



## How to Manage A Crisis

### Crisis Management

*How to navigate a crisis and protect your firm's reputation, while building your own*

---

1. **Be Prepared** - Have a plan. Use the One Minute Brief template, log telephone numbers, mobiles and landlines. Know who you will need involved: management, operations, communications, legal.
2. **Create a Core Team** — Get together quickly, share a draft One Minute Brief, create a temporary email group, assign responsibilities, set the next meeting
3. **Respond Quickly** - Take action, even if it's small. Draft a short statement, try to define the story. Do not consult and clear statements with everyone.
4. **Fill the Vacuum** - Become a source of information for your staff, media and shareholders. Even a simple web update to say you have no new information at this point means you are working on the issue and is better than silence.
5. **Not your Employee, Still your Problem** — When the issue is with a subcontractor or investee company, you have to own it. People will associate you with the problem and hold you responsible. Act like you care.
6. **Squeaky Wheels, Oil them** — The reaction of your board, shareholders, or NGOs can become an issue in itself. Be proactive in keeping them informed.
7. **Talk to the Media** - Even when you have little to say. Provide a brief statement that says you are aware and concerned. Don't say "no comment".
8. **Tone and Dress** - Especially important if people have died. Dress conservatively when appearing in public. Be serious and caring.
9. **Speak for yourself, not others** - Do not vouch for the behavior of sub-sub-contractors, clients or even employees, until you have all the facts.
10. **Listen to the Lawyers limitedly** - Don't be guided solely by legal opinion. You have to win in the court of public opinion first, litigation comes later.