

Maintaining Trust in a Crisis

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for Crisis Management and Executive Leadership

- 1 Principles
- 2 Criteria: What?
- 3 Criteria: When?

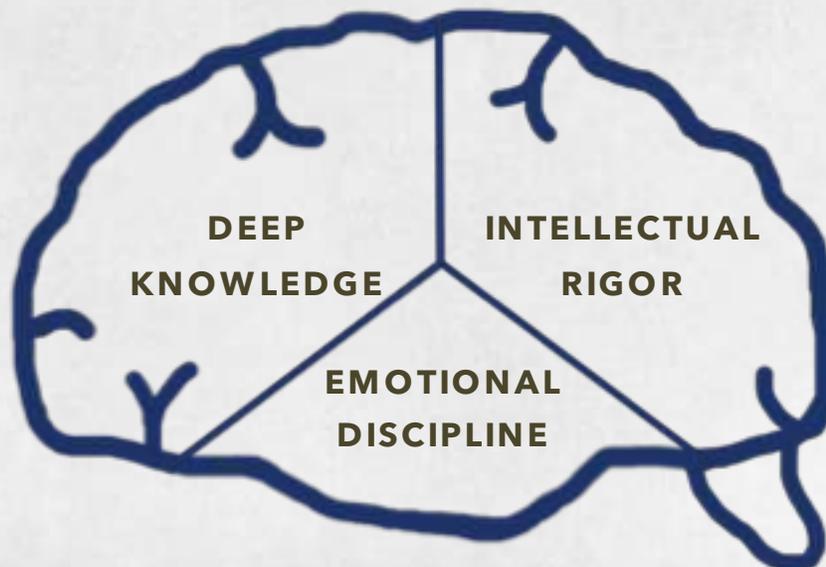


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- 1** Principles
- 2** Criteria: What?
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MENTAL READINESS





BAD THINGS HAPPEN

**EVEN TO GOOD PEOPLE
AND GOOD ORGANIZATIONS**



IT'S WHAT YOU DO



THAT COUNTS



- 1 Principles**
- 2 Criteria: What**
- 3 Criteria: When?**



CRISIS MANAGEMENT

The management of choices
How you choose determines the
outcome
Decision criteria matter

DECISION CRITERIA

WHAT?

THE WRONG QUESTION

What should we do?

EVEN WORSE

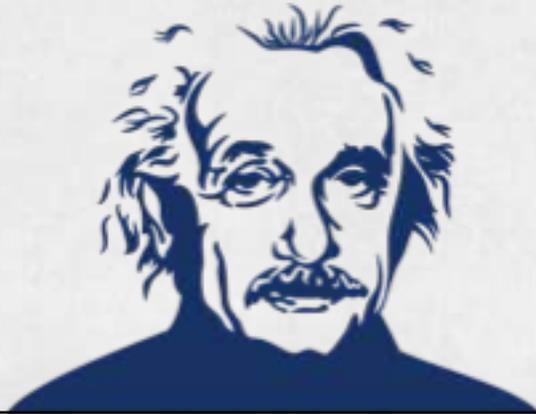
What should we say?

MANAGING YOUR CHOICES

ASK THE RIGHT QUESTIONS



If I had an hour to solve a problem
and my life depended on the solution,
I would spend the first 55 minutes
determining the proper question to ask,
for once I know the proper question,
I could solve the problem in less than
five minutes.



YOUR GOAL IN A CRISIS

TRUST

Trust is the natural consequence
of promises fulfilled.

Trust results from having one's
expectations met, of having no
unrealized expectations.

FRANK NAVRAN
ETHICS RESOURCE CENTER



THE RIGHT QUESTION

What would reasonable people appropriately expect a responsible organization to do in this situation?

THE RIGHT QUESTION

You can answer this question to a very granular level for each stakeholder group.

THE RIGHT QUESTION

But there is a common expectation that applies to all stakeholders.

THE RIGHT QUESTION

EVERY STAKEHOLDER EXPECTS THAT YOU

CARE



The single biggest predictor of reputational harm in a crisis is the perception that you don't care.

EFFECTIVE CRISIS RESPONSE

A timely demonstration that you care

**The persistent demonstration that you
still care**

for as long as the expectation exists



THE RIGHT QUESTION

What would reasonable people appropriately expect a responsible organization to do in this situation?





1 Principles

2 Criteria: What?

3 Criteria: When?

A large, dark blue circular graphic with two white circles representing eyes. A white banner with a slight shadow is positioned across the lower half of the circle, containing the text "SILENCE ISN'T GOLDEN" in bold, dark blue, uppercase letters.

**SILENCE
ISN'T GOLDEN**





A Well-Structured Stand-By Statement

1 Acknowledgement

Open by stating awareness of the event or issue.

2 Empathy

If there are victims or potential victims, express empathy.

3 Values

Describe the organization's values that will inform the response to the crisis

4 Approach

Describe ways the organization will handle the response to the crisis, including what has been done or what is under way

5 Commitment

Outline the substantive or procedural commitments you can make now.

The First Mover Advantage

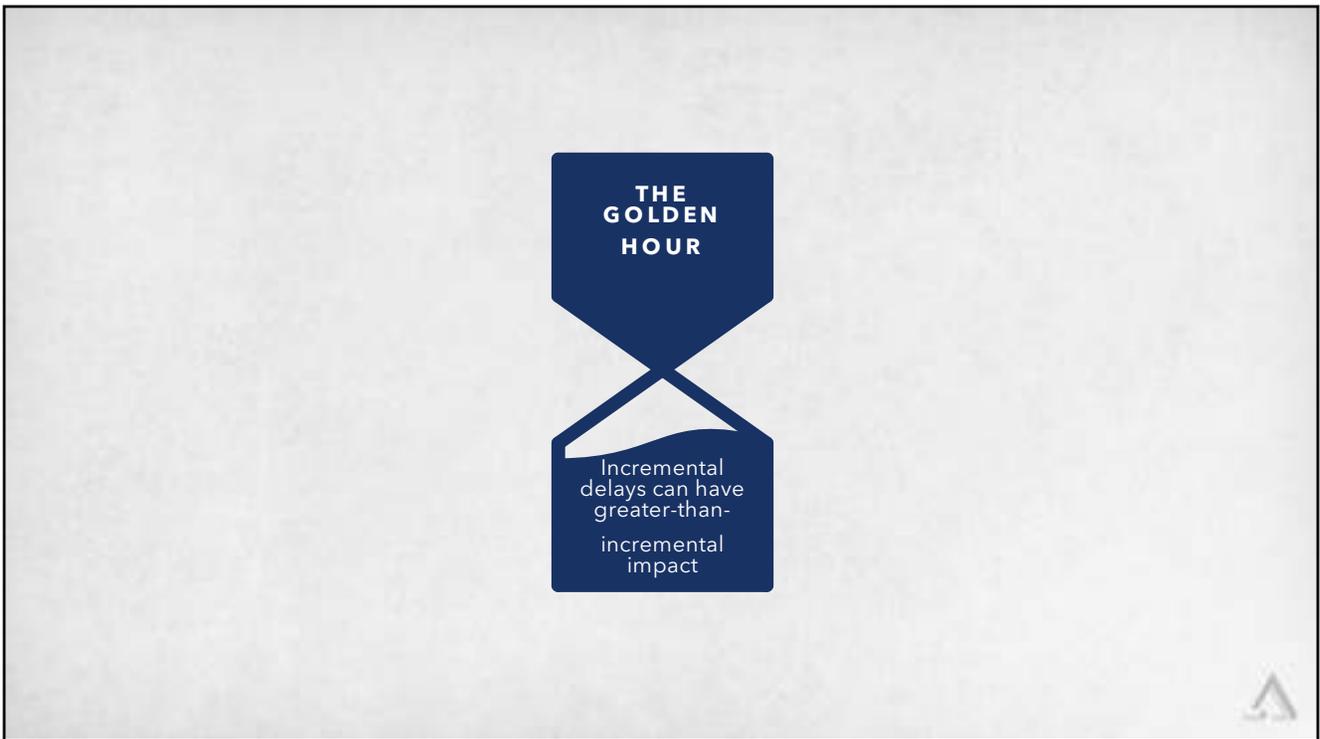
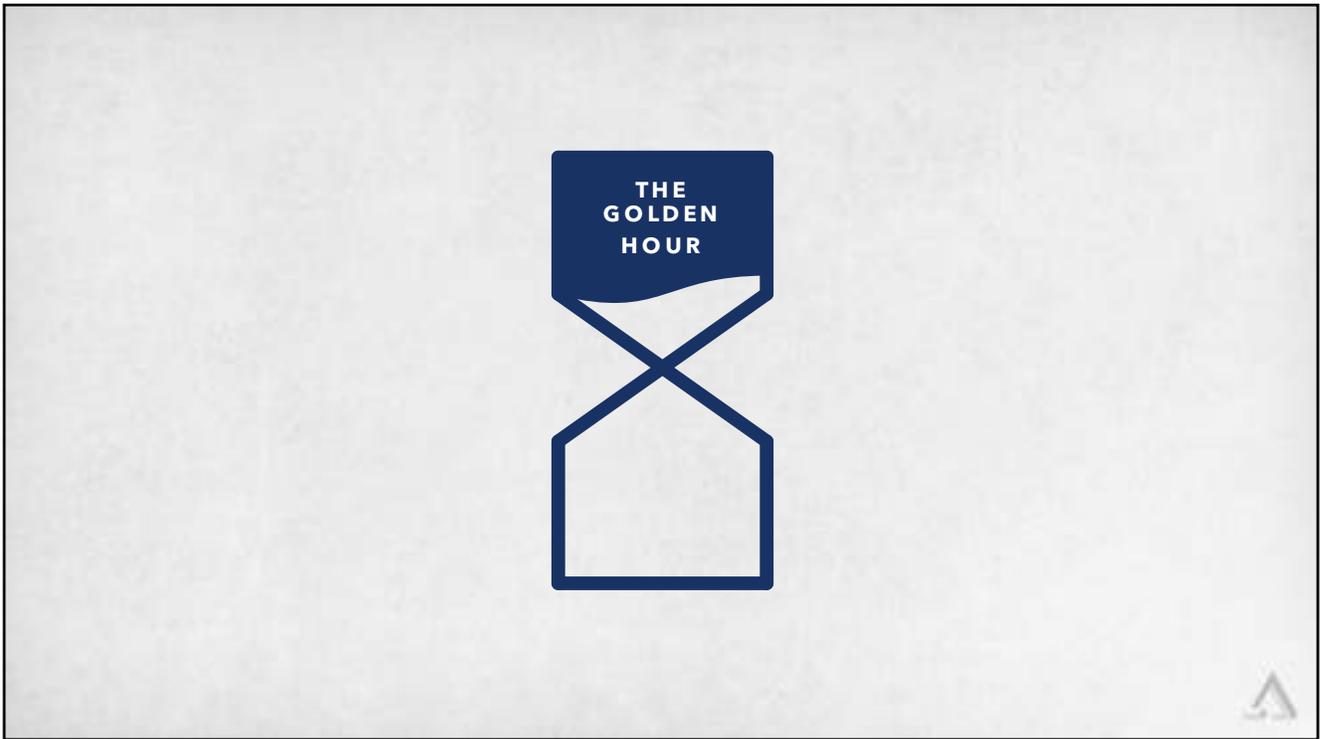


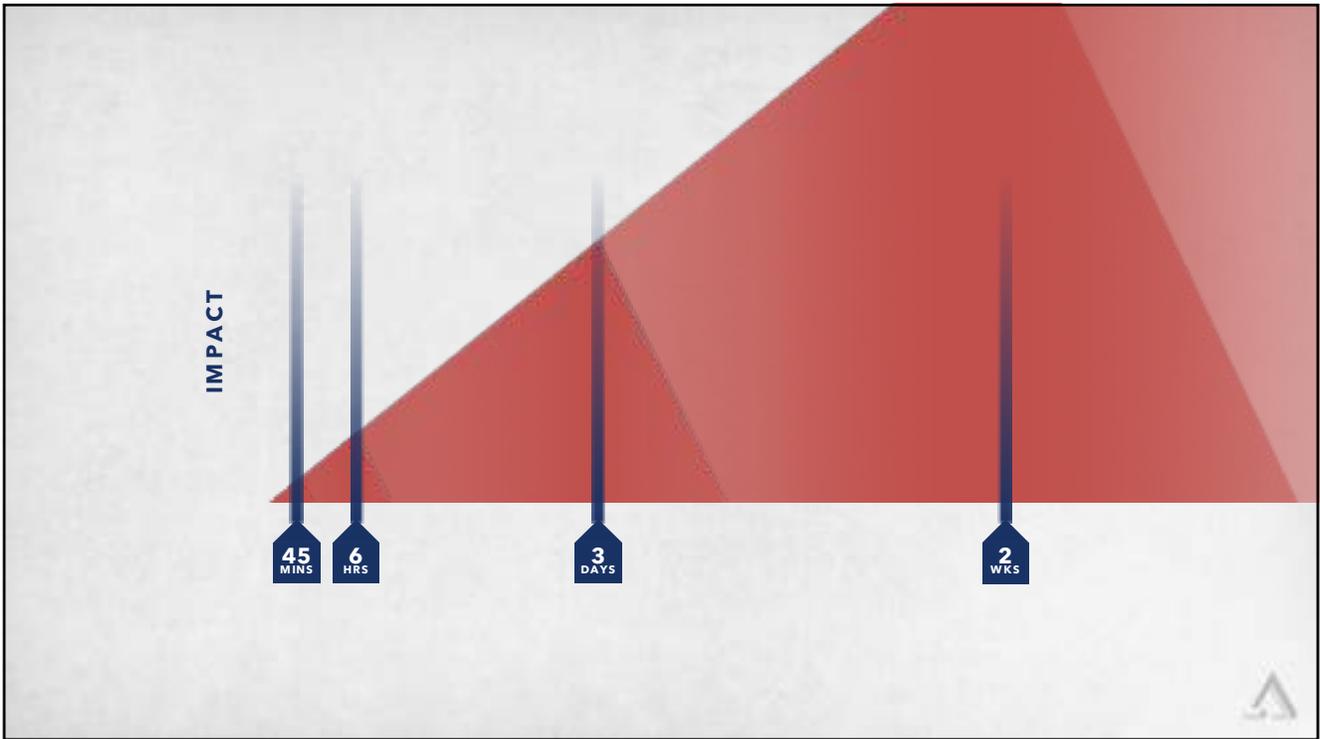
WHOEVER IS FIRST TO DEFINE

THE CRISIS **YOUR MOTIVES** **YOUR ACTIONS**

**Controls the Interpretation
of the Event**







? **THE FOUR-QUESTION TEST**

A large blue question mark is positioned to the left of the text 'THE FOUR-QUESTION TEST'. A small logo is visible in the bottom right corner.



THE FOUR-QUESTION TEST

- Will those who matter to us expect us to do or say something now?
- Will silence be seen either as indifference to the harm the crisis is causing, or as an affirmation of guilt?
- Are others speaking about us now, shaping the perception of us among those who matter to us?
- If we wait, will we lose the ability to influence the outcome?
- If the answer to any one of these questions is yes, respond effectively now.**



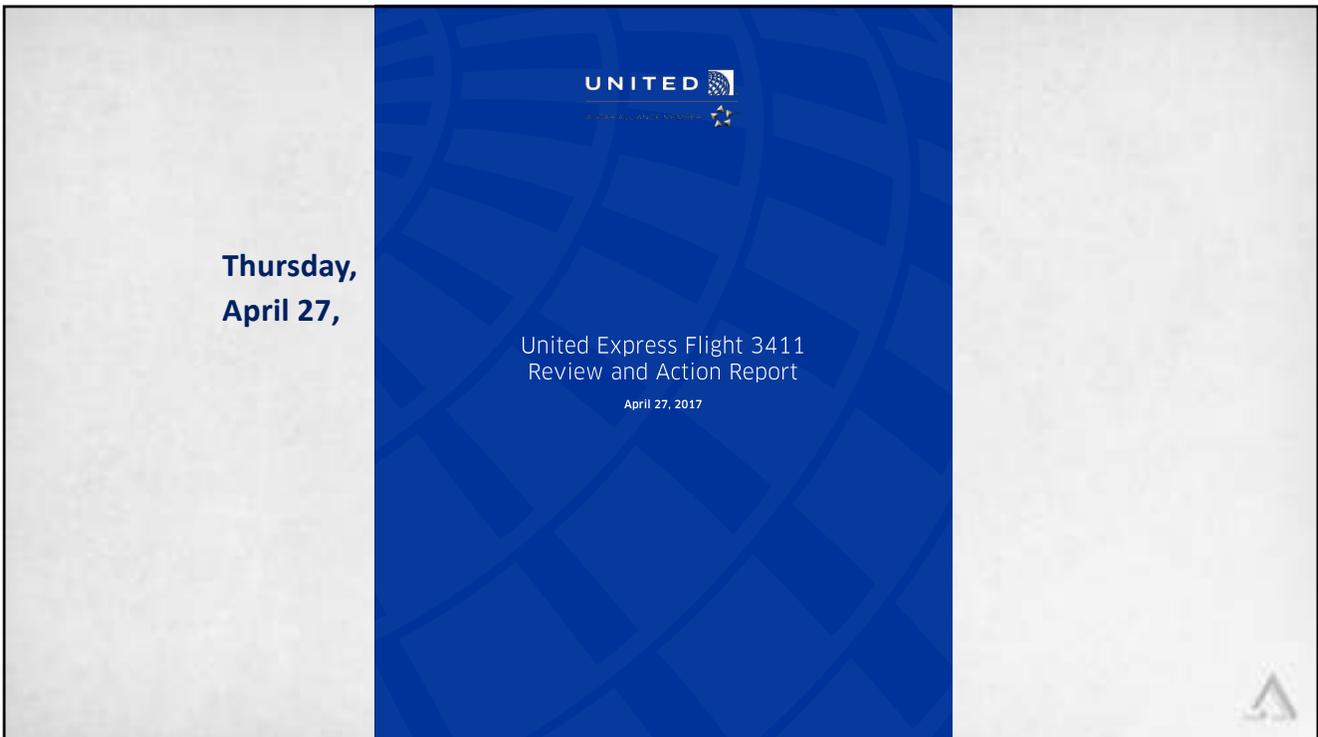
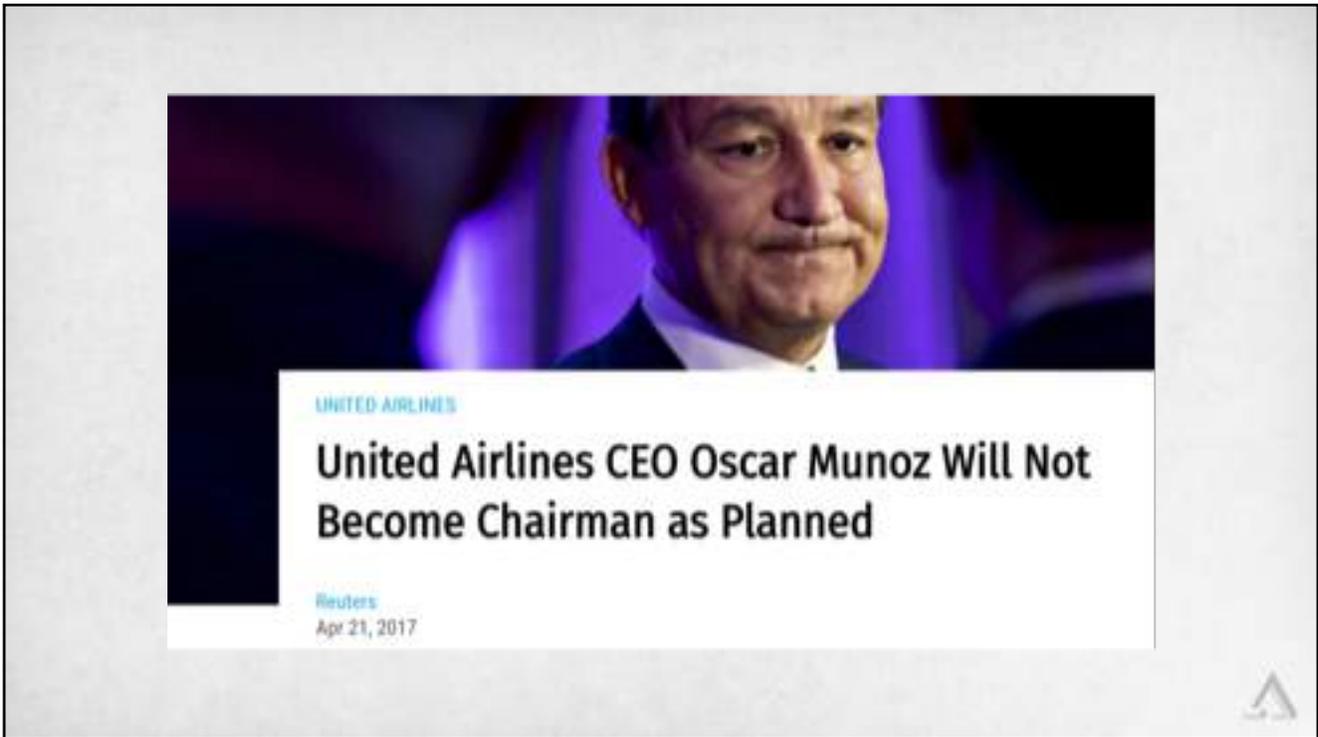
THE DEFINING QUESTION

What would reasonable people appropriately expect a responsible organization to do in this situation?

**Monday,
April 10,
Late AM**

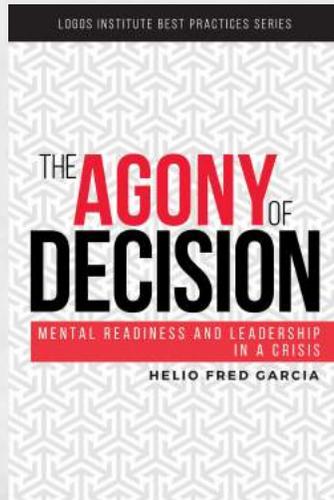






For More

Further Reading



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