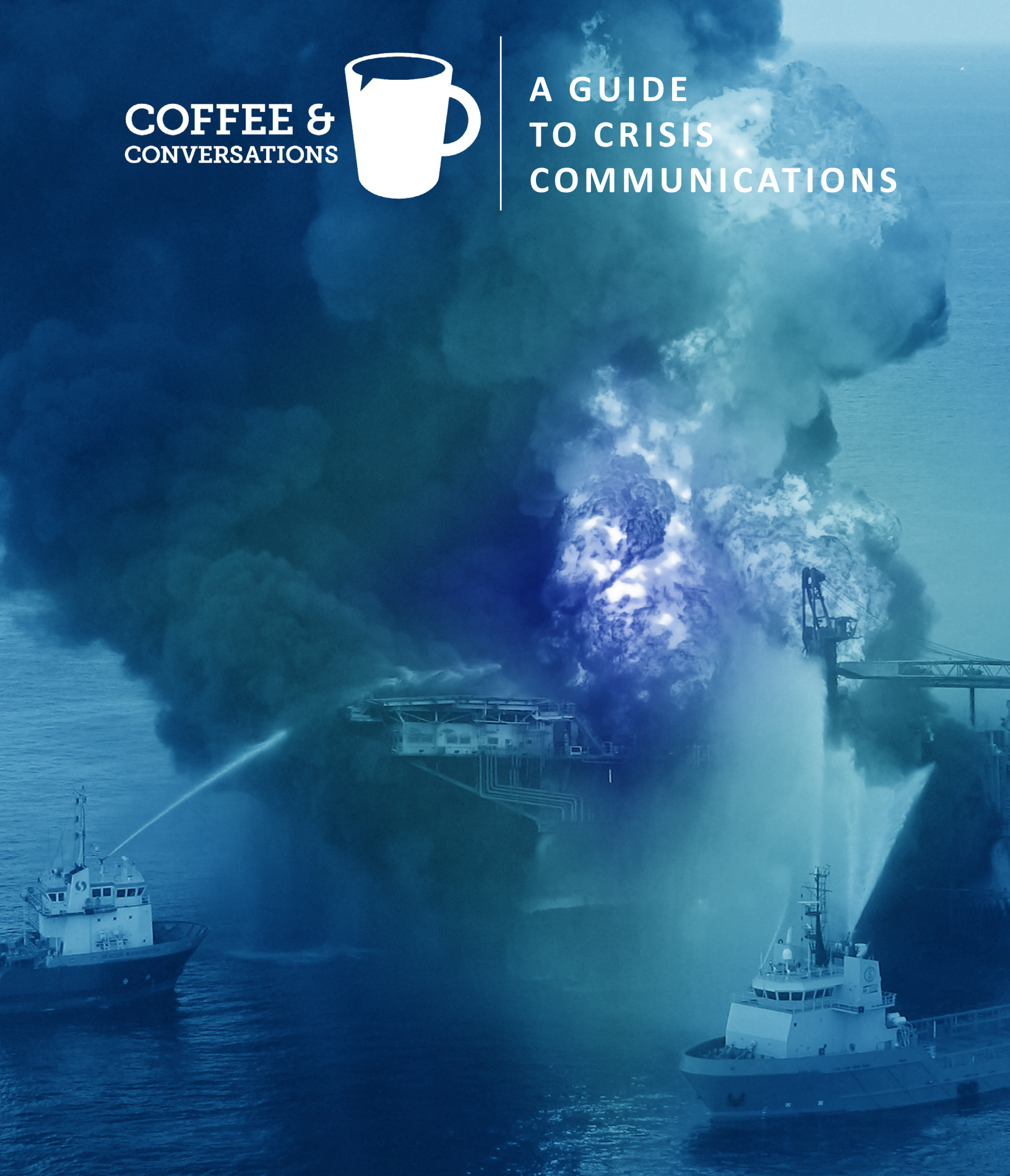


**COFFEE &
CONVERSATIONS**



**A GUIDE
TO CRISIS
COMMUNICATIONS**



OVERVIEW

Welcome!

On behalf of Crosswind Media & Public Relations, and WPNT Communications, thank you for making “Coffee and Conversations” part of your OTC experience. If you’re reading this, you’ve decided that some hands-on crisis planning and preparation will be beneficial for your company. We hope we have met our goal of you walking away prepared and confident through the best practices shared at both our event and this Guide to Crisis Communications.

Crisis planning has always been important, but it’s no secret that our current real-time communication platforms have elevated that importance to a new level in the oil and gas industry. We must add “crisis” to the list, with death and taxes, of things we can’t avoid. But we can minimize its impact, and seize the opportunity to be a formidable force, regardless of crisis type.

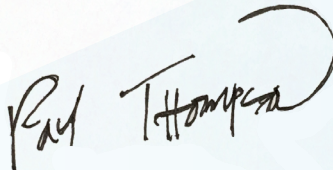
Getting the proper messages out during a crisis is critical to rise above it as a leader, allowing you to continue to protect your brand, and possibly grow it. That’s what a crisis can do: With proper planning, your organization can emerge even stronger than before, engendering a trust from your stakeholders that is essential to your brand. So message delivery is vital, and we hope Coffee and Conversations has given you a head start.

Please contact us if you have any questions or would like some assistance in pulling your plan together and testing your messaging. We would love to help.

Sincerely,



Thomas Graham



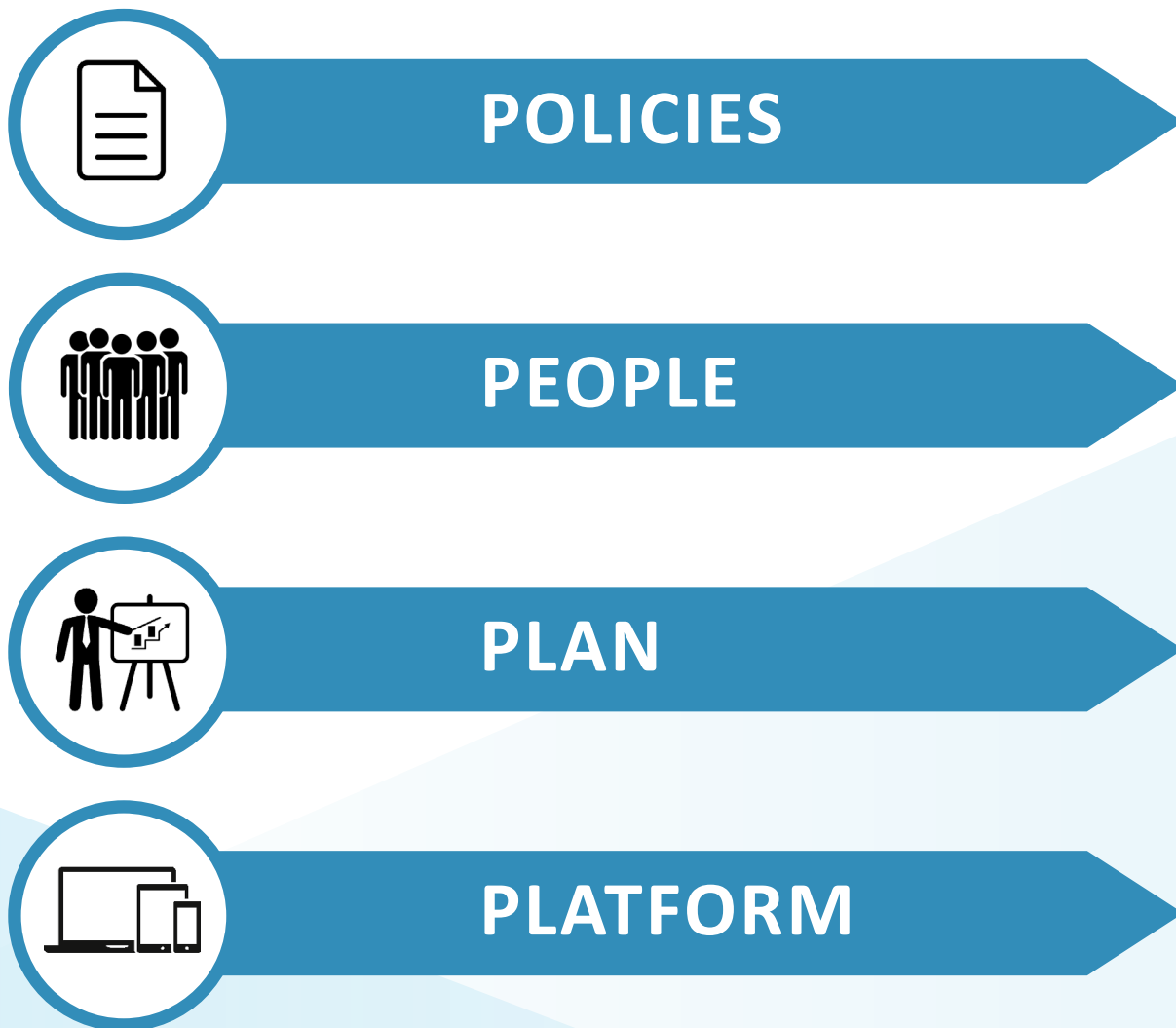
Ray Thompson

PHASE I: PLANNING

CONDUCT A RISK ASSESSMENT:

- Identify potential scenarios.
- Create a risk matrix (highest likelihood, impact, speed).
- Identify triggers (precursors and indicators).

PLANNING SHOULD ADDRESS FOUR ESSENTIAL AREAS



PHASE I: PLANNING



POLICIES

- Enable senior leaders to express clear intentions regarding response.
- Enable responders to make decisions with confidence.
- Push decision-making as close to the incident as possible.
- Establish clear framework, boundaries and authority.
- Prepare a budget.



PEOPLE

- Determine crisis team roles: team leader, legal, operations, HSE, communications, HR, investor relations, finance, government affairs, etc.
- Address staffing from internal and external resources.
- Ensure training, drills and preparation.



PLAN

- Create a Crisis Communications Plan: who will do what, when.
- Structure, roles, job descriptions, and guidance on specific work products (such as social media).
- Identify key messages and audiences before the crisis.
- Think visual to tell your story.
- Map how information moves into, out of and within the organization.



PLATFORMS

- Identify facilities, equipment, technology, and resources needed including hardware (command center, space for news conferences, media kits, etc.), and robust software for distributing information (Twitter, YouTube, Instagram Facebook , etc.), monitoring (hoot suite) and engaging (via PIER or JETTY or “dark” website).

PHASE II: PRACTICE

CONDUCT CRISIS DRILLS AND EXERCISES:

- Place priority on highest likelihood and highest impact scenarios.
- Test operational readiness and capabilities along with communications readiness and capabilities.
- Involve outside agencies and resources.
- Evaluate response plans and effectiveness and update accordingly.
- Activate the team on low-level issues.

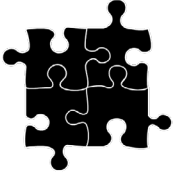
TRAIN THE WHOLE TEAM:

- Regular training for first responders, support personnel, communications team, business leaders, functional leaders, senior management.
- Include outside agencies and personnel in training opportunities.
- Training should focus on proactive communications with stakeholders in addition to crisis communications.



PHASE II: PRACTICE

A competent crisis team covers a large skill set both individually and as a team. An effective crisis response team incorporates these skills:



TRADITIONAL SKILLS

- Quick
- Strategic thinking
- A bias toward communications
- Effective project management
- Calm leadership under stress
- Effective communications (with media and other stakeholders)
- Ethical judgment
- Counseling capabilities
- Empathy
- Courage
- Tactical skills (writing, social media knowledge, political awareness, etc.)



NEW SKILLS

- Digital communications
- Stakeholder engagement
- Incident Command Structure
- Joint information Center
- Crowd sourcing
- Public participation
- Managing stakeholder expectations

PHASE III: RESPONSE

Effective response depends on having a crisis plan in place, clear lines of authority and trained responders. In the earliest hours, an effective response plan will help you focus on:



NOTIFICATIONS

- Who needs to know?
- Clarify roles and responsibilities, and the first steps required to initiate both a tactical and strategic response.



MESSAGING

- What can we say now?
- Use our Four-Part Crisis Message Model and Crisis Message Development Worksheet to help craft your message.



ASSESSMENT

- How bad can this get?
- Determine the worst-case scenarios and then manage stakeholder expectations accordingly.

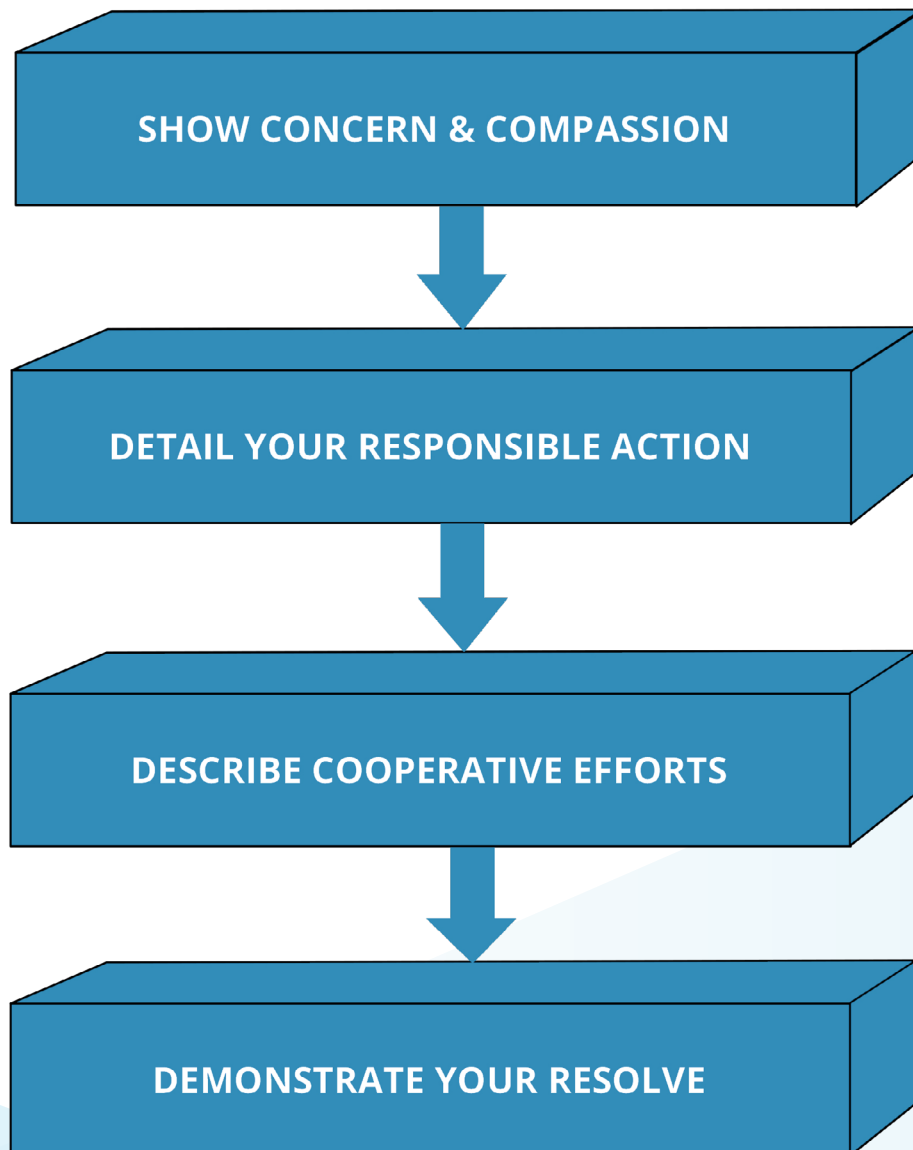


ACTIVATION

- Who will lead and support the response?
- Who needs to do what?
- Put the emphasis on over-responding.
- Get caught doing the right thing!

PHASE III: RESPONSE

FOUR-PART CRISIS MESSAGE MODEL



PHASE III: RESPONSE

CRISIS MESSAGE DEVELOPMENT WORKSHEET

PREMISE STATEMENT: SHOW CARE AND CONCERN		

↓ ↓ ↓

KEY SUPPORTS		
DETAIL RESPONSIBLE ACTIONS	DESCRIBE COOPERATIVE EFFORTS	SHOW RESOLVE

↓ ↓ ↓

ANECDOTES	ILLUSTRATIONS	STORIES

PHASE IV: RECOVERY



RECOVERY SHOULD ADDRESS FOUR ESSENTIAL AREAS



SHIFT TO LONGER-TERM ISSUES MANAGEMENT



REPAIR AND ENHANCE RELATIONSHIPS



CONDUCT AN AFTER-ACTION REVIEW



REPAIR YOUR REPUTATION

PHASE IV: RECOVERY



SHIFT TO LONGER-TERM ISSUES MANAGEMENT:

- Recovery is about recognizing the transition from emergency response to crisis management to crisis leadership.



REPAIR AND ENHANCE RELATIONSHIPS:

- The business imperative is to nurture your full stakeholder ecosystem – grow the communications circle, don't disappear.
- Put the emphasis on robust and on-going communications with affected parties, employees... stakeholders...the media... determining and utilizing the most effective and influential channels.



CONDUCT AN AFTER-ACTION REVIEW:

- Recovery may involve new challenges not anticipated in the planning process.
- A thorough analysis should address unresolved issues on the operations and communications sides, identify failures and successes, and generate modifications to address areas for improvement.



REPAIR YOUR REPUTATION:

- Do the right thing and don't be afraid to let people know.
- As Google is the new "first impression," maintaining your online reputation is vital. Consider the value of proactive reputation management after a crisis, including SEO, to maintain your license to operate and enhance your license to grow.

EFFECTIVE CRISIS MANAGEMENT

JESSICA JACKSON'S 10 INGREDIENTS FOR EFFECTIVE CRISIS MANAGEMENT:

#1 Listen & Be Present

#6 Respond Thoughtfully

#2 Know Your Core Values

#7 Have a Crisis Team
in Place

#3 Know Your Audience

#8 Develop an Effective
Messaging Platform

#4 Set the Right
Expectations

#9 Do Not Lose Your
Cool, Ever

#5 Be Transparent

#10 Hire Experienced
Personnel

CONTACT US



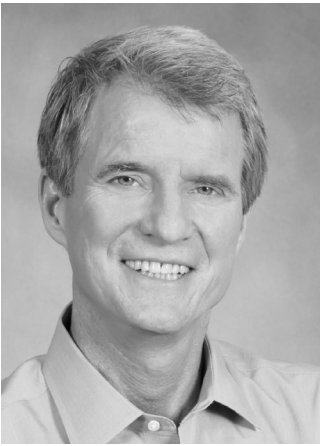
THOMAS GRAHAM

CEO & President,
Crosswind Media & Public Relations
tgraham@crosswindpr.com

Thomas Graham is the founder of Crosswind Media & Public Relations and for more than 20 years has helped business leaders energize their brands and achieve their business objectives through effective media and corporate communications strategies. He is an accomplished brand architect, crisis-tested media spokesperson and an expert in shaping public opinion and managing complex communications programs.

As the former head of U.S. communications for a top 10 global financial institution and practice leader in two global public relations firms, Thomas brings decades of experience helping business leaders engage effectively with their most important stakeholders. During his 20 years of public relations, Thomas gained extensive experience in political and regulatory issues, corporate communications, brand strategy, investor relations, crisis and reputation management and media relations. His clients have included leaders in their fields and among the world's most admired companies, including Fluor, Wal-Mart, the Project Management Institute, Atmos Energy, NRG Energy, the Texas House Republican Caucus, Vought Aircraft and The Methodist Hospital.

He is married to Tanya Fielder and they have three children.



RAY THOMPSON

Principal,
WPNT Communications
rthompson@wpntworld.com

Long before I was selling these services I was a buyer, managing an extremely successful communications training curriculum within a Fortune 10 company that provided coaching globally to 300-400 executives each year. I know the trust and confidence required to put your most important leaders in the care of an outside consultant. I know how enhanced communication skills can drive business results and be a source of competitive advantage. My corporate life also included senior roles in finance, regulatory affairs, operations, issues management, government relations, media relations, crisis response, and executive leadership.

Today I am one of the principal owners of WPNT Communications and have achieved Malcolm Gladwell's "10,000-Hour Rule" of mastery in the field of on-camera executive speech coaching and communications training.

I believe great communicators are audience-centered. They work hard to understand and address the concerns and perspectives of the people who comprise their stakeholder ecosystem.

When I'm not training or traveling I love downhill skiing and mountain biking in the Tetons, catching and releasing Idaho cutthroat trout on the Snake River, and hunting for bull redfish in the shallow bay waters along the Texas coastline.

ABOUT US



Crosswind Media & Public Relations is one of the leading firms in the U.S., ranking in the top 100 nationally in healthcare communications for the 2nd consecutive year. Headquartered in Austin, TX, the agency has offices in Washington D.C., Los Angeles, Houston, Dallas, Boston and New York. While Crosswind's roots are in Texas, it has a global reach, serving corporate, public agencies and national governments across five continents. Crosswind provides expert counsel in public engagement; crisis and reputation management; executive positioning and media training; digital, print and broadcast media relations; text, video, photography, audio and event production; website creation, tracking and maintenance; and social media engagement.

For more information, go to www.crosswindpr.com or email info@crosswindpr.com.



WPNT Communications (WPNT) coaches executives to deliver impactful speeches, compelling presentations, effective media interviews, as well as engaging with stakeholders meaningfully — and managing crisis communications to protect their organization's reputation. They are a global communications skills training firm serving clients in Asia, Africa, Europe, Australia, the Middle East, and the Americas. Based in the US, WPNT offers international companies a global coaching team, with multi-lingual trainers in North America, Europe and Asia. Their biggest strength is taking a personal approach in the training room to help their clients succeed. To do that means earning trust and building rapport. WPNT's experience includes working with companies in healthcare, pharmaceuticals, financial services, high technology, energy, transportation, logistics, electric utilities, e-commerce, chemicals, retail, and food & beverages. They have seven clients in the top 100 of the world's largest companies. WPNT Communications coaches middle- and high-level management as well as the most senior leaders in client organizations.

For more information, go to www.wpnt.com or email houston@wpntworld.com.