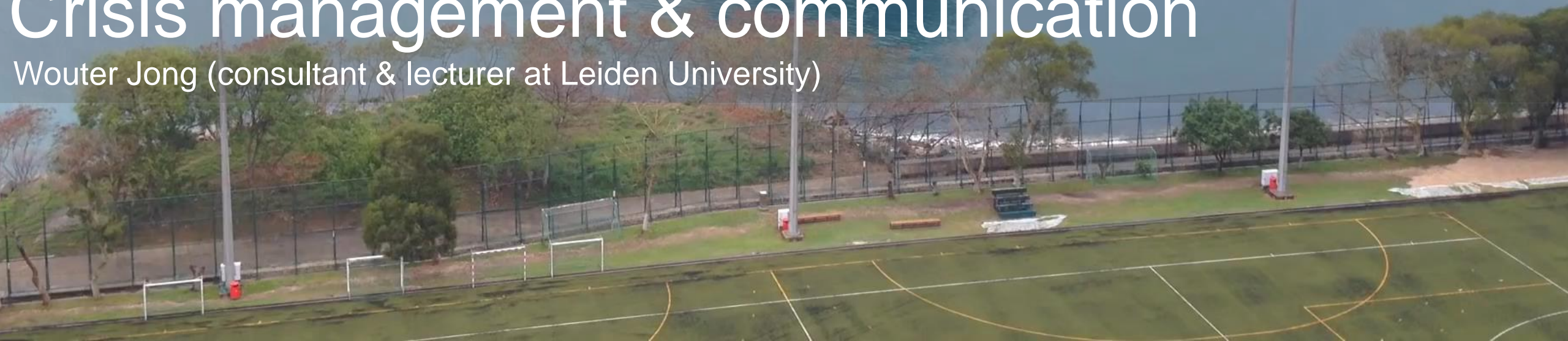




Crisis management & communication

Wouter Jong (consultant & lecturer at Leiden University)

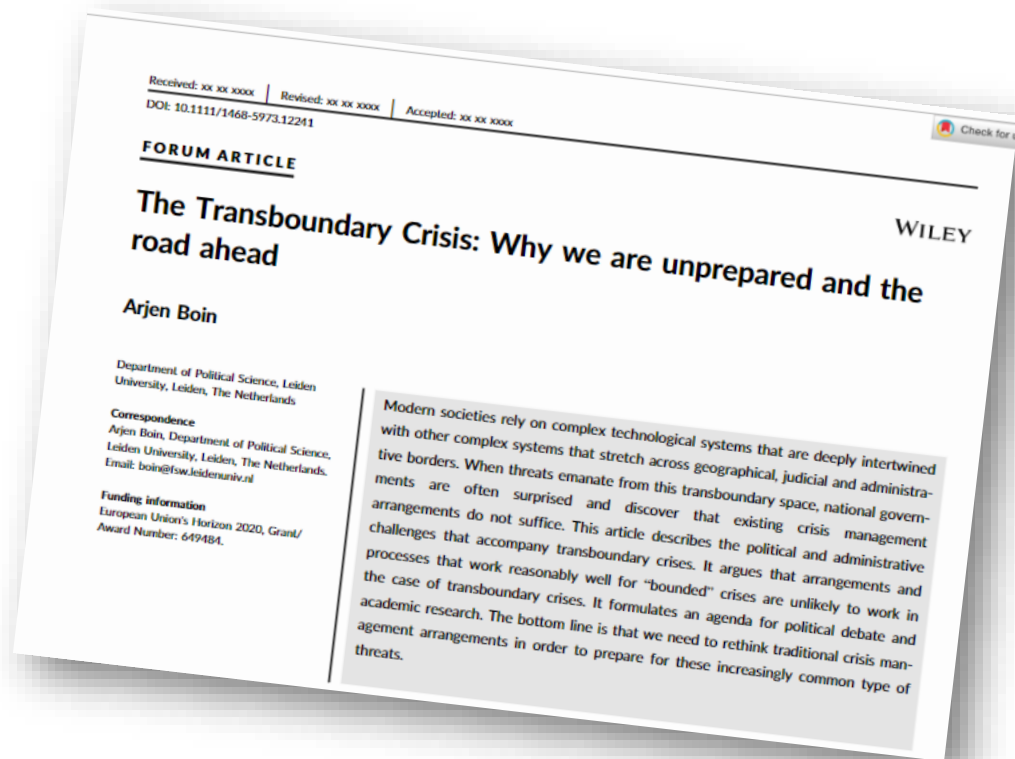


Crisis definition by Rosenthal (public administration scholar):

*“a **serious threat** to the **basic structures** or the fundamental values and norms of a system, which under **time pressure** and highly **uncertain** circumstances necessitates making **vital decisions**”*



Transboundary crises: interrelated complex systems



Suez Canal: Ever Given owners hope to refloat giant ship on Saturday

"We apologize for blocking the traffic and causing the tremendous trouble," said Yukito Higaki, president of the Japanese firm that owns the ship.

THE LANCET

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Hope is not a strategy in times of crisis

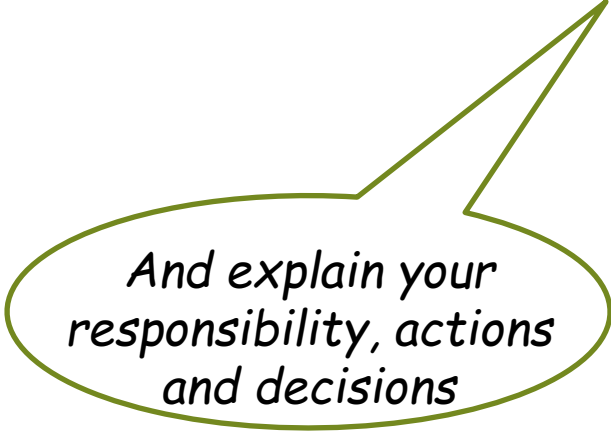
[Wouter Jong](#)

Published: August 19, 2023 • DOI: [https://doi.org/10.1016/S0140-6736\(23\)01229-1](https://doi.org/10.1016/S0140-6736(23)01229-1)

Crisis management:

Hope does not provide a structure.

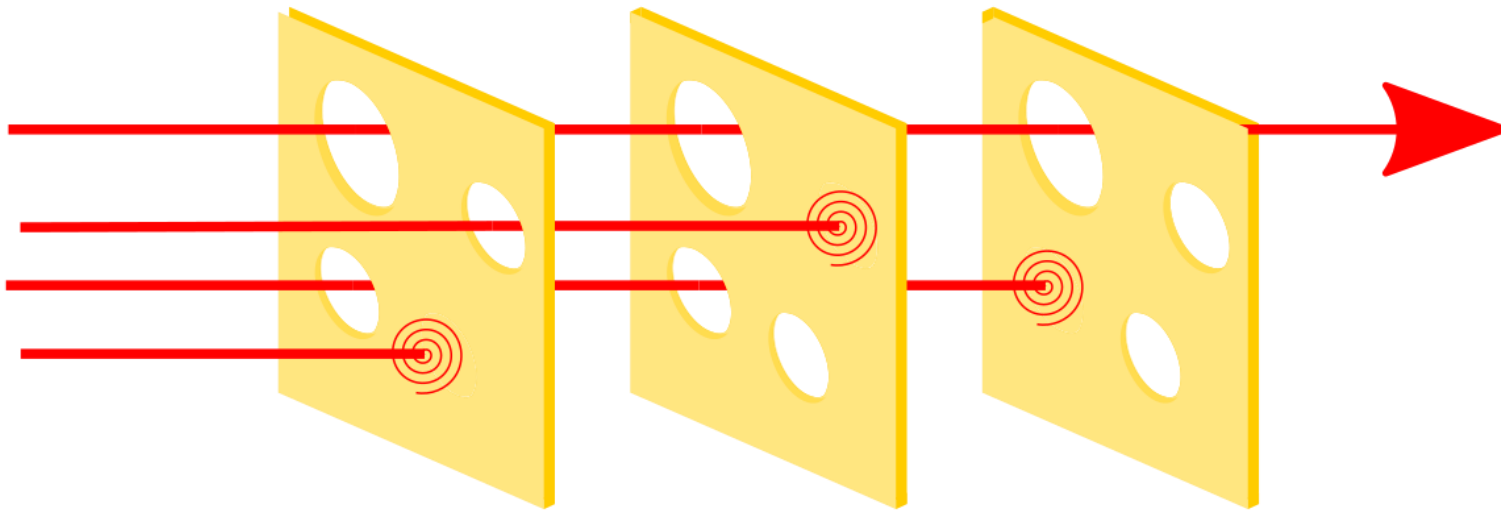
Just get a sense of what's going on,
anticipate, prioritize and take decisions.



*And explain your
responsibility, actions
and decisions*

How crises occur

Swiss Cheese Model (Reason, 2000)



Fremantle Highway: stakeholders



- Directorate-General for Public Works and Water Management (Rijkswaterstaat)
- Dutch Ministry of Infrastructure and Water Management
- Kustwacht: Coast Guard
- VR Groningen: Safety Region Groningen
- VR Fryslân: Safety Region Friesland
- Mayors of Ameland, Schiermonnikoog, Hogeland
- Groningen Seaports
- K Line (shipping company)
- Boskalis (a Dutch dredging and maritime services company)
- Oil Spill Response Vessel Arca
- Hospitals
- Inspection(s)
- Onderzoeksraad voor Veiligheid: Dutch Safety Board

Preparation on future crises: meet your stakeholders



GEENSTIJL Tendentieus, ongefundeerd & nodeloos kwetsend

Schiphol eist verwijdering blunderaudio RTV NH

Persbreidel, de kortste koers naar NOG VEEL MEER aandacht



Goedemiddag, Transavia 150-ILS 36C.
Nog 8,5 mijl.

ABONNEER

Wij zijn dol op de internationale luchthaven Schiphol Airport. Een spil in onze economie, een jongensboek van een luchtvaartgeschiedenis en een **moderne parel** in de kroon van het vaderland. Geen storm zo zwaar of alles komt veilig aan de grond. Geen hippie zo lastig of de KMar **mept** 'm kalm naar buiten. Geen gijzelingssituatie zo **gespannen** of de boel blijft kalm en gecontroleerd. Zelfs Dolf Jansen komt er **graag & vaak**.

- All parties at Schiphol met and discussed their roles and responsibilities in scenario XYZ.
- Where does my responsibility start and where does yours end?

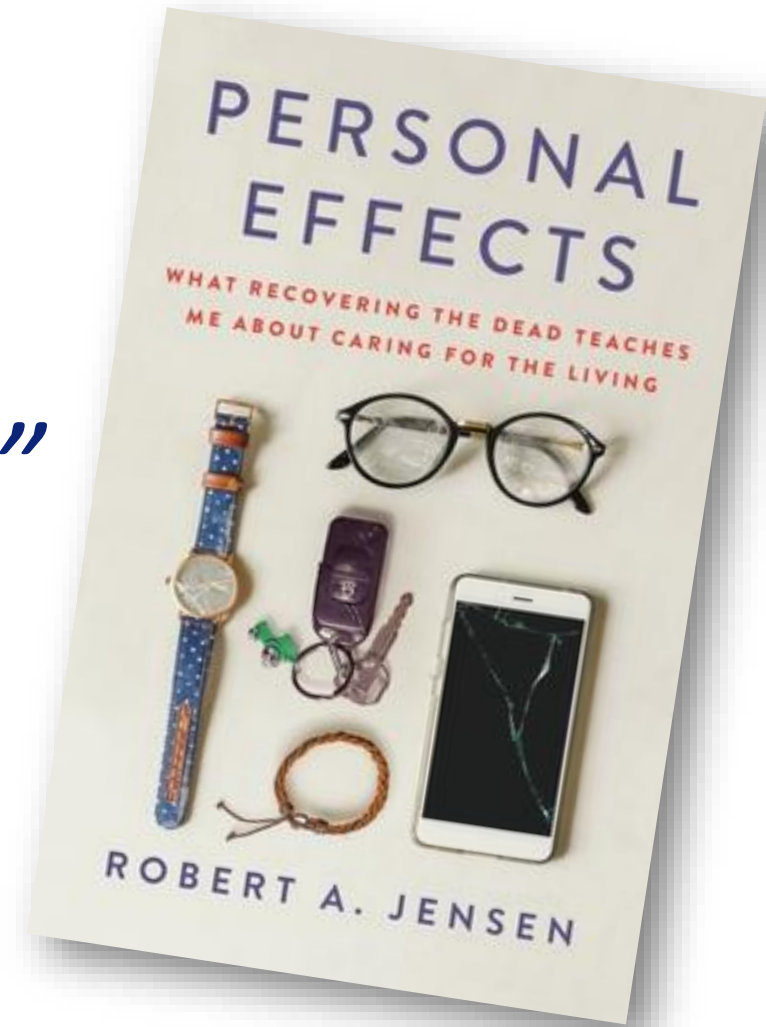
Crisis definition by Coombs (crisis communication scholar):

*Timothy Coombs defines crisis as "the **perception** of an **unpredictable event** that threatens important expectancies of stakeholders and can seriously **impact** an organization's performance and generate negative outcomes*




Crisis communication:

*“You cannot control the incident,
but you can control the response”*



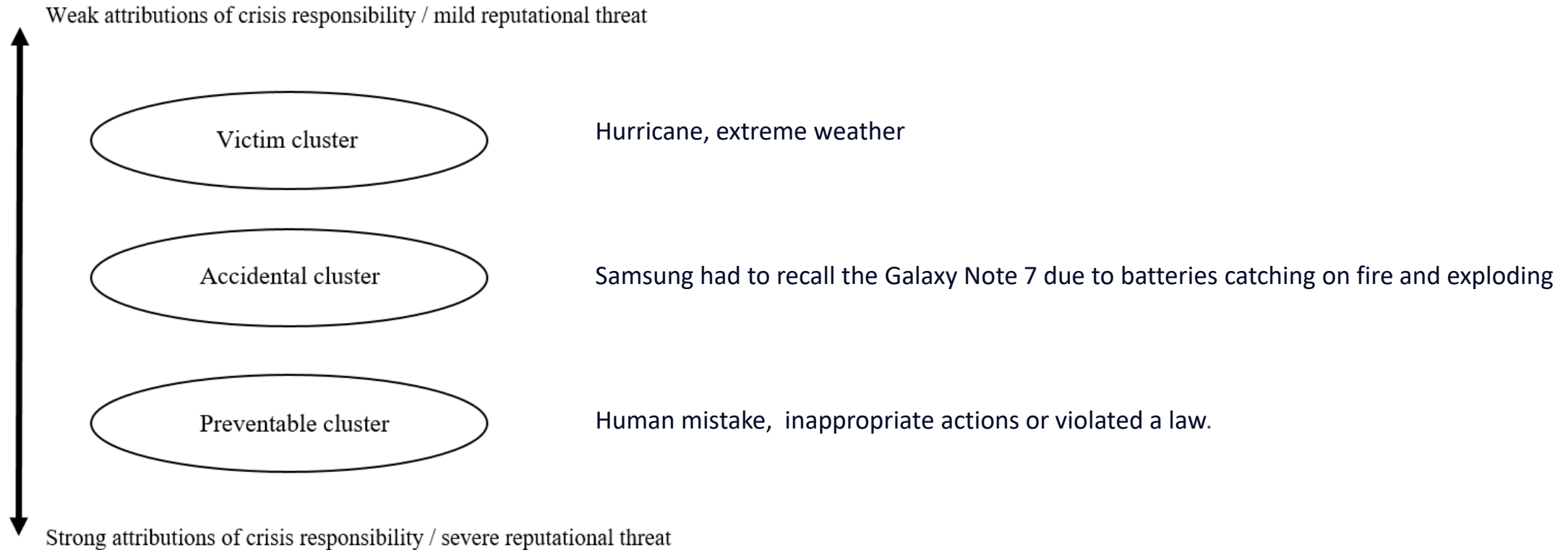
Crisis communication with designated **spokesperson**:

*“Our job is to get the story dead
within 24 hours”*



*There's a shortage of
information to fill*

Crisis response depends on responsibility assigned (layers of cheese)



Crisis management & communication

Crisis communication **without speculation:**

*Provide frequent information on your procedures, your progress, your plans and scenarios along the lines of **we know, we do, we care, and we'll get back to you.***

Crisis management & communication

*Provide information on **p**rocedures, your **p**rogress, your **p**lans.*



Crisis management & communication

*We're aware of the smoke cloud you're seeing (**we know**). Our crisis team is currently engaged (**we care**) and evaluating the situation (**we do**). We'll update you as quickly as we can once we have more information (**we'll get back**).*



Crisis management & communication

*Provide information on **p**rocedures, your **p**rogress, your **p**lans.*



Crisis management & communication

Crisis communication with **open communication lines**:

Regular updates result in predictability and lower stress and discontent among the affected, media and stakeholders.

Crisis management & communication

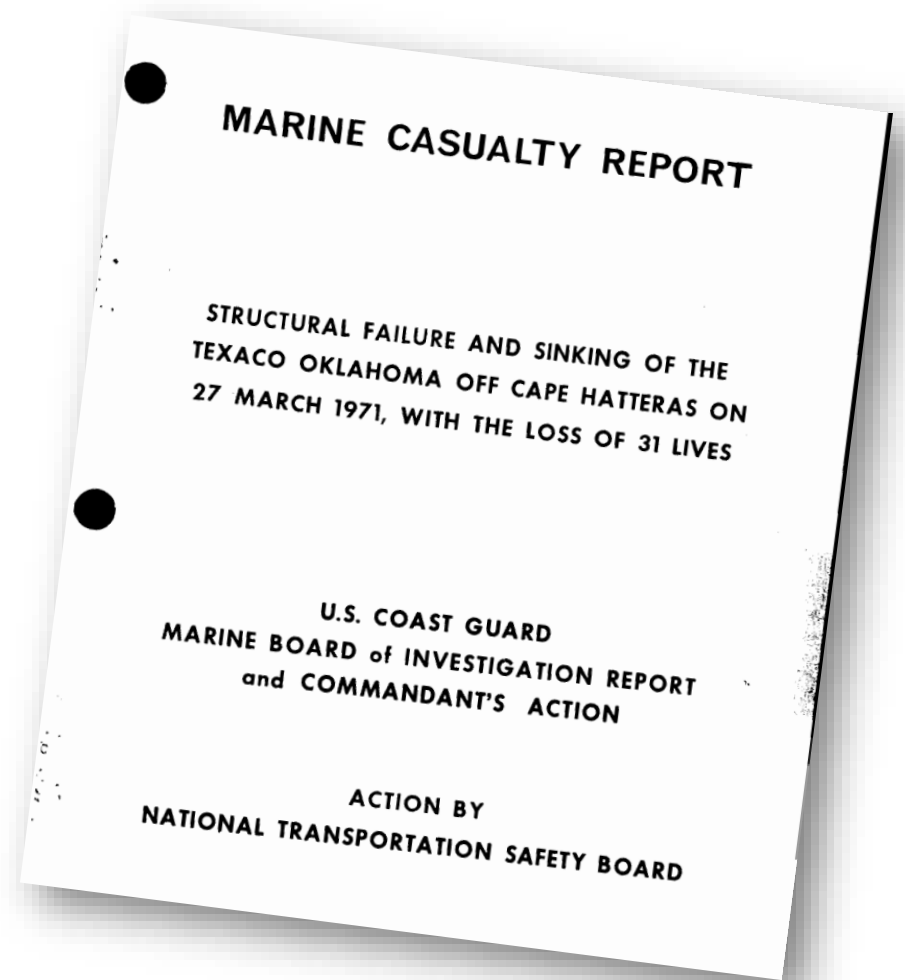
Crisis communication means being **cautious** about:

~~*victims, identities, scenarios, causes, and damage*~~

Crisis management & communication

Crisis communication in the aftermath:

the crisis after a crisis



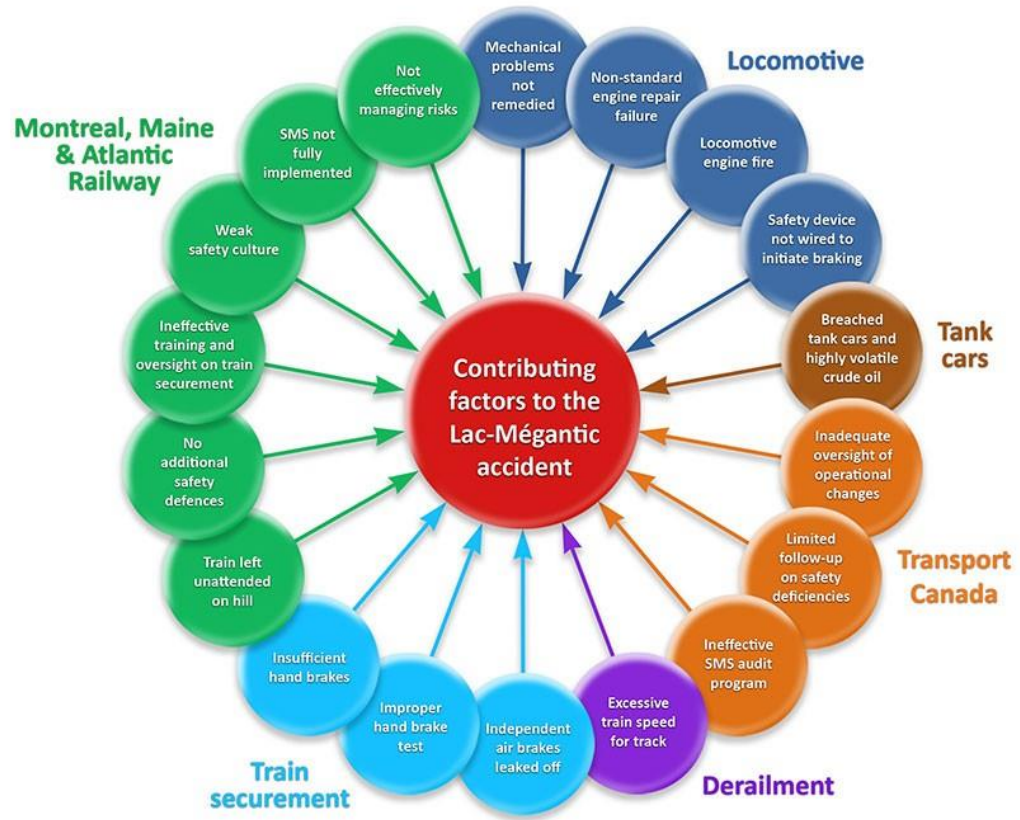
Lac-Mégantic

The train incident of Lac Mégantic (Canada)

Transportation Safety Board
of Canada



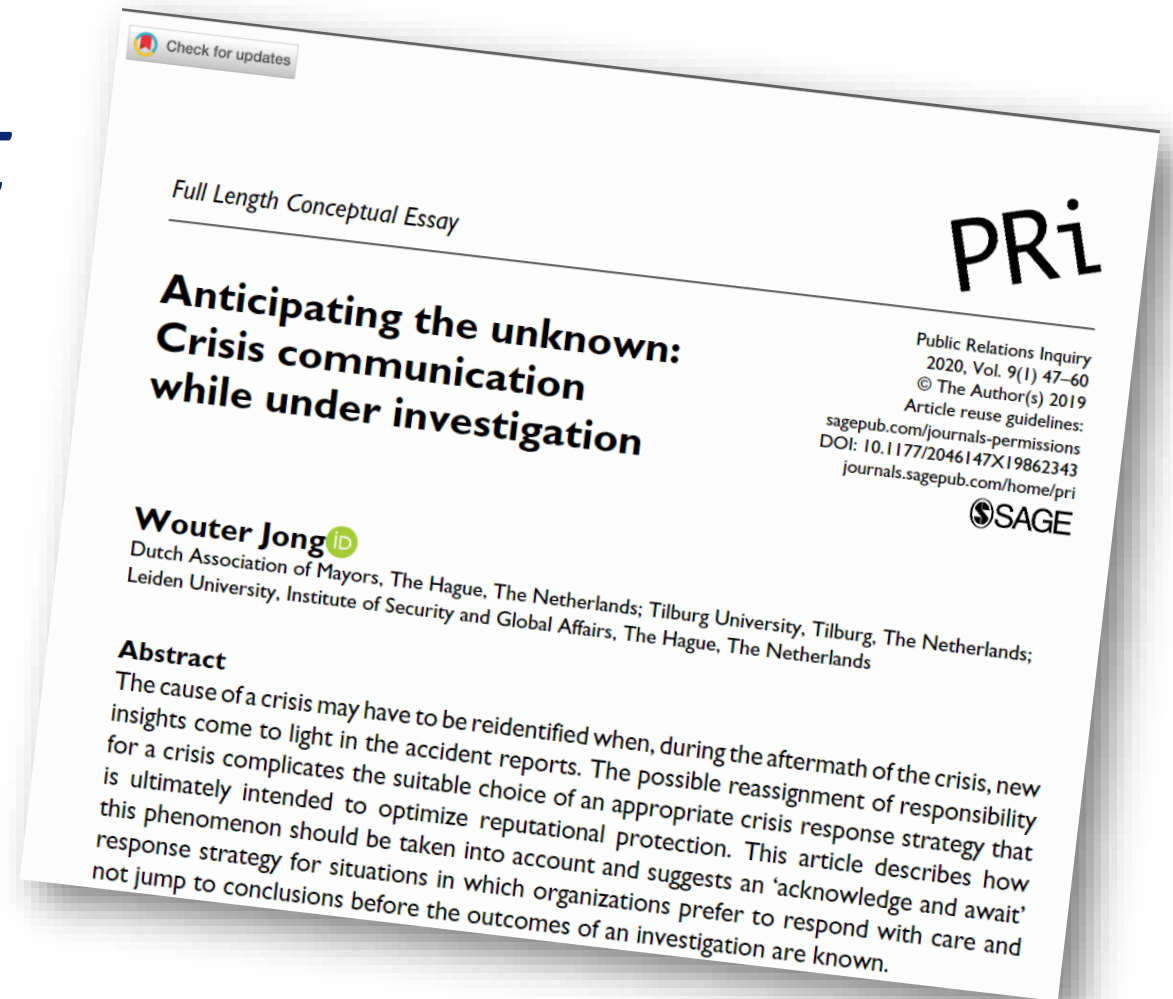
Bureau de la sécurité des transports
du Canada



Crisis management & communication

During investigation:

Acknowledge and await





Göteborgs Universitet, Lindholmen, Göteborg.

ECREA Crisis7. De take-aways.

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