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Management Consultants
In Communications

ARE YOU READY FOR VIOLENCE IN YOUR WORKPLACE?

Participant Guide

A Teleseminar Sponsored by the
**International Association of
Business Communicators (IABC)**


Presented by
James E. Lukaszewski,
ABC, APR, Fellow PRSA, and

Richard Sem, CPP, CSC

Wednesday, June 24, 2009
12:00 – 1:30 p.m. EDT

Contents

- Participant Letter
- PowerPoint Slides
- Handout
- Discussion Outline
- James E. Lukaszewski Biography
- Richard D. Sem Biography



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Management Consultants
In Communications

June 2009

Dear Seminar Participant:

Thank you for registering for IABC's virtual seminar, *Are You Ready for Violence in Your Workplace*. This program brings two major league experts to this issue from two different perspectives—each of crucial concern to the communicator. Richard Sem, *CPP, CSC*, a workplace violence and security consulting expert, will address prevention, detection, deterrence, and response to situations of workplace violence. And I'll talk about the urgency of preparation for and management of the victim dimension of workplace violence.

Promptly and appropriately dealing with the victim dimension of workplace violence situations is one of the most critical steps in reducing visibility, rebuilding trust and confidence, and gaining as much knowledge as possible for future prevention, detection, and response program efforts.

Please review the enclosed information. It includes the slides we'll use during our presentation as well as some other interesting documents and forms. The last 20 minutes of the program will be devoted to the specific questions and concerns of those participating. You'll be able to E-mail questions to Dick and me during the presentation or call in during the questions and answers portion of the program.

Should you wish to contact Dick or me in advance of this seminar with a specific issue you'd like us to address if there is time, you may do so by phone or E-mail:

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Included in the *Participant Guide* is a discussion outline. Should you or the groups attending with you care to talk about the program, assess what you learned, and identify some additional questions you might like to explore following the presentation, this outline can get a good discussion started.

Thank you for participating in this Web seminar. I know you'll find the program very useful and important.

Sincerely,

James E. Lukaszewski, *ABC, APR, Fellow PRSA*
Chairman and President
The Lukaszewski Group Inc.

P.S. *Why Should the Boss Listen to You? The Seven Disciplines of the Trusted Strategic Advisor*, published by Jossey-Bass, is now in bookstores and is also available on www.e911.com, Amazon.com, BarnesandNoble.com, or 800ceoRead.com. The book describes a powerful approach to getting into the inner circle.

Welcome to the IABC Web Seminar
Wednesday, June 24, 2009

Are You Ready for Violence in Your Workplace?

By James E. Lukaszewski, *ABC, APR, Fellow PRSA,*
and
Richard D. Sem, *CPP, CSC,*
President, Sem Security Management

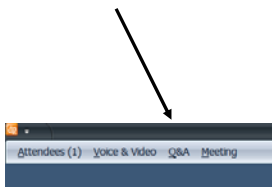
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International Association of Business Communicators

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August 22, 2007

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Attending Today

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**Please Tell Jim and Dick
Where You Work**

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- Radical, but Necessary... A New Way Forward
- Strategic Advice: An Interview by Bob Conrad with Jim Lukaszewski
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- Reader Recommendations

Executive Action
Strategic Crisis Management Insights for Decision Makers and Their Trusted Advisors

June 2, 2009
Number 4

Note to Readers

Hey, welcome back.

Wow. There are more than 4,000 of you now, and the number grows every month. Hopefully I can maintain our high-level relationship and, perhaps, if you like it you can recommend it to others.

Please note the very special Web seminar on June 24, 2009 from 12:00 noon to 1:30 p.m. EDT, *Are You Ready for Violence in Your Workplace?* This topic is growing in importance and being prepared is becoming more important. Please consider attending or recommending the program to others who may need this information. [Click here for registration details and more information, including pricing.](#)

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Upcoming Events

James E. Lukaszewski, ABC, APR, Fellow PRSA

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Today's Program Topics

- 3 components of the ideal workplace violence program
- 4 types of workplace violence
- Advising management (helping to manage their emotions)
- Assessing the violence threat potential of management decisions
- Behavior indicators
- Communicating in explosively emotional circumstances

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Today's Program Topics (Continued)

- Conducting a threat investigation/assessment
- De-escalation techniques
- Detecting early warning signs
- Enhancing safety while reducing contention
- Long-term impacts of localized violence events
- Management briefing strategy
- Managing the victims

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Today's Program Topics (Continued)

- Mitigation strategies
- Patterns of the most devastating workplace violence circumstances
- Planning for triggering or precipitating events (i.e., terminations)
- Safe response strategies
- Using the threat management team approach

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The Data

- 1.8 million U.S. employees assaulted each year
- 40% Canadian homicides occur in the workplace
- U.S.:
 - 1,000 homicides per year
 - 51,000 rapes per year
 - 84,000 robberies per year
 - 300,056 aggravated assaults per year
 - 1.5 million simple assaults (no weapon) per year

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The Data (Continued)

- 1:4 employees attacked or threatened per year
- Verbal abuse is three times that of physical abuse
- Majority of abusers are male
- Female on female violence is growing
- 3% are former employees
- 2/3 attacks are strangers, i.e., customers or patients

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The Data (Continued)

- **Women are more likely to know the attacker**
- **Employee/boss murders have doubled over the last decade**
- **Bullying – Men:**
 - Repetitive activity
 - Same victims or targets
 - Taunts, some physical confrontation
 - Web-based insults

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The Data (Continued)

- **Bullying – Women**
 - Rumors and innuendo about other women
 - Exclusion from the “in” circle
 - Web-based insults and attacks

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The Issue Is Victims

- **The problem is:**
 - Victim management

Workplace violence creates more and more victims to manage.

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Causes of Victimization

- Abuse
- Arrogance
- Bullying
- Callousness
- Carelessness
- Commission
- Dismissiveness
- Fear
- Ignorance
- Negligence
- Omission
- Sarcasm
- Shame
- Surprise

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The Victim Dimension

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Victims Are

- People
- Animals
- Living systems

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Victimization Is

- Self-designating
- Self-maintaining
- Self-terminating
- Irrationally powerful

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Victims Feel

- Anger
 - Betrayal, disbelief, dread, and fear
- Frustration
 - Powerlessness, helplessness
- Inadequate
 - Walking but wounded, agonized, alone

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Victims Suffer

- Intellectual deafness
- 24/7 internal and external monologue
- Everything is a question

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Victims Need

- **Validation**
 - Preferably by the perpetrator
- **Visibility**
 - To describe their pain and warn others
- **Vindication**
 - Resolution that prevents the victimization of others
- **Apology**
 - The atomic energy of empathy

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Workplace Violence


The U. S. Occupational Safety and Health Administration (OSHA) defines Workplace Violence as, "Violence or the threat of violence against workers. It can occur at or outside the workplace and can range from threats and verbal abuse to physical assaults and homicide, one of the leading causes of job-related deaths."

- I would add: against or by customers, visitors, temps, relations or contractors
- I would also add: sabotage, vandalism, bomb threats, contamination, arson and even theft




Types of Workplace Violence (According to OSHA)

- Type 1: Criminal (and Terrorist) Acts
 - Most often Robbery and Assault
 - Primarily Addressed by Procedural and Physical Security Measures
- Type 2: Customer/Patient/Client/Visitor Caused Violence
- Type 3: Worker-on-Worker Violence
 - Also Contractor-on-Contractor, etc.
- Type 4: Violence Stemming from a Personal Relationship
 - Domestic Spill-over




Essentials of Workplace Violence

- What I have found in most organizations and businesses
 - The "Checkmark" WV Policy
- Violence and Threats are Situational
 - Every situation is different
- Violence is Evolutionary – It Escalates




Essentials of Workplace Violence, continued:

- Common Threads
 - People knew but failed to act
 - Badly handled/emotional discipline or termination
- Profiles haven't held up well
- Maintaining the Civil and Respectful Workplace vs. Spreading the Toxic Atmosphere
- Always preserve Dignity



Essentials of Workplace Violence, continued:

- Sexual Harassment program as a Parallel
- Consider your Organization's Culture
 - "Macho" and "cowboy" aren't an excuse
- Consider Individual Cultures
- Consider ADA
- Liability Trends
 - Consider your history, functions, location and practices within your industry



The Escalating Nature of Workplace Violence

- Homicide/Suicide
- Hostage Taking
- Rape
- Robbery
- Arson
- Contamination
- Assault
- Sabotage
- Bomb Threats
- Specific Threats
- Vandalism
- Pushing or Hitting
- Stalking
- Intimidating or Bullying Actions or Words
- Sexual Harassment
- Veiled Threats
- Discriminatory Statements or Behavior
- Romantic or Sexual Fixation or Obsession
- Yelling or Cursing
- Throwing Objects
- Arguments




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Who are the Victims and Perpetrators of Workplace Violence?

Any person within the workplace or on organization business could be a perpetrator or victim of Workplace Violence. They may include:

- Current or Former Employees
- Contractor or Vendor Employees
- Current or Former Spouses
- Current or Former Boyfriends/Girlfriends
- Customers - Visitors - Patients
- The Public



Early Warning Signs or Indicators of Workplace Violence

- Recent family, financial or personal problems
- Preoccupation with violent themes or revenge
- Drug or alcohol abuse
- Not capable of empathy for the problems or concerns of others
- Commonly rationalizes own irrational behavior
- Holds grudges
- Blames others for his/her problems or deficiencies
- Feels entitled to receive good treatment
- Frequently angry or argumentative
- Past history of violent behavior



Early Warning Signs or Indicators of Workplace Violence, Continued:

- Past pattern of direct or veiled threats
- Has few interests outside of work – views work as the core of his/her identity
- Talks about and/or fantasizes about revenge or violence
- Preoccupation with weapons
- Sudden change in personality or attitude
- Commonly intimidates or instills fear in others
- A "loner" – little or no social/family interaction or support – few friends or outside interests
- Hyper-sensitive to criticism
- History of sexual or racial harassment or discrimination
- History of stalking
- History of throwing objects, hitting, slapping, poking, kicking, pinching grabbing, pushing, etc.



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Precipitating or Triggering Events

- Discipline or Suspension
- Termination
- Refusal of Service
- Lay-off or Downsizing
- Transfer or Demotion
- Employment Reviews or Ratings
- Grievances
- Strike or Labor Disruption
- Conflict with a Co-worker or Supervisor
- Domestic Stress such as Separations or Divorces
- Financial Stress such as Bankruptcy
- Other Personal Crisis or Stressful Situation
- Etc.



The Two Levels of Threat

- Level 1: Active or Imminent Threat
- Level 2: People Feel Uncomfortable, even Threatened
 - Much more common and often not addressed
 - Often Bullying and Intimidation
 - What to do?
 - Training & Awareness



The Three Components of the Comprehensive Violence Prevention and Response Program

- Prevention
- Mitigation and De-escalation
 - Threat Management
- Crisis Response and Communication




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Essentials of Workplace Violence, continued:


- Prevention
 - Policies and Procedures
 - Duty to Report and Not Retaliate
 - Address all Three Components
 - Employee and Manager/Supervisor Training
 - The importance of Awareness, Ownership and Involvement
 - The Duty to Report and Fairly Respond (not to rationalize, minimize or excuse)
 - Dealing with Confrontation & Conflict and Personal Protection
 - Robbery and Cash Handling Safety, Personal Safety & Security, etc.
 - Response to Worst Case Scenarios



Essentials of Workplace Violence, continued:

Prevention, continued:


- Internal Communications – PA Systems, Radios, etc.
- Procedural and Physical Security Measures
- Employee Assistance Program (EAP) and other Counseling Resources
- Maintaining the Civil and Respectful Workplace
- Hotline or Ombudsman
- Assessments and Audits



Essentials of Workplace Violence, continued:


Mitigation and De-escalation

- Plan for Safe Handling of Triggering and Precipitating (Stressful) Events
- Threat Management Team and Process
 - Commonly Made up of: HR, Security, Communications, Legal, Safety & Manager of Affected Facility/Department
 - Threat Assessment & Investigations
 - Pre-plan Intervention & De-escalation Strategies
 - Pre-plan Potential Enhanced Security Measures




Essentials of Workplace Violence, continued:

- Response to Incidents (The Active Shooter)
 - Is Workplace Violence Part of Your Crisis Management Planning?
 - Duress Process – Response to Internal and External Active Threats
 - Evacuation, Lockdown and Shelter Considerations
 - "Buying Time"
 - Safe Places and Rooms




Essentials of Workplace Violence, continued:

- Response to Incidents (The Active Shooter), continued:
 - Internal Communications
 - Watch out for Codes
 - Will Everyone Hear and Understand?
 - No Heroes
 - Ongoing Assessment of Situation
 - Containment and Control
 - Unified Incident Command
- Consider Long-term Effects and Perspectives
 - Everyone in Facility is a Victim



Thanks!

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Have a Question & Answer Strategy

1. Seek questions.
2. Answer the questions.
3. Act on the answers.
4. Communicate your actions.

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The Five Elements Most Plans Lack

1. Executive action plan
2. Triggers
 - What to do first
3. Start a basis for planning
4. Effective readiness drills and updates
5. The boss' initial sign off

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Developing Scenario Narratives

1. Identify the situation/generate timeline.
2. Develop a brief analysis of the situation following instructions on the scenario development worksheet.
3. Develop at least three options for managing the situation.
4. Identify an option.
5. Evaluate your recommendation.
6. Use a scenario infrastructure checklist.
7. Establish your first response checklist.

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Employee Violence

A Transcontinental Global Industries employee leaves the Headquarters cafeteria after having lunch with friends. He walks to Building C where his wife, Mona, is a secretary. He ignores greetings from her co-workers, pulls out an automatic pistol and shoots his wife in the head as she sits at her desk.

Without a word, he turns abruptly, moves down the corridor, steps inside the corporate library, and spots Mona's supervisor, Ted Shaw. Tom fires two shots – one into Ted's left leg and one into his neck.

Pandemonium reigns everywhere. Employees are running, screaming, and trying to escape. Tom walks back toward his wife, who is dead at her desk. One of Mona's colleagues is trying to help her.

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Employee Violence (Continued)

Key Elements

- Employee fear levels are high
- Police matter
- Public response crucial
- Prevention is difficult
- Homicide: Number 1 cause of workplace death for women in America. Violence of this type is rising in other Western countries
- Listen/act/plan for the next event

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Scenario Timelines

- Police incident
- Employee trauma
- Security issues
- Media leverage
- Legal questions
- Victim situation
- Angry/threatening neighbors

First response checklist?

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Use Flowcharts

- What happens immediately after the event occurs?
- Who is immediately affected?
- Who is most likely to be contacted first (by the media, government, community, or corporate headquarters)?
- Who decides to contact corporate?
- Who is responsible for activating the emergency response network?
- What are the criteria for contacting corporate?

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Use Flowcharts (Continued)

- Who is responsible for contacting all local agencies and officials?
- How much time does that person have to contact them?
- Once contacted, what are the responsibilities of company personnel on site and at corporate?
- If people are killed, where will the bodies be held? Who will be responsible for notifying relatives? The media? How much time do they have?

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Message Structure

- Who, what, why, where, when, how . . .
- Here's what we know now . . .
- Our current knowledge is limited.

75 Words

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- Updating

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Questions & Answers for Jim and Dick



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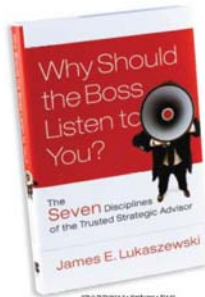
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**Thank You for Attending the IABC Web Seminar
Wednesday, June 24, 2009**

**Are You Ready for
Violence in Your
Workplace?**

**By James E. Lukaszewski, *ABC, APR, Fellow PRSA,*
and
Richard D. Sem, *CPP, CSC,*
President, Sem Security Management**

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ARE YOU READY FOR VIOLENCE IN YOUR WORKPLACE

Handout

A Teleseminar Sponsored by the
**International Association of
Business Communicators (IABC)**

Presented by
James E. Lukaszewski,
ABC, APR, Fellow PRSA, and
Richard Sem, CPP, CSC

Wednesday, June 24, 2009
12:00 – 1:30 p.m. EDT



Contents

- Plant Violence Scenario
- Detail for the Plant Violence Scenario
- Flowchart #8.4: Scenario Response Employee Violence
- Victim Dimension
- Answering Tough, Touchy, Sensitive Questions and Responding to Emotional Questioners
- Overcoming Destructive Management Communication Behavior
- Crisis Flowchart: Terrorist / Hostage Situation
- Managing the Boss and the Bosses During Crises
- Do Something—He's About to Snap (*HBR* Case Study and Commentary)

PLANT VIOLENCE SCENARIO

On Wednesday morning, moments ago, Tom Aslesen, an unemployed former employee, leaves the employee cafeteria after having lunch with friends. He walks to Building C where his ex-wife, Mona, is an administrative assistant. He ignores greetings from her co-workers, pulls out an automatic pistol and shoots her in the head as she sits at her desk.

Without a word, he turns abruptly, moves down the corridor, steps inside a conference room, and spots Mona's supervisor, Ted Shaw. Tom fires two shots—one shot hits Ted's left leg and another shot hits him in the neck.

Pandemonium reigns everywhere. Employees are running, screaming, and trying to escape. Tom walks back toward his wife, who is dead at her desk. One of Mona's colleagues is trying to help her.

Tom walks past her and out of the room, pointing his gun at a group of terrified workers. Just 27 seconds have elapsed since the first shot was fired.

An employee phones the police and building security. Sirens are audible in the background as police converge on the area. Most employees escape, but a few near Mona and Ted are trapped or afraid to move. A security guard arrives and asks Tom if the remaining employees can leave. Tom doesn't respond and continues to hold a small group of employees at gunpoint.

A crew from the local cable channel has been taping in and near the plant all morning for an upcoming feature about an unusually interesting company employee. Another TV news cruiser has just arrived and is setting up its satellite link in the parking lot. Others are on the way.

DETAIL FOR THE PLANT VIOLENCE SCENARIO

Step One: Stop the Production of Victims

- Call police
- Search for people
- Give instructions to visitors
- Determine status of the injured
- Lockdown facilities at the direction of police

Step Two: Manage the Victim Dimension

- Call senior management/brief them
- Gather contact information of the injured, the dead, and the survivors
- Explore how the shooter got by security
- Begin identifying who the remaining victims or hostages are
- Establish a telephone line for survivors and relatives to call to check on the status of injured people
- Direct people to an appropriate gathering place at the direction of police
- Send them home, if possible
- Establish grief counseling strategy
- Contact employee assistance programs, contract local ministerial organization
- Identify list of potential victims
 - Injured
 - Witnesses
 - Hostages
 - Employees/people on site
 - Family/friends
 - Shooter/family and friends
 - Neighborhood/those near by/the larger world, if appropriate

Step Three: Communicate With Employees

- Use 75-word bursts at frequent intervals in the early hours to keep people informed in a general way
- Clear all statements with police before being issued
- Ask police to speak with the media, at least in the early going
- Brief management and establish a very prompt deadline/approval/clearance process for statements
- Provide call-in number for employees
- Instruct employees that if contacted by the media to forward those calls to the appropriately designated spokesperson or company official

Step Four: Notify the Indirectly Affected

- Contact local government bodies, elected officials
- Share contact duties with some management, as appropriate

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- Contact neighbors
- Contact local community at large, establish a facility where people can gather for further instructions, or to offer support and comfort to those who are involved in the situation in some way

Step Five: Deal With the Self-Appointed, Self-Anointed

- With the media, use statements
- With critics, correct and clarify what they say
- With competitors, take their comments in stride
- With opportunists, use the opportunism to get important messages out to the right audiences

Step Six: Work Toward Closure for Everyone

- Manage the human dimension
- Make certain EAP (Employee Assistance Program) help for personnel remains in place
- Assess the image and emotional trauma now associated with the facility in which the incident took place and the strategy for immobilizing that area and isolating it
- Remember the calendar; future coverage will driven by victims and the magnitude of the event itself, be ready
- Statement drafts should be:
 - When (Example: This morning at approximately 10:15 a.m.)
 - Who (Example: a former employee)
 - How (Example: a former employee managed to gain access to the site)
 - What (Example: gunman shot two people while holding several other hostages)
 - Where (Example: Building C at company headquarters)
 - Why (Example: remains to be determined, may not know for some time)
- Police role: Manage hostage situation and deal with the threat, contain the situation and establish an appropriate procedures to preserve and protect evidence
- Arrest perpetrators
- Contact information for families and friends
- Count employees and other site personnel
- Maybe primary spokespersons throughout the early hours and days of the event

Flowchart #8.4

Scenario Response: Employee Violence

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ELAPSED TIME (hh:mm:ss)	EVENT	RESPONSE	CLARIFICATION
00:00:00	<ul style="list-style-type: none"> Tom Wilson arrives at XYZ Resources Company. 		
00:01:00	<ul style="list-style-type: none"> Former colleague signs Wilson in at the lobby security desk. 		
00:03:00	<ul style="list-style-type: none"> Wilson takes elevator to the 17th floor cafeteria. 		
00:04:30	<ul style="list-style-type: none"> Wilson walks into the cafeteria area and sees his ex-wife, who is eating with co-workers. 		

ELAPSED TIME (hh:mm:ss)	EVENT	RESPONSE	CLARIFICATION
00:04:50	<ul style="list-style-type: none"> Wilson shoots his ex-wife twice in the chest, killing her. 	<ul style="list-style-type: none"> Employees scramble out of the cafeteria and run to the emergency stairwell. A few employees in the cafeteria try to help the victim. 	<ul style="list-style-type: none"> Security guards make their rounds throughout the day, but are not stationed on every floor. Emergency stairwell exits only at the lobby level and does not exit into the garage area. Security cameras are placed in the garage area only.
00:04:55	<ul style="list-style-type: none"> Wilson walks toward the elevator corridor and spots his old supervisor, who fired him. 	<ul style="list-style-type: none"> Employees run to the stairwell, evacuating the floor, and exit through the lobby. Employees in the stairwell use their cellular phones to contact the police by dialing 9-1-1, and co-workers. 	<ul style="list-style-type: none"> When building security becomes aware of the shooting, they should also contact the police department. Are emergency phones available in the stairwell? How long does it take employees to get down the stairwell?
00:05:05	<ul style="list-style-type: none"> Wilson shoots supervisor in the neck and left leg. 		

ELAPSED TIME (hh:mm:ss)	EVENT	RESPONSE	CLARIFICATION
00:05:20	<ul style="list-style-type: none"> Wilson returns to the cafeteria. He points his gun at a group of terrified workers. 	<ul style="list-style-type: none"> Building Security should send a security guard to assess the situation only (assuming that Security is aware of the shooting). 	<ul style="list-style-type: none"> Security guards are not armed. Building Security may opt to wait for the police to arrive. It's also possible that Building Security will find out about the incident after the police arrive.
00:06:00		<ul style="list-style-type: none"> Security officer contacts the Head of Building Security regarding the situation. 	<ul style="list-style-type: none"> Building Security immediately shuts off elevator access to the 17th floor. If Head of Building Security is unavailable, the Building Manager is contacted by Security. Who will authorize the elevator shutdown?
00:07:00		<ul style="list-style-type: none"> Head of Building Security contacts the Director of Security about the situation. 	<ul style="list-style-type: none"> Are security guards stationed throughout the building?
00:08:00		<ul style="list-style-type: none"> Director of Security contacts the Director of Human Resources about the situation. 	<ul style="list-style-type: none"> After the call, Director of Human Resources will go to the lobby security desk.

ELAPSED TIME (hh:mm:ss)	EVENT	RESPONSE	CLARIFICATION
00:09:00		<ul style="list-style-type: none"> Director of Security contacts IMT members about the situation. 	<ul style="list-style-type: none"> Use radio capabilities on current wireless system. Does every IMT member have a phone? Director of Security can send a text message describing the situation and providing a contact time.
00:11:00		<ul style="list-style-type: none"> Head of Building Security, Director of Security, Director of Human Resources, and IMT employee violence response members meet at the lobby security desk. 	<ul style="list-style-type: none"> Lobby security desk is communicating with security guards on the other floors. IMT needs an alternate meeting location.

ELAPSED TIME (hh:mm:ss)	EVENT	RESPONSE	CLARIFICATION
00:11:45		<ul style="list-style-type: none"> • Order evacuation over the intercom system. • Begin general evacuation of the building. 	<ul style="list-style-type: none"> • Security guards can man entranceways and direct employees to alternate evacuation areas across the street. • Fire wardens on every floor can facilitate the evacuation. • EAP counselors are mobilized to the evacuation sites. • Where are the evacuation points? • Can alarms and intercoms be activated by floor, excluding the 17th floor? • Announcements can be made over the intercom system. • Will employees be sent home?
00:12:00		<ul style="list-style-type: none"> • The police and EMT supervisors, and police spokesperson arrive at XYZ Resources and are briefed by Head of Building Security. 	<ul style="list-style-type: none"> • Police substation is located a few blocks away from XYZ Resources.

ELAPSED TIME (hh:mm:ss)	EVENT	RESPONSE	CLARIFICATION
00:12:20		<ul style="list-style-type: none"> Special police units take elevators to the 16th or 18th floor, and take stairs to the 17th floor. 	
00:13:00		<ul style="list-style-type: none"> News media arrive. 	<ul style="list-style-type: none"> Corporate Communications coordinates all responses with the police spokesperson. Holding statement directs all inquiries to the police. Where can the media go?
00:14:00		<ul style="list-style-type: none"> The police establish an area for news media vehicles. 	<ul style="list-style-type: none"> Police can divert traffic away from the XYZ Resources building.
00:14:30		<ul style="list-style-type: none"> The police secure the elevator corridor on the 17th floor. 	<ul style="list-style-type: none"> Police will establish a perimeter around the cafeteria and take the applicable next steps.
00:14:50		<ul style="list-style-type: none"> The EMT stabilize the supervisor on the 17th floor and transport him to the hospital. 	<ul style="list-style-type: none"> Will additional emergency services be available in the evacuation areas?

ELAPSED TIME (hh:mm:ss)	EVENT	RESPONSE	CLARIFICATION
00:26:00		<ul style="list-style-type: none"> EAP counselors offer their services to distraught employees. 	<ul style="list-style-type: none"> How is this done? Is the Red Cross contacted?
00:28:30		<ul style="list-style-type: none"> Building evacuation completed. Police activity on the 17th floor continues. 	
00:35:30		<ul style="list-style-type: none"> IMT instructs critical personnel to take alternate transportation to a nearby facility. 	<ul style="list-style-type: none"> Use radio capabilities on current wireless system. Parking garage is locked down. Critical personnel can take taxis or car services to nearby facility.
00:40:30		<ul style="list-style-type: none"> Remaining employees are instructed to go home. 	<ul style="list-style-type: none"> A Call Center can be established to provide updates.
00:45:00		<ul style="list-style-type: none"> Corporate Communications should draft potential statements for post-police action communications. 	<ul style="list-style-type: none"> Need to utilize the nearby facility and resources. News monitoring system is needed at nearby facility. Select spokesperson.

Work That Remains to Be Done*

Still need response input from:

- Local Police Department
- Building Management
- Building Security
- EAP
- EMT
- IMT

Still need clarification on:

- Alarm Systems
- Evacuation Procedures
- Hostage Negotiations Protocol
- Instructions for Employees on Evacuations and Returning to Work
- Intercom Systems
- Phone and Radio Operations (etiquette and protocol)

* For the timeline you just examined, many questions remain outstanding in terms of response processes and dealing with the situation at hand. The information above reflects what the working group felt was still needed to have a complete tabletop experience in the issue of employee violence.

THE VICTIM DIMENSION

Victims Are:

- People
- Animals
- Living systems

Victimization Is:

- Self-designating
- Self-maintaining
- Self-terminating

Causes of Victimization:

- Abuse
- Arrogance
- Assault
- Bullying
- Callousness
- Carelessness
- Commission
- Confrontation
- Contention
- Deception
- Discrediting
- Dismissiveness
- Disparagement
- Embarrassment
- Fear
- Lies
- Negligence
- Omission
- Sarcasm
- Shame
- Surprise

Victims Feel:

- Anger
 - Betrayal, disbelief, dread, excitability, and anxiety
- Frustration
 - Powerlessness, helplessness, fearfulness
- Inadequacy
 - Walking but wounded, agonized, lonely, poor judgment
- Betrayal
 - Trust no one, no one to trust, irritable, anxious

Victim Reaction:

- Friendly gestures: Interpreted as threats
- Personal interest: Perceived as intrusions and betrayal
- Well meant advice: Perceived as insulting or controlling

Victims Suffer:

- Intellectual deafness
- 24/7 internal and external monologue
- Everything is a question

Victims Need:

- Validation
 - Preferably by the perpetrator
- Visibility
 - To describe their pain and warn others
- Vindication
 - Resolution that prevents the victimization of others
- Apology
 - Verbal or written admission of responsibility, the promise of amends

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Victim Management Imperatives:

- Control your own sense of outrage and betrayal
- Keep the real victim's circumstances in perspective
- Recognize the utter loneliness of victims, much of which they end up having to resolve themselves, by themselves, in their own time



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ANSWERING TOUGH, TOUCHY, SENSITIVE QUESTIONS AND RESPONDING TO EMOTIONAL QUESTIONERS[©]

James E. Lukaszewski, *ABC, APR, Fellow PRSA*
White Plains, New York, U.S.A.

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INTRODUCTION

Presenters often say that the easy part of presentations is handling questions and answers during and at the end of their talks. This enthusiasm is tempered severely when they encounter situations that are extremely difficult and tension filled, usually when the questioner is emotional, irritating, or intentionally trying to embarrass the presenter or disrupt the proceedings. Handling emotional questions is often grueling and gut wrenching.

Emotional questions and emotional responses are most likely when the issues being raised involve health and safety; property values; and quality of life issues such as peace of mind, freedom from fear, and pride in community or family. These issues are mostly emotion driven.

The questions themselves may be relatively straightforward. It is the emotionalization of the question, or bringing up sensitive topics that leads to presenter discomfort and, perhaps, a feeling of inadequacy even fear, in dealing with these situations.

A SEVEN-STEP PROCESS

Remember, every question is important since communication occurs only when someone asks a question and there is an opportunity to answer. Use this seven-step process to respond effectively, humanely, and appropriately to emotionally charged situations. It's a process because the steps impose a purpose, order, and helpful structure for the presenter's answers and, like most process approaches to communication, tend to de-emotionalize the situation.

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Step One: *Manage the Emotional Dimension First*

React to the people, animal, and living system dimensions of the question first. If questioners are angry, acknowledge their anger; if questioners are fearful, acknowledge their fear; and if questioners are upset, acknowledge their discomfort.

Examples: “That’s an important question.” “We all can understand why you’re so concerned.” “Health issues are among the most important concerns for each of us.” “I’m sorry you’re so uncomfortable; let me see if I can provide some useful information.” “I’ve heard this truly important question asked and answered a number of times; let me see if I can be of some help.” “Let’s talk it through.”

Step Two: *Give Control to Others*

Emphasize restrictions, controls, regulations, monitoring, oversight, and continuous disclosure ahead of other issues and concerns, or the typical corporate self-forgiving, self-congratulatory language.

Examples: “This may be among the largest facilities of its kind, but it will be one of the most heavily regulated, observed, and monitored.” “The controls, restrictions, and regulations imposed on our operations will be monitored by outside, independent organizations for compliance.” “Independent monitoring combined with public disclosure will provide everyone who’s interested with moment-to-moment information.” “As time passes, we fully expect tough new regulations and even more rigorous restrictions and controls to be imposed.”

Examples to Avoid: Anything that begins with, “We are proud of,” “The facts are,” “This is the only way,” “There are no alternatives,” “It’s only an isolated incident,” “There’s no reason to be fearful,” or “There will be no difference.”

Step Three: *Find a Few Useful Positive Facts / Obligate Yourself*

One of the key lessons of managing emotional situations is recognizing that facts are of only limited value. The inclination of most business people and managers is to pile on the data, believing that objectively produced information, which would convince any rational person, will convince someone in an emotional state. The rule is that data is important but only effective when you can balance the emotional component. Yes, facts and data are important but far less so than dealing directly and empathetically with the emotional issues being faced.

Examples: “There are studies that acknowledge the issue you raise and provide helpful information, such as . . . ” “Our experts have been telling us . . . ” “We have really looked into this question deeply, and the information we have developed says . . . ” “This is independent information that shows . . . ” “We’re responsible for explaining everything we’ve proposed.” “You can count on us because it’s our obligation to . . . ” “When you have questions or issues, we’re just a phone call or visit away.” “We will find an answer to your question.”

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Step Four: *State a Useful Positive Benefit, Gently*

Emphasize how important your information may be to the individual's situation and, perhaps, other sources that might help the individual feel better and have more information.

Examples: "While this will be among the largest facilities of its type; it will also be one of the most heavily regulated and controlled facilities of its type." "As a condition of obtaining permission, there will be permanent oversight by independent, outside individuals and organizations to ensure that promises made are promises kept." "Questions like yours have triggered enormously helpful and serious research to find answers." "This permit or public decision will be made only after the community is satisfied that it has imposed sufficient restrictions, regulations, oversight, and controls."

With limited enthusiasm: "Some jobs will be created in . . ." "The economic benefit will be substantial." "The local economy will benefit by . . ."

Step Five: *Tell the Truth / State or Acknowledge the Negatives:*

Address the health, environmental, and community issues forthrightly.

Examples: "From our perspective, we are doing everything we can to address the issues you are raising, and the proof will be when we . . ." "Yes, the trains will be longer; there will be more emissions in these areas, but there will also be fewer pollutants by thousands of tons." "Overall mercury will decline 37 percent; however, the use of Western coal will raise the emission of mercury by about X pounds per year over present levels."

Step Six: *Make Credible Comparisons*

Accommodate personal feelings; try to avoid analogies by instead comparing "appropriate" and "like" situations and facts. "What other information can we provide?"

Examples: "A plant of similar size, but gas powered, employs 34 people versus 120 people for coal-fueled units." "Comparing coal-fueled plants to gas-fueled plants: The coal-fueled plants cost more to build, but the operating and expense elements are approximately the same. It's the extraordinary spiking and relentless growth of gas prices that makes coal the better choice."

Step Seven: *Consensus/Solution (Optional)*

If you are particularly successful in communicating with the individual or group on the emotional issue, you could move toward an acknowledged mutual understanding by suggesting positions or answers the emotional, adversarial questioner might see as mutually beneficial or that would move the process ahead.

Examples: "Have I responded to the issues that were making you uncomfortable?" "What was most important from your perspective?" "Has what

I said been helpful?” “Was there anything that you found especially useful?” “If we modify X or Y in the manner you suggest, would that help you feel less concerned?” “What specifically would resolve your questions?”

SOME GENERAL THOUGHTS

1. **Focus Forward:** Always answer the question as though it was the first time you have heard it, even if you just answered the same question a few minutes before. Rather than directing people back to the content of your presentation or remarks, treat the question as if it were brand new and answer it from the stand point of now, and what’s next. This will help you avoid the use of negative language.
2. **Stay Positive:** The greatest emotional trigger in adversarial situations is the use of negative language or negative responses such as: “That’s not true,” “I never said that,” “That’s not what I meant,” “You weren’t listening,” “That’s not our fault,” “We didn’t mean it that way,” “That couldn’t happen,” and “We would never do that.”

Find the positive alternative in every case, or you stoke the fires of emotion and antagonism.

3. **Put Yourself in Their Shoes Every Time:** The ability to have this level of empathetic response is one of the most important aspects of moving through an emotional questioning situation.
4. **Control Your Own Emotions:** Avoid taking inflammatory language and emotionally charged words, such as “ashamed,” “embarrassed,” “humiliated,” “bad,” “ugly,” “weird,” “worried,” and “scum,” personally. They are just words. Instead, move to answer the question and counteract your emotional reaction by focusing on a positive declarative response.
5. **Always Worry When They Throw Sticks and Stones:** Words rarely hurt unless you let them.
6. **Defuse the Situation:** “Let’s talk it through.” “Let’s look at the situation step-by-step.” “Let’s examine your question systematically, one element at a time.”



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OVERCOMING DESTRUCTIVE MANAGEMENT COMMUNICATION BEHAVIOR

When we analyze those things that cause management programs to implode, explode, derail, self-destruct, slide into the ditch, or fall significantly short of expectations, we find identifiable negative communication behaviors and activities that precede or predict disaster and cause negative collateral damage. Many of these negative behaviors are identified below. If any of the destructive behaviors, attitudes, and approaches on this list are a routine part of your management's communication behaviors, many past failures can be better identified and future failures forecast.

One useful way to bring unhelpful behaviors and attitudes to management's attention is to label the behaviors, describe them, and then distribute these descriptions widely so that others can recognize, point out, and discourage these negative behaviors as they occur. But there are some important caveats to overcoming management's destructive communication behaviors. Keep these five precautions in mind:

1. **Remember who's driving the bus:** It is, after all, management's prerogative to move the organization in the direction it wishes, with the tools and methodologies it chooses.
2. **Staff functions have limitations:** Public relations, law, finance, human resources, and other support services are staff functions. Quite often, there are severe limitations on just how much behavior change a staff function can actually foster. After all, the staff's function is to help those who run the organization run it better rather than to substitute their own operational judgments.
3. **Change the changeable, do the doable, know the knowable:** There are many times when even an interesting list, like the one below, won't really be all that much help. Be prepared to move incrementally and as directly as possible. Work with the most problem-plagued executives, but first coach and train those around them. Manage the issue up.
4. **Understand the limitations of leadership:** The CEO's position is often the loneliest one in the organization. When it comes to serious managerial and leadership problems, the CEO may have only one or two people to talk to, and sometimes no one. Most very senior people operate at an altitude where the air is extremely rarified and politicized, and the politics are titanic. There may be little opportunity or incentive to change. Sometimes senior executives tend to measure each other by the kinds of negative behaviors you are about to explore.

5. ***Develop a sensible behavior change strategy:*** Quite often, poor CEO/senior executive behavior is only changeable when one or more of their peers can have some interaction or talk with those executives about their negative behavior. This is difficult for staff to arrange, but possible. The most sensible strategy of all is to develop relationships with the one or two people the boss really trusts and enlist them in helping moderate, modify, or remediate destructive management communication behavior. It is risky and succeeding is difficult.

The list and description below is but a sampling of the kinds of behaviors management uses intentionally or unintentionally, but that turn out to be generally destructive and negative. For the organization to make progress and have some sense of harmony in its operations, the number and intensity of these behaviors need to be reduced.

1. ***Arrogance:*** Opposite of empathy. Taking action without consulting those directly or indirectly affected shows that you don't care because you don't want to care. The empathetic manager or leader is the individual who can put himself or herself into an employee, advisor, or critic's shoes, examine the situation, and then speak from that perspective first. Almost every decision made by a decision maker helps 50 percent of those affected, and hurts or diminishes the remaining half. Always remember to look at the decisions being made through the eyes of the executive who made those decisions.
2. ***Backbiting:*** The prevailing wisdom among staff functions is that because the doorways of the executive offices are close together, communication is going on. It's only in times of trouble that the almost total absence of communication is discovered. It's easier to bitch and bellyache than to engage in constructive conversation. Backbiting invariably occurs when there is almost zero cross communication on the fundamentals of achieving goals and objectives. Some executives believe that progress is better achieved through conflicting agendas and competition among senior managers.
3. ***Bickering:*** When resources are slim, politics takes center stage. Bickering can be management's way of injecting organizational politics with negativity in the hope of gaining more resources or top management's attention.
4. ***Cold logic:*** An organization without empathy, a kind word for victims, or a tear is an organization without a heart. It is also an organization that will fail without any friends.
It is a false goal for management to seek the capability to unemotionally and amorally make decisions that effect the emotions of workers, neighbors, critics, and other publics connected to the organization. When this logic is applied to health and safety questions, environmental threat questions, and quality of life questions, executives look, sound, and act heartless. They eventually get punished.
5. ***Complexity:*** The foggy, fuzzy hiding place of the guilty, complicit, or negligent. Just remember the oil industry executives who when talking about their trading activities, which destroyed a major portion of the U.S. economy, described these activities as "rocket science" – "You can't understand this stuff because it's too complicated, only a few are smart enough." If it's so complex a 9-to-13-year-old can't understand it, someone will ultimately go to jail as a result. True communication involves having open, plain language conversations about specific topics with various audiences. Understandability is crucial to relationships, public confidence, and trust.

6. **Discrediting:** When challenged, rather than seek to answer the questions and build understanding, organizations waste valuable time determining how to discredit the source or sources.
Discrediting is bad strategy under every circumstance. It always backfires. Sometimes lawyers suggest this approach to create combat; sometimes the boss just wants to stick it in someone's eye. Always remember that victims, enemies, and critics accumulate. They never go away, and they never stop bleeding. If the mistakes don't get you, attempting to harm the reputation of some one or some group, for any reason, probably will.
7. **Double negative defensiveness:** Management's defensiveness shows the moment these kinds of statements are made: "We didn't know so we couldn't have resolved the issue," "It wasn't supposed to be that way; therefore, we couldn't anticipate it," "We are never negative," "He didn't understand that we weren't going to help," or "It wasn't our fault; we never got enough information to proceed." Put to the proof, these statements turn out to be inaccurate, uninformative, and often lies.
8. **Evil:** The combination of arrogance, deception, and remorseless, wicked, corrupt behavior. There are bad people, executives, workers, and managers. If evil exists in your organization, and management sanctions such behaviors, opt out. Evil is impossible to eradicate once it has become an accepted behavior by management. Just go.
9. **Favoritism:** The misperception that the boss is giving more resources, attention, or focus to a competing staff function. This is often an erroneous observation, stemming primarily from what the boss' priorities appear to be. If you want to be the boss' favorite, suggest and do things that support the boss' goals. Suggest, recommend, and do things that support the organization's goals.
10. **Hitting back:** See #18, *Testosterosis*.
11. **Hot rhetoric:** Guarantees the perpetrator's own incineration – legally, rhetorically, publicly, and emotionally. War-like talk, behavior, and preparations almost always assure that war will occur. Most organizations and companies can't withstand the blast back caused by intensely wronged individuals and victims. Keep the rhetoric cool. Wage peace at all times. Once the smoldering starts, there's no telling when or where an emotional explosion will occur.
12. **Mindless verbiage:** Usually self-congratulatory or self-forgiving rhetoric. The beginning of stonewalling. We all recognize it as an indicator of guilt, duplicity, or stupidity: "It's just an isolated incident," "It's far less serious than the media is making it out to be," "It's being blown way out of proportion," "We are victims too," "The allegations are untrue," "We never did it that way," or "We categorically deny the allegations."
13. **Negative language:** Always causes confusion, is erroneous, destructive, and in some respect contains lies. Examples: "They are wrong," "You are a liar," "They don't meet the threshold of response to our situation," "They're not competent to make the judgments being made," or "They just don't understand."
14. **No comment:** Guarantees that 7 out of 10 believe you are guilty of something. Rarely a constructive communications technique. Causes doubt, uncertainty, and sometimes fear by those who know what would be admitted were comment to occur.

15. **Omission / withholding the full truth:** A high-risk strategy that eventually backfires to burn reputations and careers. Usually a problem when significant aspects of the “truth” are told only from our perspective without acknowledgement of victim legitimacy or the need to address victim and critic concerns. It is the failure to mention important negative facts or significant positive facts that could affect outcomes from other group or individual perspectives.
16. **Reciprocitosis:** This is the situation where a highly visible organization or individual has participated greatly in an organization or community’s life or made substantial monetary and other contributions, and then expects support and assistance when things go wrong. This is the failure to recognize that while it’s possible to build a reservoir of goodwill on issues that don’t matter, it’s virtually impossible to build a reservoir of goodwill on issues that really do matter like health and safety related problems, pollution accusations, ethical behavior, criminal behavior, reputational problems caused by maleficent management, and just plain bad decisions.
17. **Silence:** A form of deception. Silence almost always implies guilt, complicity, stupidity, or negligence. “If they won’t answer the easy questions, what else are they hiding?” The longer it takes to acknowledge obvious problems, issues, and situations the greater the implied guilt; the more complex it becomes to explain what actually happened; and fines, settlements, and remediated solutions can become extraordinarily large, complex, and burdensome. Honorable organizations can talk about and address any issue or concern promptly.
18. **Testosterosis:** The refusal to move ahead or to put petty, silly, meaningless issues and problems behind us without some aggressive “smash them in the mouth” behavior. Mostly a guy thing, but women executives experience and act this way as well.
It’s also about attacks on victims. These attacks only create additional victims and the potential for litigation and, sometimes, explosive, corrosive visibility. These attacks often backfire against the executive in charge. Friends and allies will stand back to see how bad the situation is going to get.
19. **Verbal vegetables:** Language we know we’re going to eat, or be forced to take back as situations unfold: “No one told us,” “It isn’t our fault,” “We have been unfairly accused,” “It wasn’t as though we didn’t understand,” “We are victims, too,” “We are not a crooked company or people,” or “I did not have sex with that woman.”

Observe Lukaszewski’s 15th axiom for surviving disaster: Destructive management communication behavior often leads to similar behavior at various levels within an organization. The stress these negative behaviors cause, can initiate unethical behaviors within the organization to appease aggressive managers. Unethical behavior if permitted and tolerated, combined with evil intentions, often leads to illegal behavior. Ask any prosecutor.

Add your own local favorites to this list, then attack them, expose them, rout them out, inhibit them, and stop them. The repair cost in reputation, credibility, trust, and lost talent is enormous.

If you’d like more information or equally interesting views, ideas, and concepts, visit the author’s Web site at www.e911.com.

Crisis Flowchart:

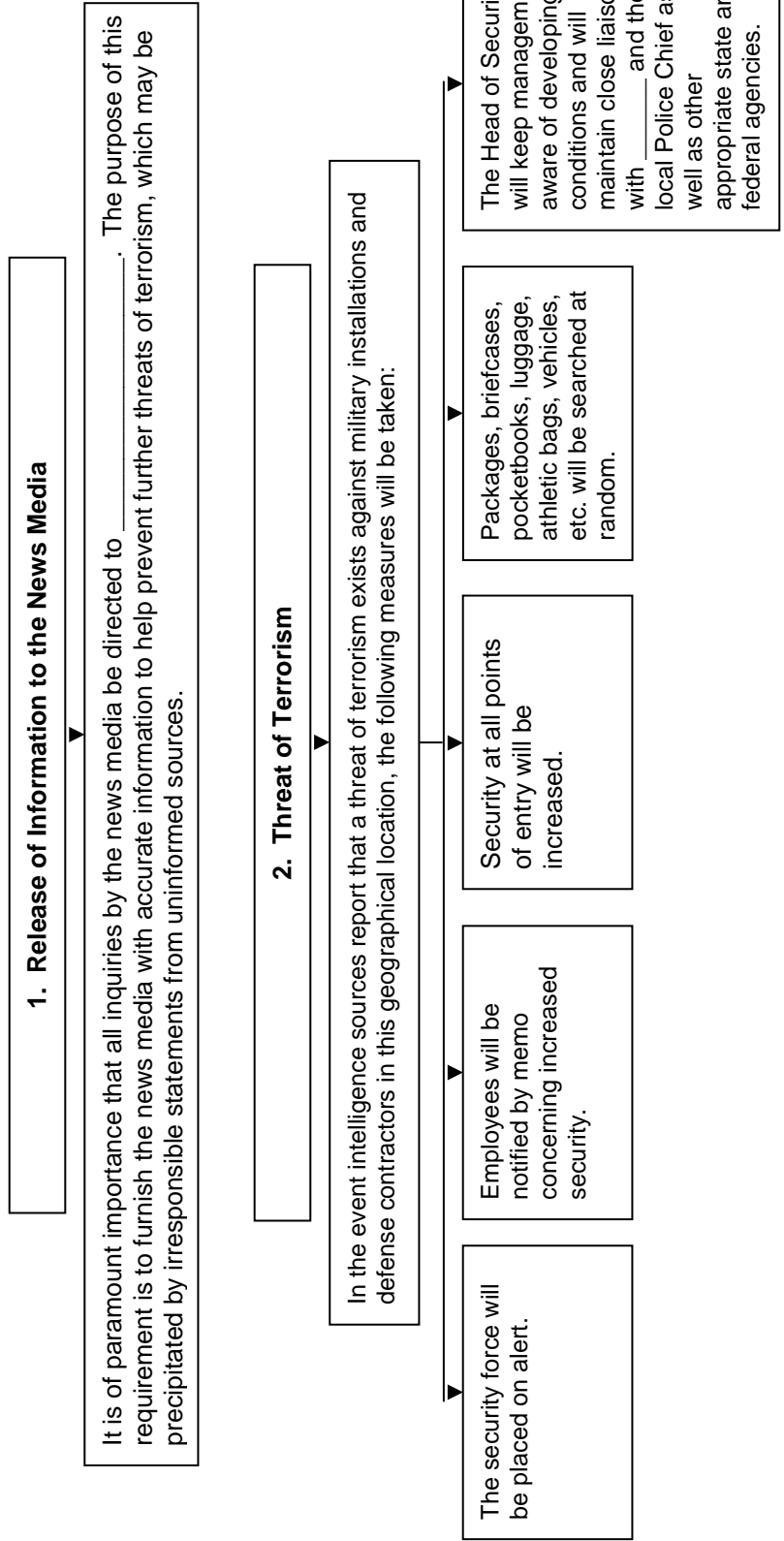
Terrorist / Hostage Situation

Timeline of Events

Purpose: To establish a response to threats or acts of terrorism or criminal activity with a view toward protecting personnel from physical harm and to protect information, equipment, and facilities.

Definitions:

- **Terrorism:** The unlawful use of force or violence against individuals or property, to coerce or intimidate governments or societies, often to achieve political, religious, or ideological objectives.
- **Criminal Activity:** Certain nonpolitical criminal acts requiring a response similar to that of a terrorist act. Such criminal acts may consist of barricades or hostage situations or other incidents perpetrated by criminals, or by a mentally disturbed person.



MANAGING THE BOSS AND THE BOSSES DURING CRISES:

AVOID DEFICITS IN RESPONSE PLANNING QUESTIONS

Probably the greatest deficit in response planning for emergency situations is having scenario specific, situationally productive, pre-approved, and understood instructions for what the bosses need to be doing, and when they should be doing it.

You've probably wondered why it's so very quiet when you're in "executive country." You could say it's because the executives are safely in their silos where just a few essential decisions need to be made. You see, every decision these executives do make tends to shake some part of the organization. Too many decisions and the entire organization shakes. No one down below gets anything done because they're all waiting for the next disruptive directive to arrive.

A crisis or emergency situation gives top executives something important to do – immediately – together or separately. Bosses dive in willingly and apply all of their intellectual power, experience, and intuition. The unintended consequence is that all of your conscientious planning, preparation, rehearsal, and simulation may be for naught since top management will start from the very beginning and spend hours trying to figure out what they and everyone else should be doing. They may spend lot of time covering bases that don't immediately matter, like, embarrassment-avoidance, self-forgiveness, searching for the guilty, or just self-talk. Meanwhile, the situation continues to leak, foam, stink, burn, and, perhaps, even kill or maim.

Crisis Reality No. 1 Involve management early on

For effective crisis, emergency, and big issue response to occur successfully, the boss or someone the boss deeply trusts must be involved from the very beginning. Many crisis response processes fail because the first time the boss finds out there is a plan and people to take action is when the crisis occurs.

When crises occur the boss or bosses go to the same room and "clump." Since they're all in one clump, response processes, especially communication, will be frozen until they decide to decide, or decide not to decide.

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The kinds of crises that generally tend to attract management attention are show-stopping, people-stopping, product-stopping, reputationally defining events that create victims and/or explosive visibility, and career defining moments.

Crisis Reality No. 2

Establish the right response trigger mechanism

All crises are management problems. Very few problems are crises. It takes wisdom and sensibility to tell the difference. Communication and other staff-related functions may play a role, but, initially and ultimately, crises are management problems first. An effective management response depends on management's ability to pre-organize, pre-authorize, and pre-determine behavior and decisions.

Prompt action reduces collateral damage and the length of an emergency, while moving the situation toward resolution. Every organization and its management must think through and decide how to trigger the response process. There are five general response triggers in use today:

1. Crisis Emergency Response Teams (CERTs)
2. Corporate Crisis Communication Response Officer (C³RO)
3. Incident Command
4. Special Response Units (SRUs)
5. Help Desks and Hotlines

Crisis emergency response teams (CERTs)

Prior to September 11, 2001, the crisis emergency response team was the most prevalent technique used for initiating response to crisis. It is one of the most inefficient approaches. Some cultures require that a number of senior people be involved in deciding whether or not a crisis has occurred and authorizing the necessary response. The process can involve seven or more people, any two or three of whom could declare an emergency. It usually involves the senior officers, plus their immediate and direct reports. Should senior people not be accessible as the crisis initiates, long delays in decision making can occur.

A lot of things must happen successfully and quickly to make this approach work. Since 9/11, the stakes have gotten higher and the potential for tragedy has grown. At the same time, the opportunity for enormously negative exposure has also grown.

Corporate crisis communication response officer (C³RO)

This approach is predicated on having at least one individual who has the delegated authority and responsibility by the senior operating official to determine whether or not a crisis is occurring, and can – on their own – authorize, mobilize, initiate, or establish crisis level response activity. It's one person taking responsibility for driving resolution forward. This approach can bring a swift end to the emergency portion of the situation and help transition to business recovery or resumption activities – whichever is the preponderate activity once the actual crisis has subsided.

The main negative in this approach is that the individual(s) who serve as the organization's crisis "czar" can be perceived as employed mainly to do CYA for the boss. They may minimize responses and actions to reduce the profile of a problem, thereby protecting an executive's career. They are sometimes also perceived as the point person in the "search for guilty," negligence, or otherwise culpable individuals or groups.

Incident command

Incident command has become the response method of choice, especially in complex crises since September 11, 2001. Having a response expert in charge, one able to quickly marshal appropriate expertise suitable to the scenario being experienced, seems to be one of the great lessons of the 9/11 tragedy. Another benefit of this approach is that someone, not a senior executive, given this responsibility, can focus on making certain other key individuals are coached, trained, rehearsed, and authorized to act expeditiously. Response under this mechanism is generally quite organized from the beginning. The bosses may be huddling up top some where, trying to figure out what it all means, but, in the meantime, the incident command function is responding.

Special response units (SRUs)

This approach is totally scenario dependent. Each disaster or crisis scenario has a specific team assigned to respond to it once the elements of a scenario occur. Fire is one scenario and involves a certain set of responders. Explosion or suspicious substances scenarios may have similar but different sets of responders. The underlying concept is to build real expertise in a handful of individuals who can then, in a professional way, respond. Given the confidence of management, these small groups of specialists can both isolate serious issues and problems and, when suitably pre-authorized, deal with them decisively.

Help Desks and Internal/External Hotlines

Of all the techniques for response, this one is my favorite. It involves lower level people, often security officers, with a physical or electronic inventory of potential disaster response processes at their fingertips, waiting for the single, organization-wide helpline telephone to ring. When that phone rings to report a problem, situation, or issue, the help-line officer looks the issue up in the book or database, pushes a button, and responses start happening, even before mid-level or senior executives are aware a crisis is occurring. This approach reduces the politics of crisis response, and helps develop a culture of response.

Crisis Reality No. 3

Define and execute key management roles

Management has three key roles in crisis: pre-authorization, leadership, and facilitation.

Pre-authorization

In the ideal preparation model, most decisions about crises are made well in advance of the need to actually respond. The key to effective crisis response is pre-authorization. These are

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important decisions made ahead of time so that those empowered to respond are also empowered to decide and act. Senior executives hanging around the Command Center slow down or freeze activity. Even for the most well-meaning reasons, real-time decision making with the boss interferes with efficient, effective response work.

Leadership

In crisis situations, there are victims externally and internally. A key role for senior management and other managers is making certain that victims' needs are tended to immediately, compassionately, and completely. The most significant source of litigation and lousy visibility during crises arises from the ignored needs of victims and their families or survivors. This is particularly true when the victims are employees or children.

Be supportive, breakdown barriers, act like brothers and sisters, mothers and fathers, grandmothers and grandfathers to those who are injured or are suffering as a result of what's going on. Be at the hospital, at the homes of affected families, or meeting with groups of those affected, sharing comfort and understanding.

Motivate employees and responders by being present where it's dangerous or difficult – to encourage, help build understanding and appropriate concern, and to be a good supervisor helping employees through what often are difficult, psychologically stressful, and emotional times. A pat on the back and a positive word from the boss has enormous emotional power.

Facilitation

Every crisis response reaches points of serious delay, disruption, or dislocation. This is when the executive swings into action and breaks down barriers, leases that jet to fly needed supplies from San Francisco to Tampa, hops in the chopper to go to the Governor's mansion to go eyeball to eyeball with public officials to break down barriers and get things done.

What about your boss?

In my experience, senior executives have a simple set of questions when these things occur:

- What am I supposed to know?
- What am I supposed to do?
- When am I supposed to do it?
- What am I supposed to say?
- When am I supposed to say it?
- When can I get back to work and let you do what I'm paying you to do?

What are your answers to these questions? Is that your phone ringing?

If you'd like more information or other equally interesting views, ideas, and concepts, visit the author's Web site at www.e911.com.

DO SOMETHING--HE'S ABOUT TO SNAP (HBR Case Study and Commentary)

Case Study Description

THIS CASE STUDY INCLUDES BOTH THE CASE AND THE COMMENTARY. FOR TEACHING PURPOSES, THE REPRINT IS ALSO AVAILABLE IN TWO OTHER VERSIONS: CASE STUDY ONLY, REPRINT R0307X, AND COMMENTARY ONLY, REPRINT R0307Z.

Max's coworkers are convinced he's losing his grip on reality, and they're begging management to take action. There's only one problem: He's done nothing wrong.

Policy and procedures for cases like Max's are important:

- Workplaces should have teams—with representatives from management, HR, legal, mental health, security, and public relations—to handle such crises.
~ Ronald Schouten, Massachusetts General Hospital

Lynne Tabor, an IT manager at manufacturing giant MMI, has a great team. Everyone works hard and gets along, except Max Dyer, a talented programmer who is terrible in the interpersonal skills department. Three years ago Tabor reworked his job after employees complained that he was unengaged and even belligerent. Since then, he's been a solid worker, putting in extra hours and meriting good performance evaluations. But recently, Dyer's coworkers have noticed a change for the worse in him. Everyone at MMI is on edge after a round of layoffs. Reports of a workplace shooting in Seattle are all over the news. One coworker finds Max pinning up a certificate from a shooting range in his cubicle, and another worries that they will all end up as statistics of office violence. They want to know how Tabor plans to ensure their safety. Dyer thinks his coworkers are out to get him. They believe he fits the profile of a man on the edge. But what can Tabor do about an employee who has never made so much as a veiled threat to anyone?

In R0307A and R0307Z, commentators James Alan Fox, a professor of criminal justice at Northeastern University; Steve Kaufer, a cofounder of the Workplace Violence Research Institute; Christine Pearson, a management professor at Thunderbird; Christine Porath, a professor of management and organizational behavior at the University of Southern California's Marshall School of Business; and Ronald Schouten, the director of the Law and Psychiatry Service at Massachusetts General Hospital, offer advice on this fictional case study.

Here is the link to the purchasing page this article:

http://harvardbusinessonline.hbsp.harvard.edu/b02/en/common/item_detail.jhtml?id=R0307A&requestid=16863

DISCUSSION OUTLINE

Are You Ready for Violence in Your Workplace

*IABC Virtual Seminar
Wednesday, June 24, 2009*

If those who listened to this program with you would like to have a follow-up discussion, here are some questions to begin the conversation:

1. What do you know now that you didn't know when the program began?
2. What's the most important concept or idea you learned from this program?
3. What questions has the presentation raised for which you need to find answers?
4. What key skills, ideas, or knowledge did this program confirm for you?
5. Based on what you learned and heard today, what is the first thing you're going to do when you return to your office?
6. What's the second thing you're going to do?

JAMES E. LUKASZEWSKI, ABC, APR, Fellow PRSA

James E. Lukaszewski (loo-ka-SHEV-skee) advises, coaches, and counsels the men and women who run very large corporations and organizations through extraordinary problems and critical high-profile circumstances. The bulk of his practice is in the Western Hemisphere, although he has clients from many parts of the world.

He is an expert in managing and reducing contention, counteracting tough, touchy, sensitive corporate communications issues. He counsels companies facing serious internal and external problems involving: activist counteraction; community conflict and grassroots campaigns; corporate relations failures; reputational threats; employee relationship building; ethics/integrity/compliance; litigation visibility; Web-based attacks; and threats to corporate survival. His broad-based experience ranges from media-initiated investigations to product recalls and plant closings, from criminal litigation to takeovers. He is frequently retained by senior management to directly intervene and manage the resolution of corporate problems and bad news. The situations he helps resolve often involve conflict, controversy, community action or activist opposition. Almost half of his practice involves civil and criminal litigation.

He is a teacher, thinker, coach, and trusted advisor with the unique ability to help executives look at problems from a variety of sensible, constructive, principled perspectives. He teaches clients how to take appropriate, highly focused, ethically appropriate action. He has personally counseled, coached, and guided thousands of executives in organizations large and small from many cultures representing government; the military and defense industry; the agriculture, banking, computer, financial, food processing, health care, insurance, paper, real estate development and telecommunications industries; cooperatives; trade and professional associations; and non-profit agencies. He is a coach to many CEOs.

Jim helps prepare spokespersons for crucial public appearances, local and network news interviews including *20-20*, *60 Minutes*, *Dateline NBC*, and *Nightline*, and for financial analyst meetings and legislative and congressional testimony. He also provides personal coaching for executives in trouble, or facing career-defining problems and succession issues.

He is a prolific author (six books, hundreds of articles), lecturer (corporate, college and university), trainer, counselor, and public speaker. He is a member of *Public Relations Review's* Board of Professionals, a contributing editor for *Public Relations Quarterly*, member of InfoCom's *Media Relations Insider* editorial advisory board, frequent columnist and member of *PR News's* editorial board, columnist for *O'Dwyer's PR Services Report*, and columnist for PRSA's magazine, *The Strategist*. His 1992 book, *Influencing Public Attitudes: Strategies that Reduce the Media's Power*, remains a classic work in the field of direct communication. The Public Relations Society of America published the final volume of his four-volume *Executive Action® Crisis Communication Management System* in 2005: *War Stories and Crisis Communication Strategies, An Anthology*; *Crisis Communication Planning Strategies, A Workbook*; *Crisis Communication Plan Components and Models: Crisis Communication Management Readiness*; and *Media Relations During Emergencies, A Guide*. His newest book, *Why Should the Boss Listen to You?*, was published by Jossey-Bass in February 2008. He has published 25 monographs on critical communication subjects since 1994 and hundreds of articles throughout his career.

He is an internationally recognized speaker on crisis management, ethics, media relations, public affairs, and reputation preservation and restoration. His recent addresses include the 2007 conferences of the U.S. Air Force Public Affairs Officers, U.S. Department of Veterans Affairs, National Information Officers Association, Puerto Rico PR Association, ABERJE in São Paulo, Brazil, Health PR & Marketing Society, Media Relations Summit, the College & University PR Association, Choice Hotels Annual Convention, CCEP World Conference on Disaster Management, National Air & Waste Management Association, National School Public Relations Association, and Syracuse University; and the 2006, 2007, and 2008 International Conferences of IABC, the Public Relations Society of America, and ASIS International. He has addressed several Canadian trade and government conferences including the National Agriculture Awareness, the Government of Canada Communicators, and most recently Natural Resources Canada, Service Canada, Transport Canada, Purchasing Management Association of Canada, and the Canadian Investor Relations Institute. Visiting his Web site, www.e911.com, is like attending the University of Crisis Management.

An accredited member of the International Association of Business Communicators (ABC) and the Public Relations Society of America (APR), Mr. Lukaszewski is a member of the PRSA's College of Fellows (Fellow PRSA); Board of Ethics & Professional Standards; the Corporate and Public Affairs/Government Sections; and the New York City and Westchester/Fairfield Chapters. He is a member of the International Churchill Society, ASIS International, and the Society for Human Resource Management (SHRM). He lectures annually at the U.S. Marine Corp's East Coast Commander's Media Training Symposium and was the second recipient of its Drew Middleton Award. He is the recipient of Ball State University's National Public Relations Achievement Award, Patrick Jackson Award for Distinguished Service to PRSA, *PR News* Lifetime Achievement Award, Lloyd B. Dennis Distinguished Leadership Award, and named 2007 Minnesota Metropolitan State University Alumnus of the Year and the 2007 Practitioner of the Year by the Southern New England chapter of the PRSA.

Lukaszewski received his BA in 1974 from Metropolitan State University in Minnesota. He is a former deputy commissioner of the Minnesota Department of Economic Development and assistant press secretary to former Minnesota Governor Wendell Anderson. He founded Minnesota-based Media Information Systems Corporation in 1978. Prior to founding The Lukaszewski Group Inc. in 1989 he was senior vice president and director of Executive Communication Programs for Georgeson & Company and a partner with Chester Burger Company, both in New York City. His biography is listed in several editions of Marquis *Who's Who in America*. His name was listed in *Corporate Legal Times* as one of "28 Experts to Call When All Hell Breaks Loose," and in *PR Week* as one of 22 "crunch-time counselors who should be on the speed dial in a crisis."

RICHARD D. SEM, CPP, CSC



Richard (Dick) Sem, a Workplace Violence expert and Security Consultant, has over 35 years' workplace violence and security leadership experience. He was Director of Security and Crisis Management for Waste Management for 11 years where he benchmarked, developed, and managed a comprehensive Workplace Violence (WV) Prevention and Response program as well as Crisis Management and Physical Security programs. He served as Vice President of Pinkerton Security (now Securitas) responsible for 18 offices in 11 states of the Northeast U.S. He has been board certified as a Certified Protection Professional (CPP) since 1979, was the President of the International Security Management Association (ISMA an association of senior security executives of Fortune 500 firms), and has published several articles on workplace violence and security.

As Director of Security and Crisis Management for Waste Management, Dick's responsibilities included the security of high-risk hazardous, nuclear waste, and waste-to-energy operations, and water and power generation plants during a time of significant activist attention. He developed and managed an innovative and leading international system of physical and information security, workplace violence prevention and response, an ethics and environmental HelpLine, crisis and emergency planning, executive protection, awareness training, guard outsourcing, and related policies and procedures. He directly oversaw investigations and responses to threats and losses, planning for and responding to demonstrations and strikes, surveys of sites and operations, and secure transportation of high value materials. He was responsible for the security of over 600 sites internationally.

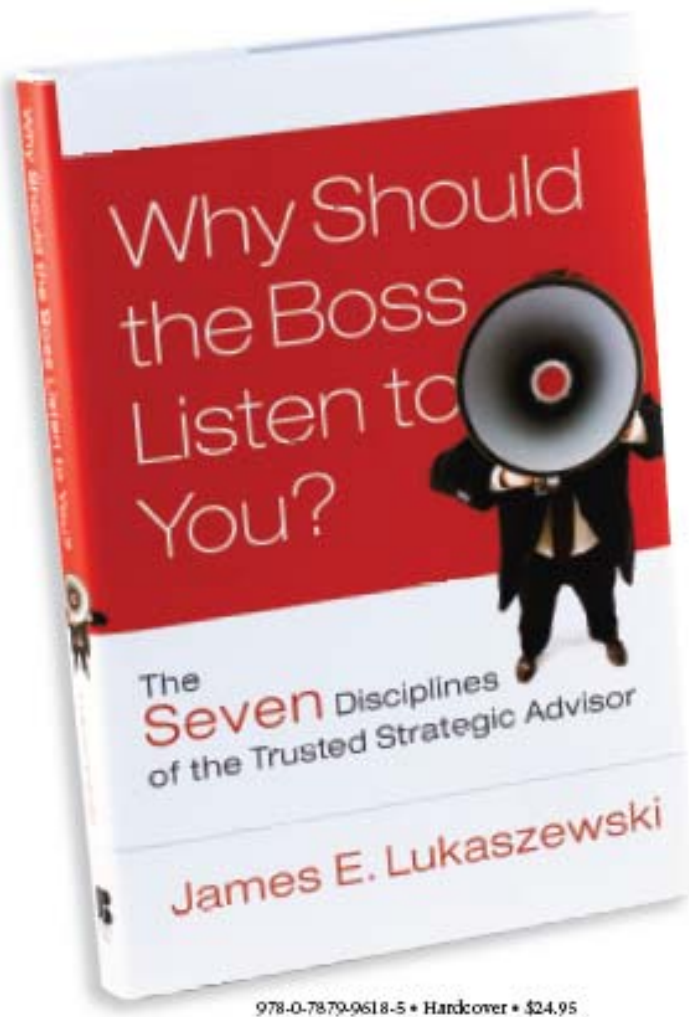
While with Pinkerton/Securitas, Dick presented a series of training workshops on WV throughout the South and West.

As a security consultant, Dick recently conducted 40 team-based security vulnerability assessments (SVA's) of chemical and industrial facilities, hospitals, ports, and manufacturing plants throughout North America, Europe, and the Caribbean. He also served as Expert Witness in over 30 security and workplace violence-related lawsuits. He developed a web-based WV training program for EDS, and developed and trained on comprehensive WV programs for World Relief, Morrison Homes, DesPlaines Public Library, and the Chicago Metropolitan Water Reclamation District.

Dick has been a member of the American Society for Industrial Security (ASIS International) since 1974. He is also a Board Member of the International Association of Professional Security Consultants (IAPSC).

Dick has been married for 35 years to Jane, and has two sons, Jason and Sean, and two grandchildren, Kali and Brandon.

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“Jim Lukaszewski has personally helped resolve more corporate crises than anyone I know of. His experience ‘in the trenches’ equals the high quality of his judgment.”

— Chester Burger, *APR, Fellow PRSA*, American Public Relations Leader Emeritus and PRSA Gold Anvil Winner

James E. Lukaszewski (loo-ka-SHEV-skee) is an expert in managing and reducing contention, counteracting tough, touchy, sensitive corporate communications issues. He is a prolific author (six books, hundreds of articles), lecturer (corporate, college and university), trainer, counselor, and internationally recognized speaker.


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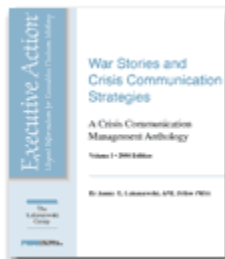
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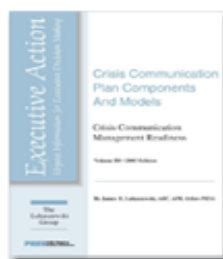
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Lukaszewski-authored books, monographs, *Strategy* Newsletters, and CDs may be purchased directly from The Lukaszewski Group through The Crisis Store, www.e911.com.