



E Source

Today's web conference



Energy and empathy: A frank discussion with crisis communications experts

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E Source is a research, consulting, and data analytics firm focused exclusively on utilities and their customers.



Today's presenters



Andi O'Connor
Speakcoach



Maria Hartshorne
MTR Communications



Matt Moseley
Dovetail Solutions

E Source moderators

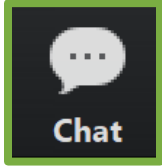


Bill LeBlanc
Chief Instigation Agent



Luke Currin
Associate Director

Submit your technical questions using Zoom chat



Click the chat button on the bottom of the screen and send a chat if you're having any technical difficulties

Submit your questions for presenters using the Q&A feature



Click the Q&A on the bottom of the screen and submit questions for our speakers.



Matt Moseley
Dovetail Solutions

————— Fundamentals —————

Crisis Communications

E Source

Thursday, April 9, 2020



“Everyone has a plan until they
get punched the face.”
— Mike Tyson

Goals in Crisis



- **Build Trust and Demonstrate Empathy**

What do our stakeholders expect of leadership in a crisis?

We expect our leaders to care.

The type of language. Show, don't tell

Emphasize social connection

Silence can be Deadly



- The meaning of the word *Politics*?

- Filling the vacuum

- **First-Mover Advantage**

The longer the distance between the event and the response, the harder it is to control the outcome.

Consistency, Clarity, Caring

Utility Communications



Key part of our national infrastructure

Customers:

- Specific actions

- Suspend service disconnections

- Utility is prepared; Staff plans

Stakeholders/Shareholders:

- Collaboration across agencies and industry;

Part of the solution: Humanitarian efforts

Internal: Protecting employees

What we could see more:

- Preparing for the long term: A new world order
- Impact to energy use? Less, or will pent-up demand suddenly ramp up?
- Energy more important than ever to the individual working remotely
- Leading the way with renewables

Affirm your values



Establish crisis-planning and response team; secure agreements across the team regarding how to address crisis; agree on corporate core values



Develop crisis protocols for communications, lines of authority and decision-making, and share with internal team



Determine potential crisis scenarios with key messaging and responses



ID target audiences and impacted individuals and organizations (i.e., staff, clients, vendors, shareholders, stakeholders; consider influencers and third-party advocates)



Finalize core top-level messaging for the company and issues to address



Determine communications channels, tools, monitoring services, feedback loops and technologies to use



Identify and engage with first responders most likely to be involved prior to a crisis *(if possible)*



Train and practice

Media's Four-Act Drama



1. What happened?
2. Who's to blame?
3. What went wrong?
4. How was the crisis managed?

Media is hungry for content. Tie into COVID-19.

Tools, Tactics and Techniques



SAMPLE:

- Internal communications/trainings (e.g., intranet and messaging systems)
- Website and crisis-centered landing page site
- Email (segmented and prioritized database)
- Social media
- Media
- Targeted paid ads
- 1-800 numbers
- Online search tools and techniques
- Local outlets, community groups, civic leaders

How to Work Online and Through Social Media



- The number of people who get their news from social media has surpassed the number of people who get their news from newspapers
- Establish a social media presence and identify social media influencers and follow their work prior to a crisis
- Understand social media messaging, sharing and containment

Key fact: *Approximately 58 percent of journalists consult a company's social media channels when reporting on them*

The Silver Lining



- Always an opportunity in a crisis
 - Greek word meaning **Choices**; Decisions*
 - Turning point both good and bad*
- Affirming our values
- The longer view, preparing for new world order
- Take care of yourself



THANK YOU FOR JOINING US TODAY

MATT MOSELEY



Andi O'Connor
Speakcoach



Secrets of Powerful Public Speaking

Dr. Andi O'Connor,
SpeakCoach
www.speakcoach.com



+

Goal of
Communication –



Information

+

Relationship!



The Audience Should Feel Like They

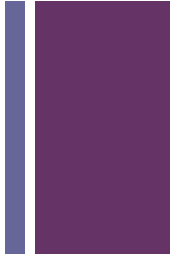
Know

Like

Trust You



How to create Know, Like and Trust?





Step 1: Start with the Audience

- Who are they?
- What do they want/need to learn?
(vs. what YOU want to tell them...)
Start with their needs.





Step 2: Craft Intention

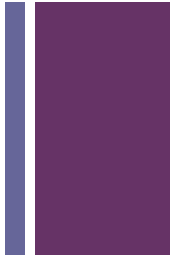


What do you want the audience to:

THINK

FEEL

DO





What do you want the audience to:

THINK

- They're not turning out the lights
- They care about me

FEEL

- Relieved, hopeful
- Inspired, informed

DO

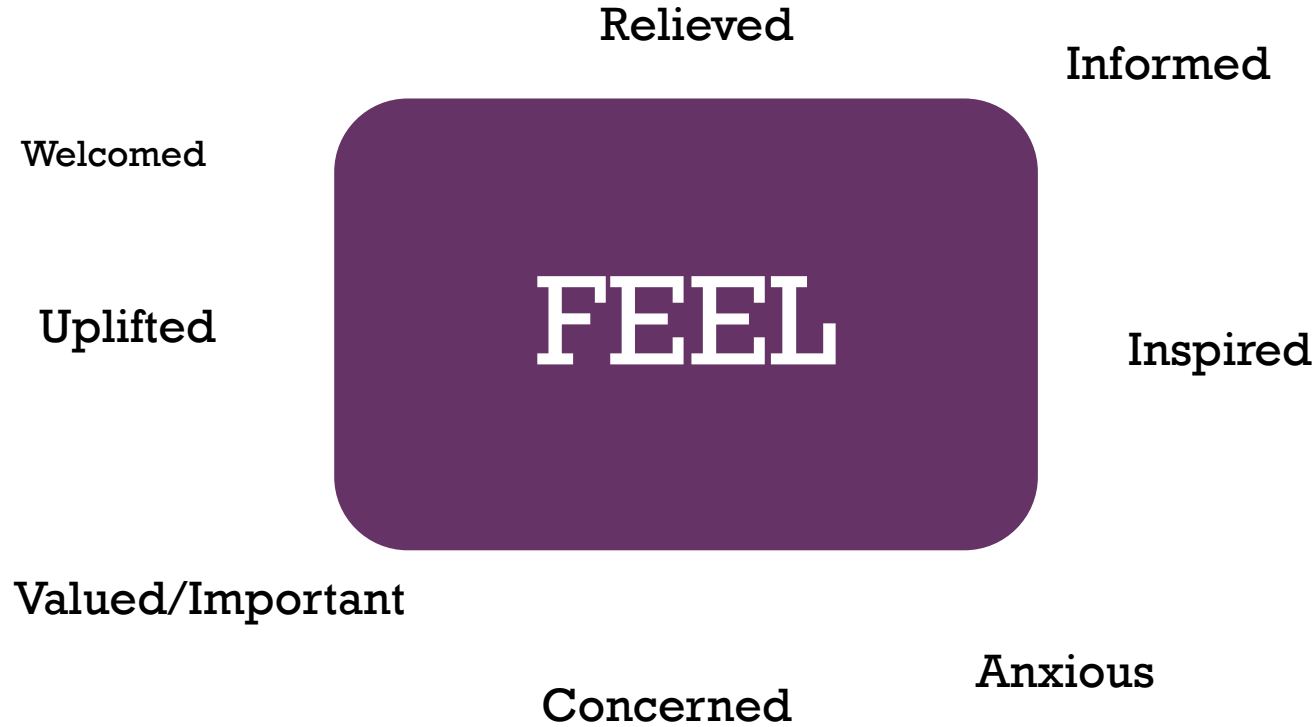
- Continue loyalty
- Tell others



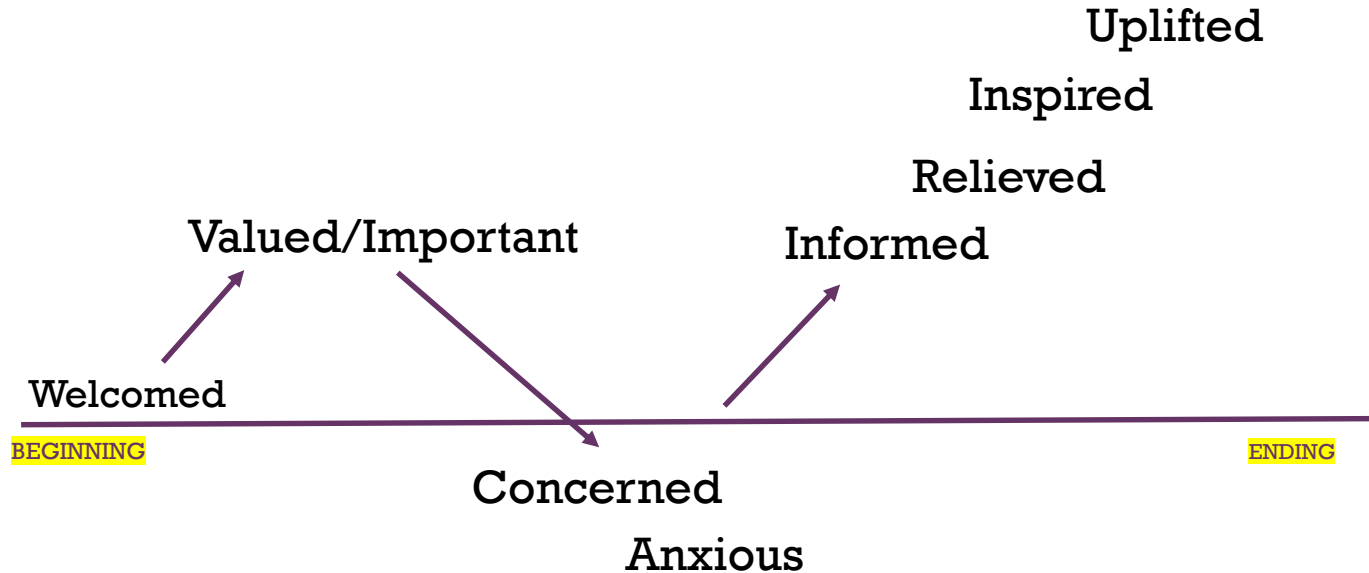


FEEL

What do you want the audience to:



Step Three: Map the Emotional Journey





Emotional Journey

Dr. Anthony Fauci



Valued/Important

Welcomed

Relieved

Anxious

Concerned

Inspired

Uplifted
Hopeful

Connected



Gov. Andrew Cuomo






An update on our response to the coronavirus outbreak.



Dear Andrea, I hope this note finds you and your loved ones healthy and well...


The response to this crisis has been extraordinary; as much for what it has required from our society as for what it has revealed of us as a people...

Far from causing division and discord, this crisis and the social distancing it has required, has allowed us to witness something profound and moving about ourselves: our fond and deeply felt wish to be connected with one another.



Right now, aircraft flying the United livery and insignia, flown by our aviation professionals, have been repurposed to deliver vital medical supplies and goods to some of the places that need it most...

At the same time, we are working in concert with the U.S. State Department to bring stranded Americans who are trying to return home back to their loved ones.



While much remains uncertain right now, one thing is for sure: this crisis will pass. Our nation and communities will recover and United will return to service you, our customers.

When that happens, we want you to fly United with even greater pride because of the actions we took on behalf of our customers, our employees and everyone we serve.

Stay safe and be well,

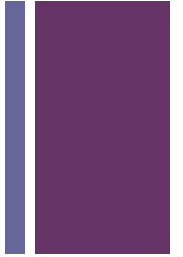
Oscar



Oscar Munoz
CEO



Secrets of Powerful Communication: It's All About Relationship!



- 1) Start with the Audience
- 2) Craft an Intention
- 3) Create an Emotional Journey





Andi O'Connor, PhD

www.speakcoach.com

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STAY in Touch!



Maria Hartshorne
MTR Communications

The Importance of a Crisis Communications Plan



Source: iStock



The Reality

A man in a dark blue suit and tie is being interviewed by a woman with dark hair, who is holding a microphone. They are surrounded by other people, some holding cameras, suggesting a press event or a high-profile interview. The background is slightly blurred, showing an indoor setting with large windows.

- 78% of business leaders worry that a crisis event will affect their organization
- 46% of companies do not have an active crisis communications plan in place



Source: iStock

The Statistics

"For every \$1 spent on crisis preparedness, \$7 are saved on the financial impact on a company once the crisis is over."

Source: iStock



Critical First Steps



Source: iStock



Leadership in a Crisis



Calm, Confident, Concise

Princess Elizabeth, 1940 – During the Blitz



“Your courage, your cheerfulness,
your resolution will bring us Victory.”



“This time we join with all nations across the globe in a common endeavor, using the great advances of science and our instinctive compassion to heal. We will succeed - and that success will belong to every one of us.

“We should take comfort that while we may have more still to endure, better days will return: we will be with our friends again; we will be with our families again; we will meet again.”

Fueling the Nation's Truckers



Supporting Those in Financial Need



Getting Creative in a Crisis





Discussion, Q&A

We're here to support you through
the COVID-19 crisis



Access our research and guidance via the
COVID-19 resource center

www.esource.com/covid19resourcecenter



E Source

Upcoming virtual events

Adjusting your DER and electrification strategies and programs for COVID-19 || Monday, April 13 | 2:00 p.m. ET

How to improve your midstream and upstream programs and adjust them amid COVID-19 || Wednesday, April 22 | 2:00 p.m. ET

A data-driven approach to credit and collections management during COVID-19 || Thursday, April 23 | 2:00 p.m. ET

These events are open to all utilities || www.esource.com/events

Log in to your E Source account to update your alerts to get weekly emails with our latest COVID-19 research

Have questions about your membership?

Contact us at

customer_service@esource.com or
1-800-ESOURCE

Alerts:

Every Friday, we'll send an email alert if we've published new content that matches the topics you've selected. You can change your selections at any time on the My account page.

Urgent news <input type="button" value="Select all"/>	DSM programs <input type="button" value="Select all"/>
<input checked="" type="checkbox"/> COVID-19 (coronavirus)	<input checked="" type="checkbox"/> Commercial business
Business account management <input type="button" value="Select all"/>	<input checked="" type="checkbox"/> Industrial business
<input checked="" type="checkbox"/> Account management	<input checked="" type="checkbox"/> Small business
<input checked="" type="checkbox"/> Advisory panels	<input checked="" type="checkbox"/> Low-income households
Customer care <input type="button" value="Select all"/>	<input checked="" type="checkbox"/> Multigenerational households
<input checked="" type="checkbox"/> Customer information system (CIS)	<input checked="" type="checkbox"/> Single-family residences
<input checked="" type="checkbox"/> Contact center	<input checked="" type="checkbox"/> Demand-side management (DSM)
<input checked="" type="checkbox"/> Interactive voice response system (IVR)	<input checked="" type="checkbox"/> Behavioral programs
<input checked="" type="checkbox"/> Credit and collections	<input checked="" type="checkbox"/> Demand-response (DR) programs
<input checked="" type="checkbox"/> Billing	<input checked="" type="checkbox"/> Energy-efficiency programs
CRM strategy <input type="button" value="Select all"/>	<input checked="" type="checkbox"/> Evaluation, measurement and verification (EMV)
<input checked="" type="checkbox"/> Employee engagement	<input checked="" type="checkbox"/> Implementation
<input checked="" type="checkbox"/> Change management	<input checked="" type="checkbox"/> Program design
<input checked="" type="checkbox"/> Customer experience	<input checked="" type="checkbox"/> Trade allies and partners
<input checked="" type="checkbox"/> Customer journey mapping	E-channel <input type="button" value="Select all"/>
<input checked="" type="checkbox"/> Customer satisfaction	<input checked="" type="checkbox"/> Chat
<input checked="" type="checkbox"/> Voice of the customer (VOC)	<input checked="" type="checkbox"/> Email
<input checked="" type="checkbox"/> Voice of the employee (VOE)	<input checked="" type="checkbox"/> Mobile interactions
	<input checked="" type="checkbox"/> User experience

Thank you for joining today's webinar!



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