



# Crisis Planning Template

## 1. Crisis Analysis

### ❗ 1A Define the Crisis: What happened?

- What is the actual issue or event?
- Name the problem clearly. No euphemism.

### ⊗ 1B Assess Risks: What does it mean?

- What is the significance of the issue or event?
- What are the risks to our operations, financial position, competitive position, or relationships with stakeholders?

### 🗃️ 1C Prioritize Scenarios: Which should be addressed first? Next? Last?

- If there are different ways the crisis may go (e.g, fatalities, no fatalities), how likely and how significant is each scenario?

IMPACT/LIKELIHOOD

	Critical		
Impact	Major		
	Minor		
		Remote	Possible
		<b>Likelihood</b>	



## 1D Understand Stakeholders: Who matters?

- Which people and groups will influence, be influenced by, or form expectations about the outcome of this issue or event?

Employees    Customers    Investors    Government/  
Regulators

Business    Competitors/    General    Advocacy Groups  
Partners    Industry Groups    Public

Other

- What would reasonable people in each stakeholder group appropriately expect a responsible organization to do in this situation?

## 1E Gather Additional Information: What don't we know?

- What additional information is necessary in order to guide our crisis response?
- Through which people, with which tests, or by what other means can this information be found?



## 2. Crisis Action

- 🎯 **2A** Set Organizational Goals: What do we want?
  - What are the outcomes - the end states -- in the marketplace or in our competitive position that we hope to achieve by responding to the crisis?
- ▶ **2B** Develop Strategies: How will we accomplish these goals?
  - In what general groups of ways can we meet our organizational goals?
- ✈ **2C** Determine Tactics: What do we do?
  - Which specific actions can we take to fulfill each strategy?
- ✓ **2D** Execute and Evaluate: What do we need to do to implement those tactics?  
How will we know whether we succeed?
  - What resources do we need in order to implement our organizational decisions, and how will we evaluate whether they are effective?
  - Staffing: Which people are best equipped to implement each decision?
  - Budget: What might each decision cost?
  - Other: What other resources will be necessary?



### 3. Crisis Communication

🎯 **3A** Set Communication Goals: What do we need our communication to achieve?

- What do we need our stakeholders to do, feel, think, and know?

▶ **3B** Develop Strategies: How do we accomplish these goals?

- In what general groups of ways can we get our stakeholders to do, feel, think, and know those things?

🗨️ **3C** Draft Messages: What do we say?

- What is the strongest, most credible thing we can say which, if believed, will cause stakeholders to do, feel, think, and know those things? What is the second-strongest? The third?

Message 1:(Framing Statement)

Support 1

Support 2

Support 3

Message 2:(Framing Statement)

Support 1

Support 2

Support 3

Message 3:(Framing Statement)

Support 1

Support 2

Support 3

👤 **3D** Specify Audiences: Whom do we want our communication to reach?

- Which groups of stakeholders should we engage?

Audience 1:

Audience 2:


Audience 3:



Etc...

 **3E** Determine Tactics: What do we do?

- Which specific stakeholder engagements can fulfill at least one communication strategy?
- Methods: What specific engagements - such as a news conference or an employee town hall - would best influence each audience?
- Channels: Through what media will our messages best reach our audiences?
- Spokespeople: Who in our organization best balances the expertise, existing relationships, and communication ability to fulfill each method?
- Documents: Which documents should we prepare to support each method and channel?

 **3F** Execute and Evaluate: What do we need to do to implement those tactics?  
How will we know whether we succeed?

- What resources do we need to implement these communication tactics?
- How will we evaluate whether our plan was effective after it is implemented?