

# 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

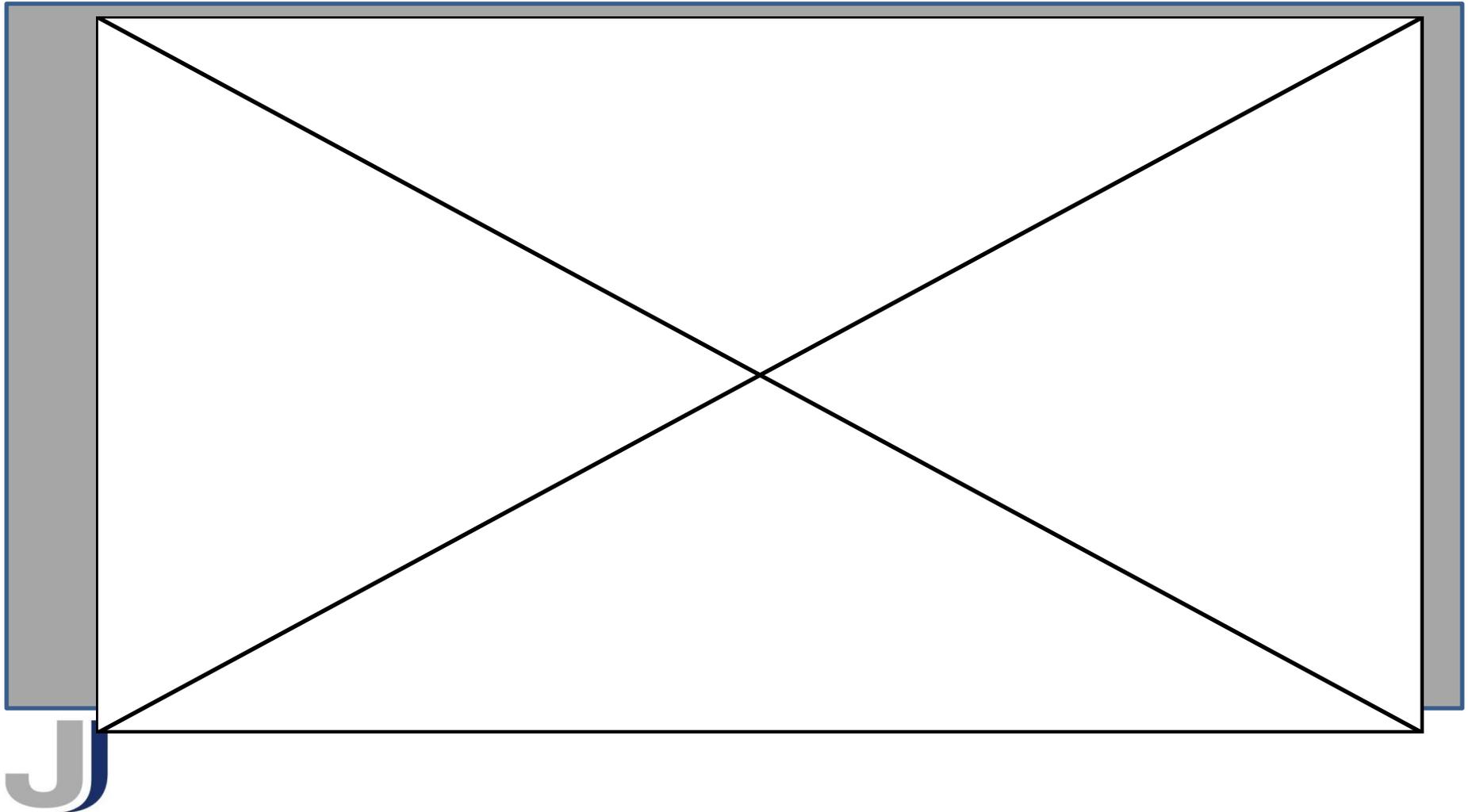
*“Trust is the new black [standard] – People will invariably turn to the sources of information that they trust the most [in a crisis] and increasingly this may not be the official sources of information”*

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)

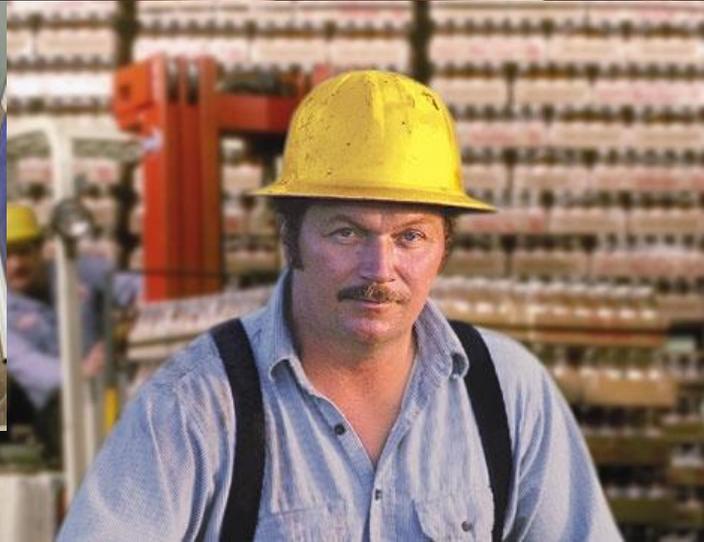
“Never underestimate their [stakeholders] general need to know and be reassured that the organization is acting ethically and with professionalism”

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

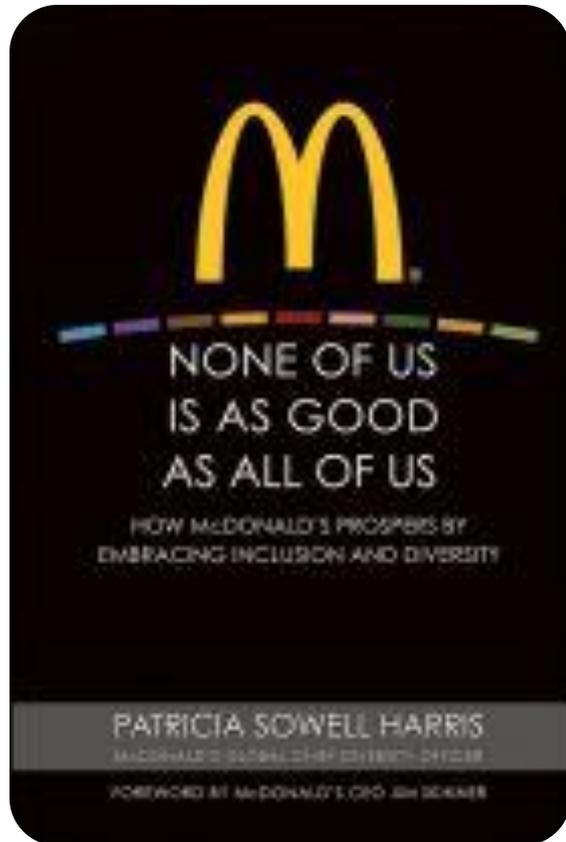
***“When the smoke cleared after mobs burned through South Central Los Angeles in April, hundreds of businesses, many of them black owned, had been destroyed. Yet not a single McDonald's restaurant had been torched.”***

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

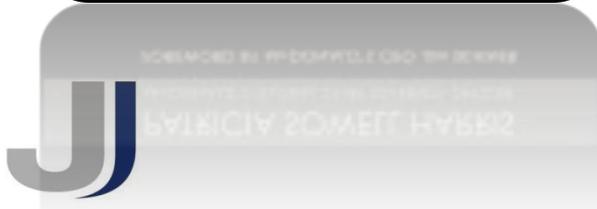


# Dollars in the Trust Bank

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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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# Jane Jordan-Meier & Norm Meier

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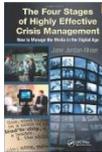
[www.crisismanagementbook.com](http://www.crisismanagementbook.com)



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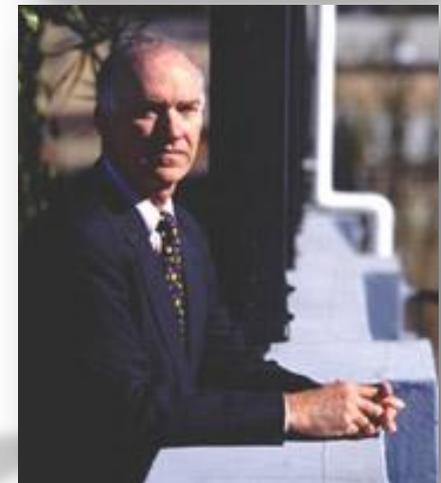
“The Four Highly Effective Stages of Crisis Management: How to Manage the Media in the Digital Age” published by CRC Press, May 2011



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***Thank You!***  
***Do connect.***

