainer/coach for Stuff/Fairfax media
- Awards for best breaking news, science reporting, best current affairs story
- Media training for corporates and not for profit organisations
- Current panellist on Magic talk and reviewer for RNZ Afternoons with Jesse Mulligan



Why?



GP CME

General Practice Conference & Medical Exhibition

NEW ZEALAND

Sports doctor pleads guilty to fraudulent ACC claims

Why hackers are going after health-care providers

Patient documents missing, reportedly lost in 'a gust of wind'

NEW ZEALAND

Patients in the dark on sex-case doctor

+NEWS |

Call for rethink on bullying, a blight on health students and clinical teams

NEW ZEALAND

New Zealand doctor charged for allegedly inciting child sex abuse

ACC fraud doctor named in court



GP CME

General Practice Conference & Medical Exhibition







My Objective Today...



Make a plan, to make a plan

crisis

/ˈkrʌɪsɪs/ 

noun

a time of intense difficulty or danger.

"the current economic crisis"

synonyms: catastrophe, calamity, cataclysm, emergency, disaster; [More](#)

- a time when a difficult or important decision must be made.

"the situation has reached crisis point"

synonyms: critical point, decisive point, turning point, crossroads, critical period, crux, climax, climacteric, culmination, height, head, moment of truth, zero hour, point of no return, Rubicon; *informal* crunch

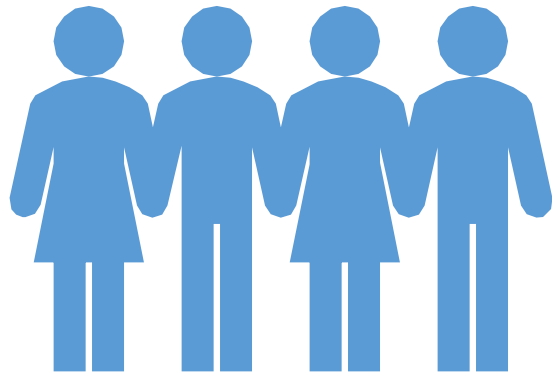
"events across the North Sea were building to a crisis"

Examples...

- Malpractice
- Serious data breach
- ACC fraud
- Colleague under investigation (e.g. sexual allegations)
- Workplace bullying or violence
- Drug/criminal investigation
- Threat and/or Hostage situation



Get Prepared



Identify your risks and scenarios

Know who you need to contact

Know your chain of command

Know your go-to people

Know who's fronting

And...know how you will rebuild and recover

How to 'own it'



FRONT FOOT



PROACTIVE MESSAGES



PROACTIVE SOCIAL

The legal vs reputational
quandary:

You 'can't say just anything'

.....but you must say something



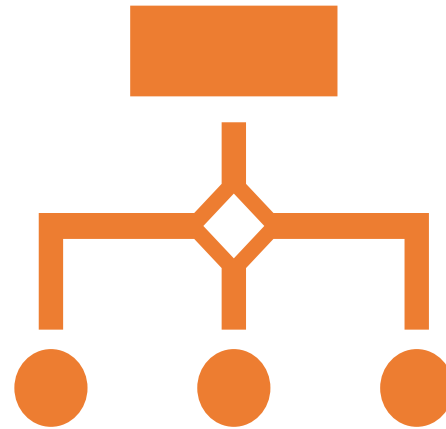
Take ownership

Doing
nothing/staying
silent is the worst
approach

Don't create a
vacuum

Provide a prompt
statement of
information from an
authoritative source

Before a crisis happens



Have a holding statement
and a notification system



Have a confident
spokesperson and make
sure your messaging is
consistent



Have one key
message: be honest,
but keep it simple



Your best spokesperson
might not be your most
senior person.

Be careful...



Don't make promises you
can't/won't keep



Be proactive if the wrong
information is circulating

Don't forget...

Who is/are the biggest victims?
Defer to their distress before
your own

Three key things (sometimes four)

SAY WHAT'S HAPPENED

1

APOLOGISE

2

SAY WHAT YOU'RE DOING

3

TELL PEOPLE WHAT THEY NEED TO DO

Example – Holding Statement

“Today the management and staff of 9th Ave Medical have become aware that...

(say what’s happened)

We are sorry for any stress this situation causes for our patients.

(apologise/empathise)

We will be cooperating with the investigating authorities and conducting our own internal investigation into what has happened.

(say what you will do)

We will be contacting any affected patients, and urge anyone with concerns to contact us directly.”

(tell people what to do)

Do you need a professional?

- Is the situation extending beyond a couple of days of intense interest?
- Is there international attention?
- Is your spokesperson getting overwhelmed/exhausted?
- Is the story 'running away' from you? (misinformation, malice)
- Has social media 'blown up'?
- Is your ability to do your job being affected?

What a professional can do

- Act as spokesperson
- Provide media prep/media training
- Support you during media appearances
- Liaise with media
- Take over your social/online presence
- Develop material to further inform patients/community
- Help you communicate with staff/colleagues/suppliers/affiliates
- Advise you on what is likely to happen next
- Assist with court appearances (in consultation with legal)

What we can't do

- Lie for you (or hide the truth)
- Interfere with investigations
- Tell the media 'what to say'
- Get you copy approval with media (except on rare occasions)
- Tell an interviewer what to ask

So what's your
next step?

Make a plan!



GP CME General Practice Conference & Medical Exhibition



Thank you!



GP CME General Practice Conference & Medical Exhibition