

Cultivating Trust in Uncertain Times

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Jane Jordan-Meier & Norm Meier

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2012 ICRC Conference

International Crisis & Risk Communication Conference

Cultivating Trust in Uncertain Times

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WWW.ICRCOMMUNICATION.COM



Role of the Frontline in a Crisis

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How to thrive in the

TRUST

economy



Trust is the New Currency

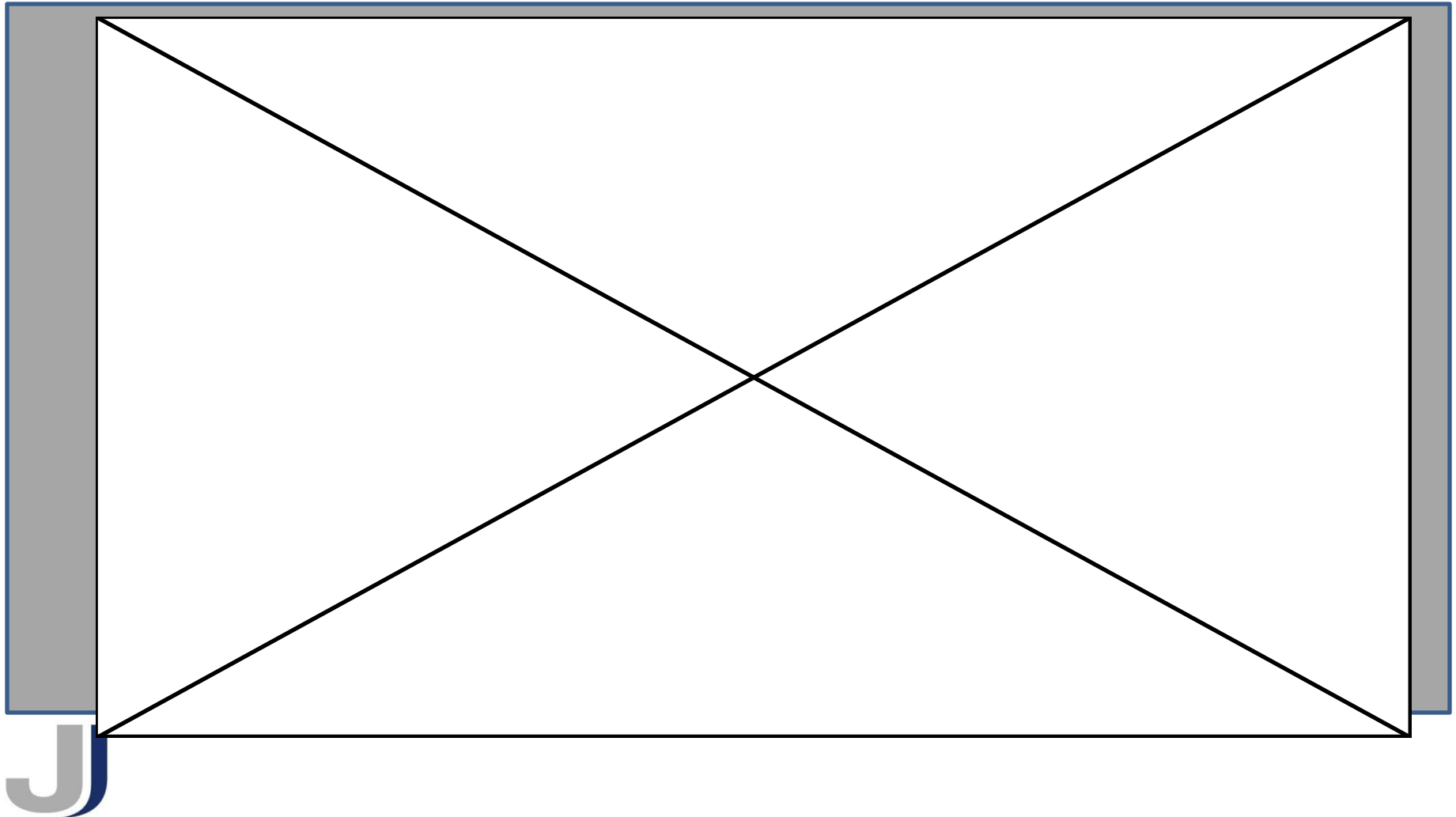
*“Trust is the new black [standard] –
People will invariably turn to the sources
of information that they trust the most [in
a crisis] and increasingly this may not be
the official sources of information”*

Jane Jordan-Meier,
The Four Highly Effective Stages
of Crisis Management, 2011



Asda Averts Crisis by Frontline

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Role of Frontline in a Crisis

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“CEOs are important but not sufficient voices for their companies, as engagement is created by mid-level employees with serious knowledge of products and less perceived bias to exaggeration.”

Richard Edelman (6 AM.blog)

“Never underestimate their [stakeholders] general need to know and be reassured that the organization is acting ethically and with professionalism”

Dr Robert Chandler (Disaster Recovery Journal)



Front-Line is Best Defense

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Role of Frontline in a Crisis

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- “Flanks” prepared, drilled and on message will help protect business in crisis
- Front-line are “closer” to the action
- Employees want to be involved – ask them how
- CEOs are important but not only voice for their organizations
- In digital age move away from command and control to ***enablement and empowerment - head and heart***



Head and Heart – the tension

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Emotions: Hinder vs Help

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Head:

- Muzzled vs empowered
- Informed vs “mushroom”
- Knowing vs embodying values

Heart:

- Live your values
- Listen, debrief, recognize
- Healthy “trust bank”



Dollars in the Trust Bank

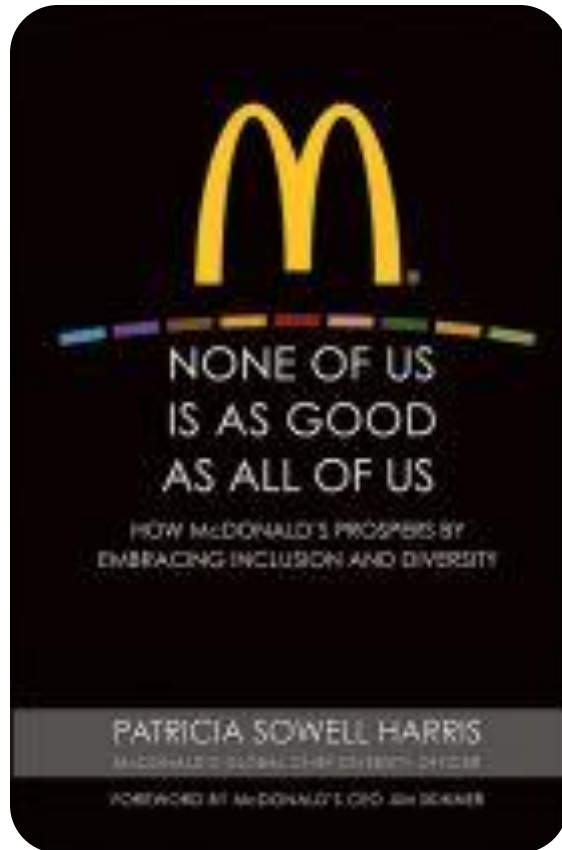
“When the smoke cleared after mobs burned through South Central Los Angeles in April, hundreds of businesses, many of them black owned, had been destroyed. Yet not a single McDonald's restaurant had been torched.”

– Edwin M Reingold, June 24, 2001 *Time Magazine*

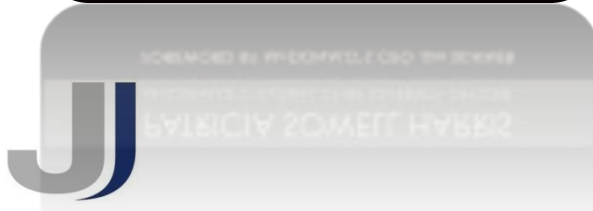


Dollars in the Trust Bank

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*“... these kinds of relationships have to be built over time, not just when you’re in a crisis. And you must have a long-term record of commitment within your organization to justify **the trust** that you ask of others to place in you.”*



Front-Line: What to Do

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EMPOWER AND EDUCATE

- Censorship is ***NOT*** the answer: guidelines & open communication are
- Train the front-line in basic media awareness
- Involve in desk-top, brain-storming exercises
- Cross-functional, inter-disciplinary teams (marketing, legal, PR, HR, customer-facing)
- Involve them in “trust-bank” efforts – monetary incentives don’t work, ***purpose does***



Dollars in the Trust Bank

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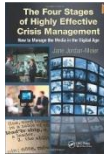
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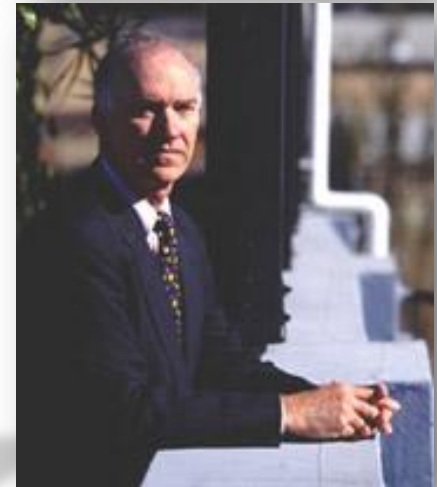
“The Four Highly Effective Stages of Crisis Management: How to Manage the Media in the Digital Age” published by CRC Press, May 2011



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Thank You!
Do connect.

