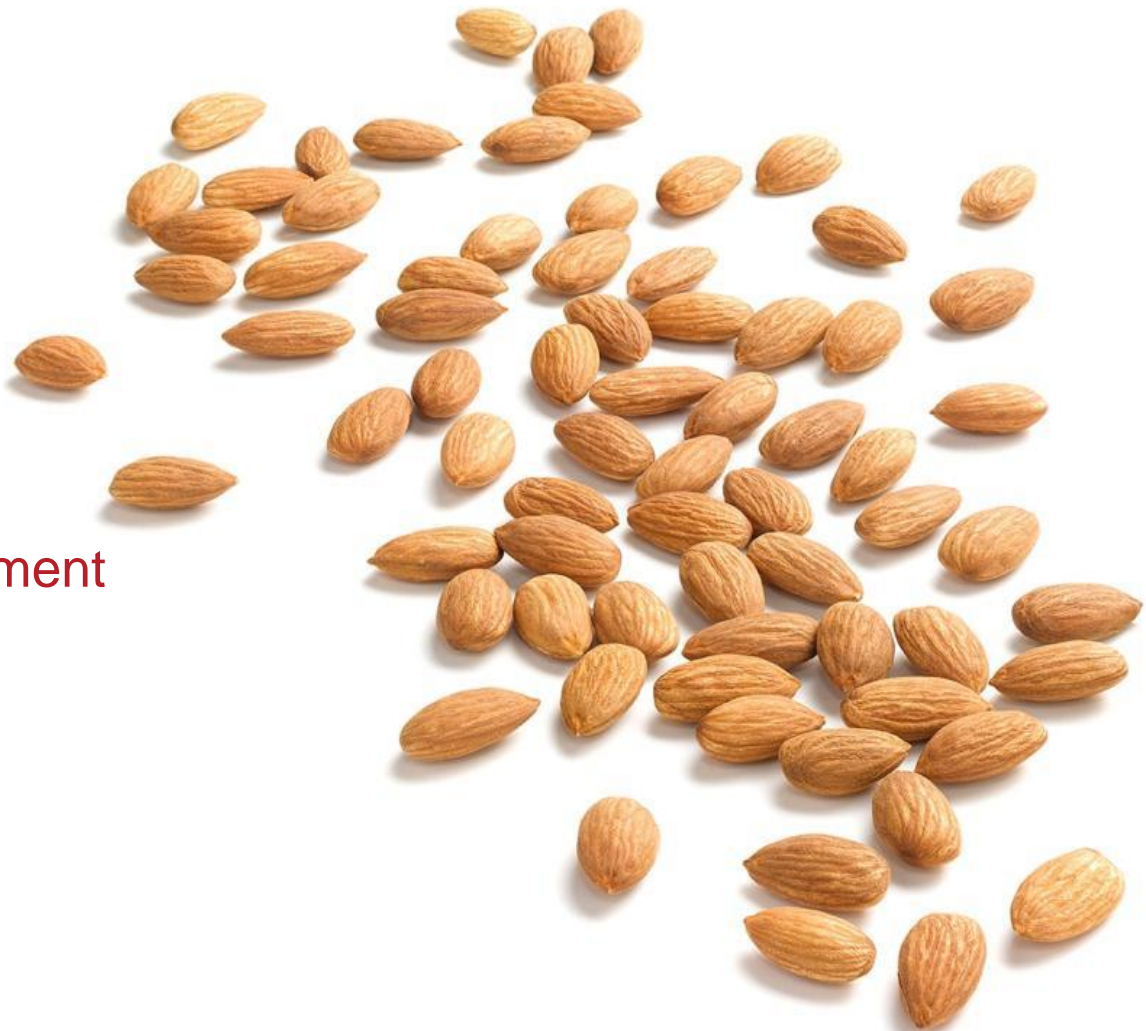


Daren Williams



From Alar in apples to E. coli in ground beef, Daren Williams has managed a wide range of issues in food production over the past 30 years. He brings this experience to the Almond Board of California in his role as senior director of Global Communications. Williams joined ABC this year from the National Cattlemen's Beef Association where he directed communications for The Beef Checkoff.



Crisis Planning and Management

Daren Williams, Senior Director
Global Communications

A Crisis is...

“An **unstable** or crucial time or state of affairs whose **outcome** will make a decisive difference for **better** or **worse**.”

Webster's New Collegiate Dictionary



The Chinese Symbol for Crisis

危机

Wei
“Danger”

Gee
“Opportunity”

Crisis Realities

- **News** won't wait.
- It's **probably your fault**.
- **Everyone's an expert** on your problem.
- You are expected to be able to **foresee everything** and **do anything**.
- **Judgment** is instant; being **reasonable** comes later.
- It **can** happen to you!



Lessons Learned from a Career in Crisis Communication

- Do the right thing



Lessons Learned from a Career in Crisis Communication

- Do the right thing
- Focus on **intent and values**



Lessons Learned from a Career in Crisis Communication

- Do the right thing
- Focus on **intent** and **values**
- Commit to **fixing** the problem



Lessons Learned from a Career in Crisis Communication

- Do the right thing
- Focus on **intent** and **values**
- Commit to **fixing** the problem
- **Communicate** early and often




Lessons Learned from a Career in Crisis Communication

- Do the right thing
- Focus on **intent and values**
- Commit to **fixing** the problem
- **Communicate** early and often
- Never lie or mislead; the **truth** will come out!

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The New York Times **Business**

Narcotic Maker Guilty of Deceit Over Marketing



Photographs by Don Petersen for The New York Times

From left, Howard R. Udell, the top lawyer for Purdue Pharma; Dr. Paul D. Goldenheim, the company's former medical director; and Michael Friedman, Purdue's president.

By **BARRY MEIER**
Published: May 11, 2007

ABINGDON, Va., May 10 — The company that makes the painkiller [OxyContin](#) and three of its current and former executives pleaded guilty Thursday in federal court here to criminal charges that it had misled doctors and patients when it claimed the drug was less likely to be abused than traditional narcotics.

The company, Purdue Pharma, agreed to pay \$600 million in fines and other payments to resolve the criminal

[Information on OxyContin \(pdf\)](#)

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THE WAY BACK

Preparation vs. Reaction

- There is **no** such thing as a **business** in which crises don't occur.
- You have two choices: **prepare** for crises or **react** to crises.
- The **longer it takes** to react effectively, the greater the potential for damage.



Are You Prepared?

- Does your organization have a **crisis plan**?
 - Yes
 - No
 - Don't Know



Are You Prepared?

- Does everyone on the crisis team have **immediate access** to a copy of the plan?
 - Yes
 - No
 - Don't Know



Are You Prepared?

- Has your plan (or your team) been **tested** within the past 12 months?
 - Yes
 - No



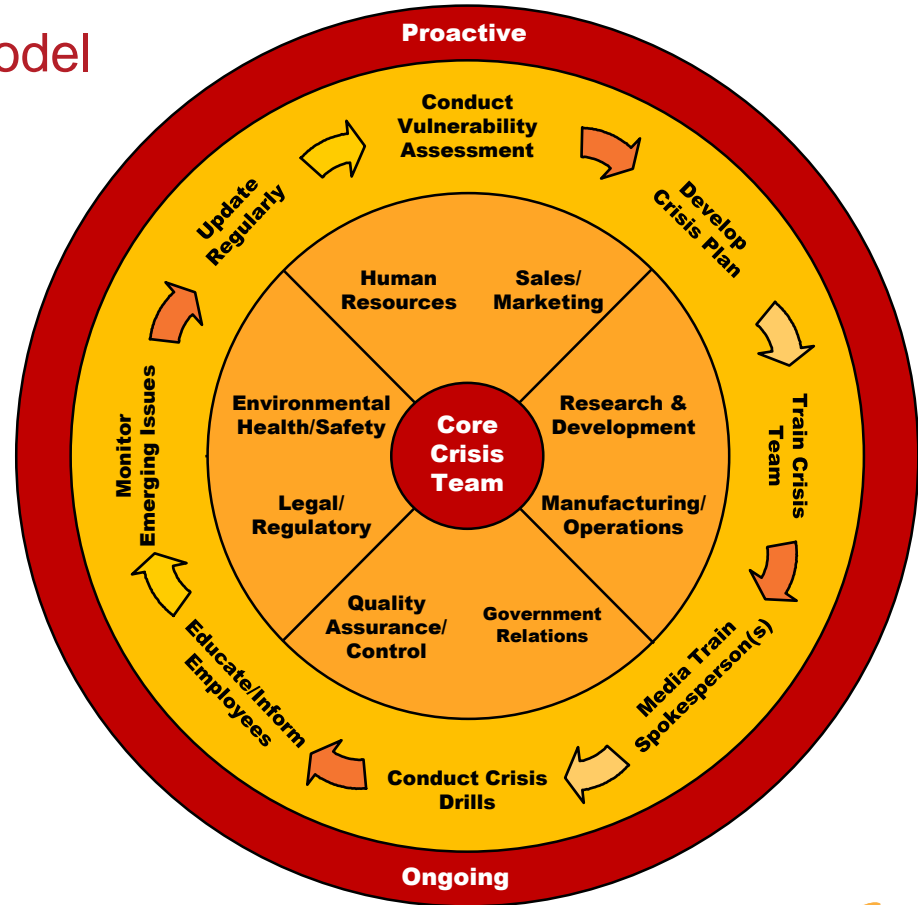
Are You Prepared?

- When was the last time your crisis team and spokespeople participated in a **crisis/media training**?
 - Within the past year
 - Within the past 2-3 years
 - More than three years
 - Never



Crisis Instinct Communications Model

- Conduct **vulnerability assessment**
- Develop **crisis plan**
- Train **crisis team**
- **Media train** spokespersons
- Conduct **crisis drills**
- Educate/inform **all employees**
- **Monitor** emerging issues
- **Update** regularly



Crisis Management Steps

- **Assess** the situation
- Develop key **messages**
- Identify and **train spokespeople**
- Identify **key audiences**
- Determine communication **methods**
- **Assess effectiveness** of messages
- **Repeat** as necessary



The Four “R”s

- **R**egret
- **R**esponsibility
- **R**eform
- **R**estitution



Always do right...

...it will gratify some and astonish the rest.

- Mark Twain