



Reputation Management During A Crisis: The Role of Public-Private Partnership



Agenda

- Definitions.
- The Communities we Live In.
- Communication Basics.
- Managing Your Reputation.
- What Should You be Thinking About?



Definitions

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Crisis Management



- **Crisis management** is the process by which an organization deals with a major unpredictable event that threatens to harm the organization, its stakeholders, or the general public.
- The three most common elements to definitions a crisis:
 - A threat to the organization.
 - The element of surprise.
 - A short decision time.

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Reputation Management

- **Reputation** is the opinion (or “social evaluation”) of a collection of entities towards a person, a group, or an organization. It has three elements:
 - Defined by others.
 - Highly effective mechanism of social control.
 - Fundamental instrument of social order.
- Then what is “Reputation Management”?
 - Borne from the computing age, where the fluid nature of that media requires the constant monitoring of your reputation.



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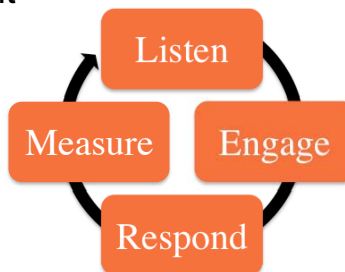
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Reputation Management

- Reputation management is comprised of four steps:
 - Listen.
 - Respond.
 - Engage.
 - Measure.



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We're Not In Kansas Anymore... The Communities We Live In

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Three Different Communities

- “Real world”:
 - Small towns.
 - Big cities.
- “Virtual” world:
 - Online communities.



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Small Town



- Small population, frequent face-to-face interactions, and *positive identification*.
 - There is no question who said or did what.
- Reputation accrues not only throughout one's lifetime, but is passed down to one's offspring:
 - One's individual reputation depends both on one's own actions and one's inherited reputation.

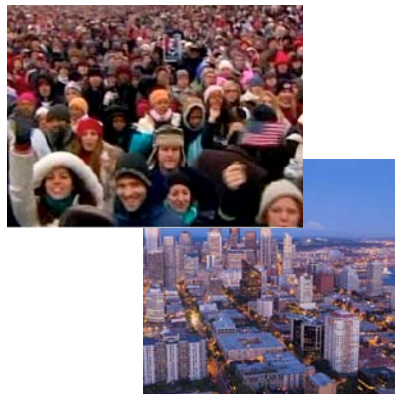
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Big Cities



- Community members come and go. We know a small fraction of people compared to the whole:
 - Small subgroups provide some implied reputation management.
- Reputations are managed with more formal tools:
 - Laws/criminal justice system.
 - Elections/elected officials.
 - Racial or ethnic prejudice.

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Online Community



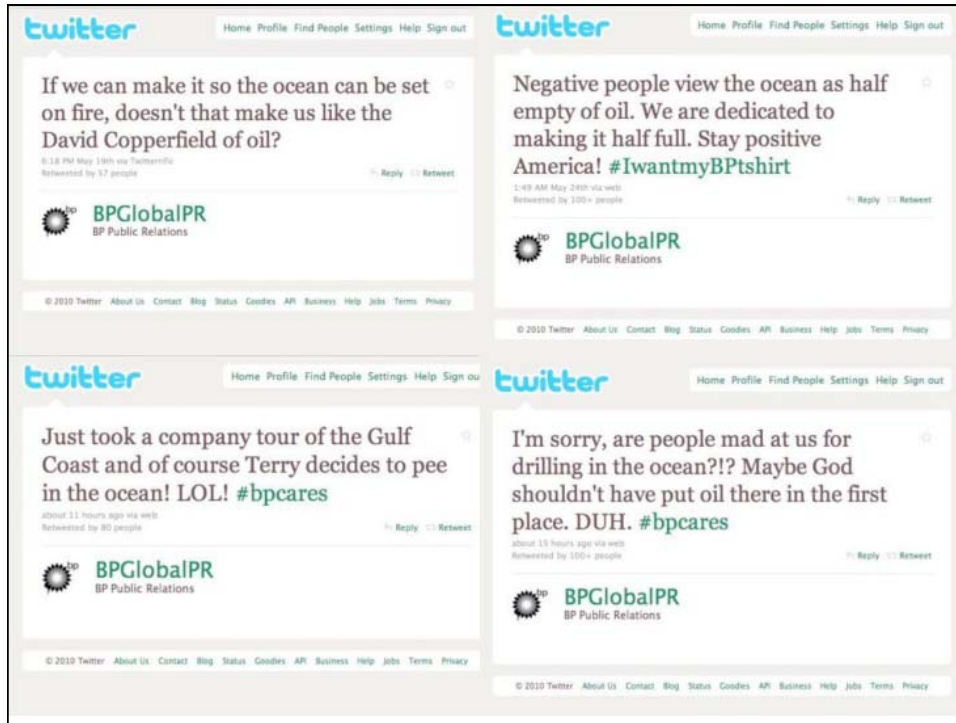
- Instant communication, 24x7:
 - There is no hiding, covering up, or holding back.
- **Everything** is available for public comment in a moment.
- Everyone is a “reporter” in the virtual world.
 - Cell phone photos and video are released to a global audience in moments.

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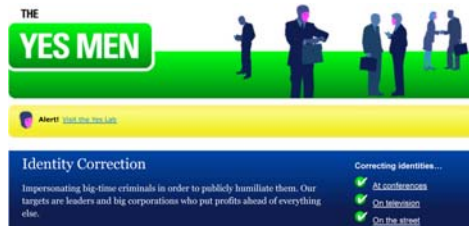




Out of Danger Comes Opportunity

THE YES MEN

- Started in early 2000 as a spoof about the World Trade Organization.
- On October 18, 2010, Chevron's enormous new **We Agree** ad campaign was usurped with a satirical version by The Yes Men...
 - The activists' version highlights Chevron's environmental and social abuses - the same abuses they say Chevron is attempting to "greenwash."






OIL COMPANIES SHOULD FIX THE PROBLEMS THEY CREATE.

WE AGREE.

Rex Northen
Rex Northen
Executive Director
Cinabtech Open

Desmond King
Desmond King
President, Chevron Technology Ventures
Chevron

Chevron
Human Energy
Extracting oil from the Earth is a risky process, and mistakes do happen. It's easy to pass the blame or ignore the mistakes we've made. Instead, we need to face them head on, accept our financial and environmental responsibilities, and fund new technologies to avoid these mistakes in the future.
Learn more at Chevron-WeAgree.com



OIL COMPANIES SHOULD CLEAN UP THEIR MESSSES.

WE AGREE.

Pat Harrington
Patricia Harrington
Vice President, Chief Financial Officer
Chevron

Chevron
Human Energy
For decades, oil companies like ours have worked in disadvantaged areas, influencing policy in order to do things that we can't do at home. It's time this changed. People in Nigeria, Ecuador, the Gulf of Mexico, Richmond, and elsewhere have a right to a clean and healthy environment too.
Learn more at Chevron-WeAgree.com



WE AGREE. DO YOU?

You might be surprised to see how many things we can agree on.

3 1 5 1 4 agree worldwide

THIS IS THE REAL CHEVRON AD



Communication Basics



Basic Communication Principles

1. Accept and involve the public as a legitimate partner.
2. Plan carefully and evaluate your efforts.
3. Listen to the public's specific concerns.
4. Be honest, frank and open.
5. Coordinate and collaborate with other credible sources.
6. Meet the needs of the media.
7. Speak clearly and with compassion.

Vincent Covello, "7 Cardinal Rules of Risk Communication," 1988

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Managing Your Reputation

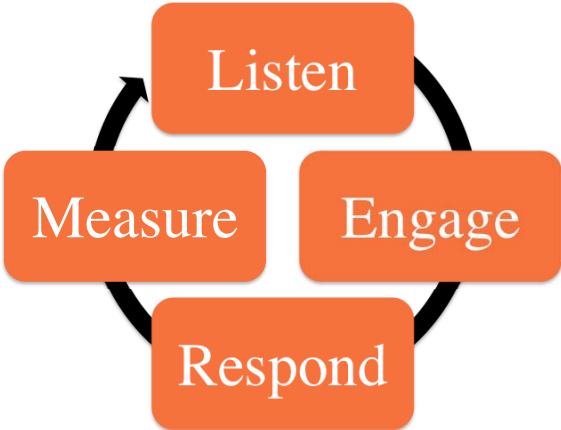
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Listen

- Listening is a learned skill, and usually requires a mind shift for most people:
 - Listen to actual customers and real people:
 - One-to-one.
 - One-to-many.

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Engage

- How do you engage your audience?
- “Engagement” is not talking at them, but speaking with them.



Respond – What to Consider

- Once you know your reputation is on the line, what are you going to do?
 - Do you respond? If yes, how?
 - What does that look like?
 - What vehicles do you use to reach out and spread your message?
 - Do you do it alone? Do you partner with others?



Respond

- Engage the community:
 - Don't just push your message.
- When you speak:
 - Speak as a peer, rather than just as a spokesperson.

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Measure

- How do you know if what you are doing is working?
 - How do you measure your reputation in the “new world”?



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Monitoring Your Reputation

- Some of the tools available for online reputation management:
 - Blog tracking.
 - Twitter/Facebook tracking.
 - Link tracking.
 - Google alerts.
 - New and emerging apps and services like Buzzlogic or Radian6.



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What Should You be Thinking About?

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Anonymity on the Internet?

*“There is no privacy.
Everyone is the media.
You can’t hide anything – don’t even think about it...
Everything you do can be exposed – so think very hard
about what you want to be in the world.”*

*Gary Vaynerchuk
<http://reputationprofessor.com/>*

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Your Place in the “New World”

- You should be thinking about how to live in this “new world.”
 - You are being pulled into it whether you like it or not.
- How can the public and private sectors work together in this brave new world of constant communication?

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Resources

- Peter Sandman
– www.psandman.com/
- Vince Covello
– www.centerforriskcommunication.com
- Crisis & Emergency Risk
Communication (CDC Publication)
– [www.au.af.mil/au/awc/awcgate/cdc/
cerc_book.pdf](http://www.au.af.mil/au/awc/awcgate/cdc/cerc_book.pdf)

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Thank you

Regina Phelps, CEM, RN, BSN, MPA
Emergency Management & Safety Solutions
San Francisco, California
415-643-4300
www.ems-solutionsinc.com

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