Peer Sessions
Part II
1 – 3pm
Crisis Leadership
How many have experienced a crisis? What emotions do you associate with those crisis events?

CRISIS LEADERSHIP

I. What is Crisis Leadership?
CRISIS LEADERSHIP

Workshop Objectives

• Define “crisis leadership”
• Review attributes for evaluating organizational crisis
• Develop a list of behaviors leaders should employ during crisis
• Identify steps beneficial in managing crisis communication
CRISIS LEADERSHIP

I. What is Crisis Leadership?

What is leadership?
Leadership is...

A process whereby an individual [or group] influences a group of individuals to achieve a common goal.

(Northouse, 2001)
CRISIS LEADERSHIP

I. What is Crisis Leadership?

What is a Crisis?…
A crisis is…

a decisive moment, a time of great change or turning point.

(Metcalf, 1998)
What is an Organizational Crisis?
A low-probability, high impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect, and means of resolution, as well as by a belief that decision must be made swiftly.

(Pearson and Clair, 1998)
I. What is Crisis Leadership?

1. Disruption internal/external to relationships, resources and/or mission
2. Ambiguity of cause, effect and means of resolution
3. Time-based decisions with a belief they must be made quickly
I. What is Crisis Leadership?

Crisis Leadership is…

A process of responding to a low-probability, high-impact situation by influencing others to overcome or take advantage of the situation, regardless of its course, optimizing the effect in a timely framework.
II. Session Activity

Describe leadership behaviors you demonstrate to mitigate the impact of an organizational crisis.

II. What are attributes of an effective leader during a crisis?
Good leadership behaviors during crisis...

II. What are attributes of an effective leader during a crisis?

- Fearlessness
- Optimism
- Agility
- Transparency
- Focus
- Empathy
- Competence
- Imagination
II. What are attributes of an effective leader during a crisis?

...and good leadership reactions to crisis.

**CRISIS LEADERSHIP**

- Provide Direction & Perspective
- Decisive with Decisions
- Composed - Promptly, not hurriedly
- Delegate Responsibility to Experts
- Manage Expectations
III. What steps should a leader take to communicate effectively during a crisis event?

What is Crisis Communication?
III. What steps should a leader take to communicate effectively during a crisis event?

Crisis Communication is...

An initiative to communicate with internal/external stakeholders and the public when a low probability, high impact event occurs that threatens the organization's reputation or public image.
III. What steps should a leader take to communicate effectively during a crisis event?

Describe steps you use to address the various communication needs during a crisis event.
Crisis Communication Readiness

1. Establish a Crisis Advisors Team
   - Whose advice will you need in a pinch?

2. Train Spokespeople
   - Only authorized spokespeople should speak to the media

3. Compile Key Contact Information
   - Consolidate phone numbers & email addresses of important stakeholders (board/council leaders, key staff & government officials)

4. Identify Possible Crisis Scenarios
   - What types of controversies might arise? How could your be damaging?

5. Rehearse the Scenarios
   - What would you do? What would you say?
Steps for Crisis Communication...

**PRE-CRISIS**
1. Build your reputation as a trusted source of facts and expertise
2. Establish a monitoring system
3. Establish a factual narrative about the impact of the arts
4. Draft a crisis communication plan

**DURING-CRISIS**
5. Assemble of the facts
6. Target your media scanning
Steps for Crisis Communication…

DURING-CRISIS (continued)

7. Assess the magnitude of the event
8. Determine whether your organization can or should weigh in on the controversy
9. Formulate your messages
10. Activate spokespeople
11. Propagate your messages
12. Adapt on the fly

CRISIS LEADERSHIP

III. What steps should a leader take to communication effectively during a crisis event?
Final thoughts to NASAA...