

NASAA 2017 Leadership Institute



Peer Sessions  
Part II  

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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

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### 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

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### I. What is Crisis Leadership?



What is leadership?

## CRISIS LEADERSHIP

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### I. What is Crisis Leadership?



Leadership is...

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

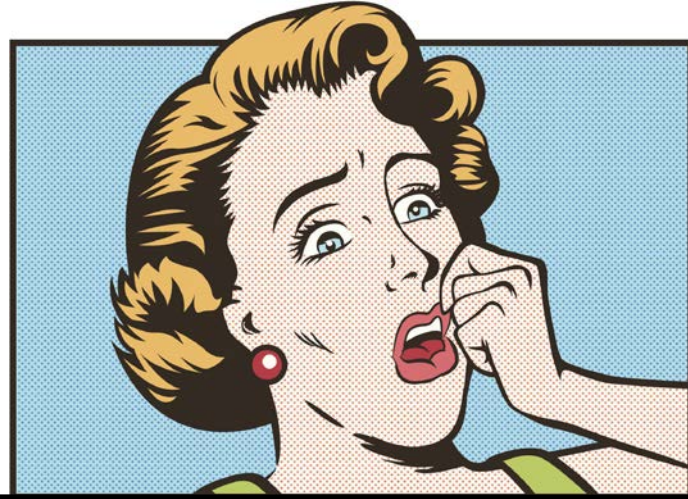
(Northouse, 2001)



## CRISIS LEADERSHIP

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### I. What is Crisis Leadership?

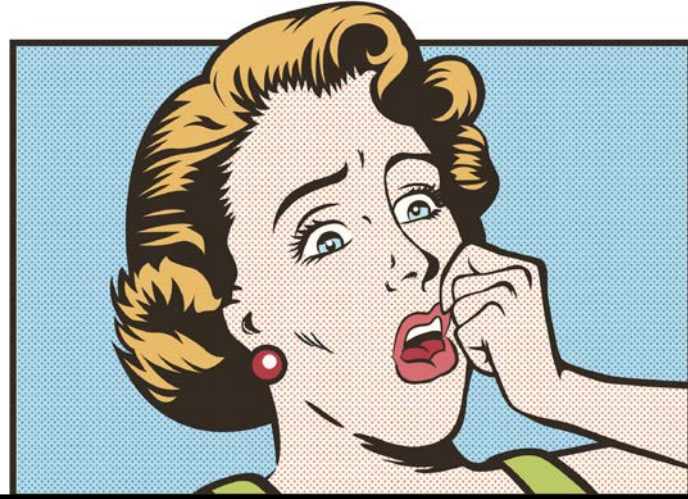


What is a Crisis?...

## CRISIS LEADERSHIP

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### I. What is Crisis Leadership?



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

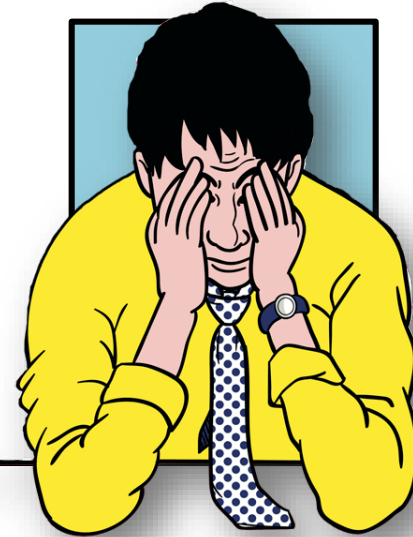
(Metcalf, 1998)



## CRISIS LEADERSHIP

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### I. What is Crisis Leadership?



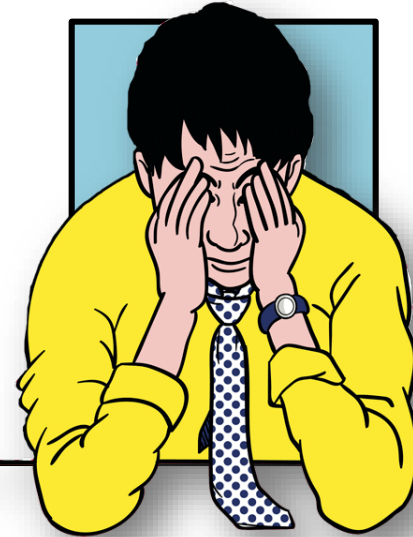
What is an Organizational Crisis?



## CRISIS LEADERSHIP

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### I. What is Crisis Leadership?



Organizational Crisis is...  
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)

## Attributes of an Organizational Crisis

### CRISIS LEADERSHIP

#### 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

## CRISIS LEADERSHIP

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### 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.

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

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





## Good leadership behaviors during crisis...

### CRISIS LEADERSHIP

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

# Fearlessness

Optimism

Agility

Transparency

Focus

Empathy

Competence

Imagination



...and good leadership reactions to crisis.

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

Provide Direction & Perspective

Decisive with  
Decisions

Composed -  
Promptly, not  
hurriedly

Delegate  
Responsibility to  
Experts

Manage  
Expectations

## CRISIS LEADERSHIP

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



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# What is Crisis Communication?

## CRISIS LEADERSHIP

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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.



## CRISIS LEADERSHIP

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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 LEADERSHIP

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

### Crisis Communication Readiness

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- 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...

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### CRISIS LEADERSHIP

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

#### 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...

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### CRISIS LEADERSHIP

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

#### 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



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IV. Summary and  
next steps

Final thoughts to NASAA...