

Los quince errores más comunes en el manejo de crisis

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Presidente
Comstat

Situaciones sorprendidas Impactan sobrevivencia



An orange and a green apple are shown side-by-side against a white background. The orange is on the left, and the green apple is on the right. A black rectangular box is overlaid across the middle of both fruits, containing white text.

Error #1: No diferenciar los
Issues de las crisis

1

Tiempo para
manejarla



Issues - tiempo para planificar estrategias múltiples, neutralizar y minimizar.
Crisis- las acciones deben ser inmediatas. ¡Se tiene que correr ahora!.

2

Falta de Información



En un *issue* se tienen todos los datos necesarios; en la crisis, no.

3

Duración



La duración de las crisis es relativamente corta: horas o días.
Los *issues* duran más: meses o hasta años.

4

Impacto

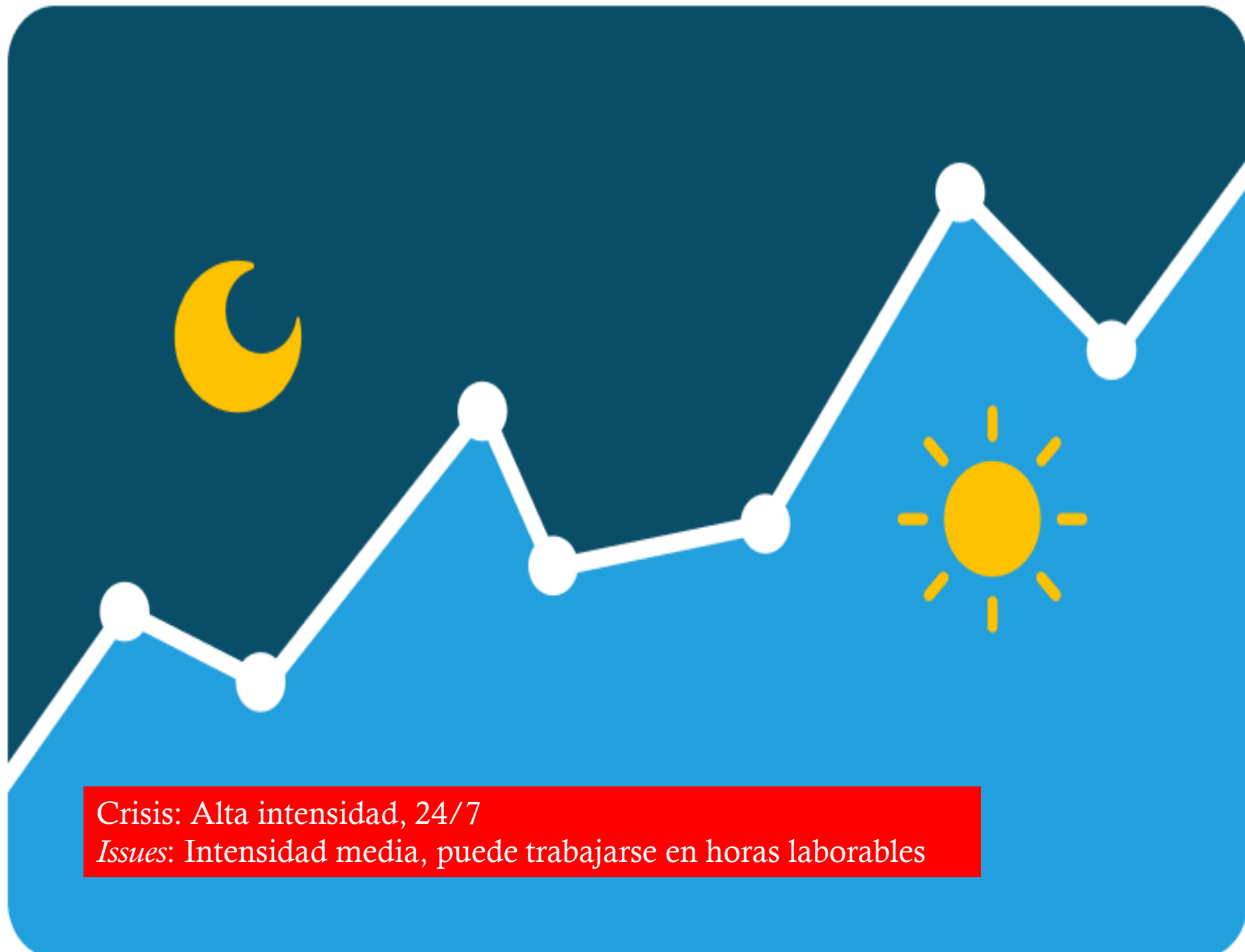


Crisis: impacto severo inmediato

Issues: impactos pueden ser neutralizados o minimizados a través del tiempo

5

Intensidad
de tiempo



6

Reactivo vs Proactivo

Crisis: manejo reactivo
Issues: manejo proactivo





Error # 2: No planes preventivos



**It takes many good deeds to build
a good reputation, and only one
bad one to lose it.**

Benjamin Franklin

American Express Login | Statement_May%202016%20 | Chipotle E. Coli And Norovir | There's a crisis at Chipotle

The Washington Post (WP Company Ltd) [US] | washingtonpost.com/news/wonk/wp/2015/12/09/chipotle-food-outbreak-ecoli-reputation


Sections | Sign In | Subscribe

There's a crisis at Chipotle

Food poisonings and other challenges are threatening the darling of fast food's reputation

By Roberto A. Ferdman and Abha Bhattachar | December 9, 2015

Which restaurants have made comebacks after food scandals?



Recent food safety issues at Chipotle have put its reputation at stake. Here's a look back at which restaurants have survived food scandals in the past. (Monica Akhtar/The Washington Post)


Chipotle became the darling of the fast-food world by attracting millennials, blue-collar workers and even

1. A very bad sign for all but America's biggest cities

5:34 PM 5/23/2016

On Sunday the 12th of April 2009, two Domino's employees from a branch in North Carolina upload a film on YouTube

The footage is filmed while they are at work, showing disturbing images of themselves violating health codes with unsanitary actions, whilst preparing food e.g. putting cheese up his nose before putting it into sandwich etc.



Prezi

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Public & reusable

Domino Case Study

Twitter/JayDavid

Louisville, Kentucky 4:51 PM ET



PULLED OFF THE PLANE

UNITED DRAGS PASSENGER FROM OVERBOOKED FLIGHT

CNN 4:51 PM ET

THE LEAD

January: Uber's very bad year kicks off with #DeleteUber. 1/17



Money Sharma/AFP/Getty Images






It's been an extraordinarily rocky year for Uber. Its bad luck began in January when the #DeleteUber movement led to a flurry of account deletions by customers upset about the company's ties to President Trump. It lost more than 200,000 customers in just one weekend.

THE DAILY HERALD

1998 MAY 15TH • PUNJAB PAPERWALLS • PUNJAB, INDIA • 4 PAGES • 100000

5 dead after taking Tylenol capsules filled with cyanide

By [Name]

The bodies with white capsules containing cyanide were found in a laboratory in Punjab, India, on Tuesday.

Five people died after taking Tylenol capsules filled with cyanide in Punjab, India, on Tuesday.

The bodies with white capsules containing cyanide were found in a laboratory in Punjab, India, on Tuesday.

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Credit Card Fraud Ring: U.S. Charges 18 People In Massive Fake Identity Scheme

News Column **Banking fraud ring bust**
February 16, 2014

"This elaborate scheme involved the creation of thousands of fraudulent identities and bank accounts," she added.

NEWARK, N.J. — The convicted ringleader of a massive identity fraud operation that caused more than \$4 million in losses to banks, credit card companies and other lenders was sentenced to 12 years in prison Tuesday.

Queens men sentenced for \$1 million ATM skimming scheme (ICE - US Immigration and Customs Enforcement)
(Source: ICE - US Immigration and Customs Enforcement)
February 21, 2014. Queens men sentenced for \$1 million ATM skimming scheme NEWARK, N.J. - Two Dominican natives now residing in Queens, N.Y., were...

\$21 billion, total financial loss attributed to identity theft in 2013
Source: U.S. Department of Justice, Javelin Strategy and Research 6/2013

Durant Police team up with Secret Service to bust fraud ring
Posted: Thu 5:29 PM, Jul 25, 2013

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Los Planes Preventivos

Escenarios
potenciales

Públicos

Efectos y
canales de
información

Equipo crisis
y contactos

Portavoz

Declaraciones
Preliminares

Centro de
Mando

Ensayos

Huelga

Gases

Fuego

Robo

Fraude

Hostigamiento

Identifique crisis potenciales



Identifique a quién le afecta

¿Empleados?

¿Consumidores?

¿Accionistas?

¿Legisladores?

¿Medios?



Efecto y canales de comunicación

¿Qué se espera
que
comunique?

¿Cómo llegará
a sus
públicos?



¿Quiénes?

¿Roles?

¿Conocen el
plan?

¿Dónde los
buscamos?
Si no están,
¿quién los
cubre?

Equipo de crisis y contactos



De alta
jerarquía-

Principal y
Secundario

Conocedores
del tema

Entrenados

Seleccione y entrene al portavoz



Prepare declaraciones preliminares

!Transparencia!
aunque tenga
poca
información



Seleccione Centro de Mando

Lugar de
reunión

Equipada



Ensaye

Ensaye

Ensaye



Error # 3: tardarse en contestar



Dígalo y rápido, evite rumores e información errónea.
Sea usted la fuente responsable y transparente.

BE HERE
NOW

“No News, good news” ,“sin comentarios” o “no podemos hablar sin todos los hechos” no son aceptables; generan desconfianza, falta de sensibilidad y transmite que se esconde algo.



La **Credibilidad** es la moneda de
cambio de un líder.

Con ésta, él o ella es **solvente**;

sin ésta, él o ella está en **bancarrota**.

- *John Maxwell*



Error # 4: ser genérico





¡Cómo que no tiene nada de información?!

Decir cosas que son obvias. – es como no decir nada. Sea transparente y dé información frecuentemente.

UPDATE

UPDATE

UPDATE

UPDATE

UPDATE

UPDATE



Error # 5: evadir responsabilidad



I'm sorry.

We're very sorry if anyone was offended...

Please accept our apology!

Dang!

We regret any inconvenience this may have caused...

Sorry!

We most sincerely regret...

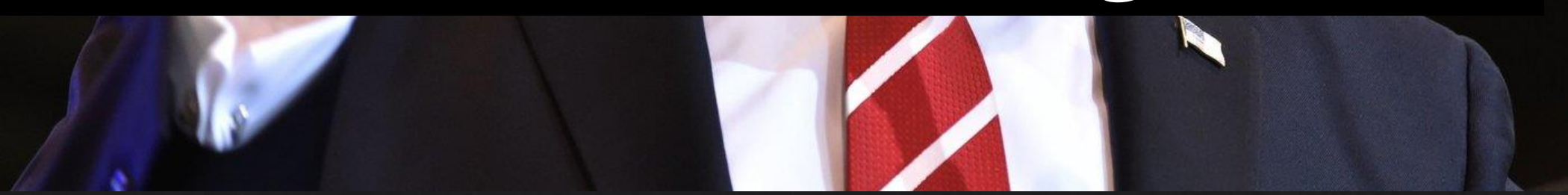
Sorry!

We...

Asuma responsabilidad: si erró, pida excusas; si no, dígalo también.
No mienta, diga la verdad.



Error # 5: tratar a los periodistas
como si fueran enemigos







Error # 7: hablar de más por dejarse presionar



Error # : olvidar la empatía



WHERE ARE YOU
(NOW THAT I NEED YOU)

Error # 10: esconder a la alta gerencia

CAUTION:

**Credibility
Matters!**



Error # 11: que el portavoz sea el abogado



Existen dos tribunales: el de Justicia y el del Pueblo. ¡Hay que aparecer en ambos!
El buen ejecutivo balancea entre el abogado, consejero legal y el de comunicaciones.



Error # 12: olvidarse de los medios sociales o no saber usarlos

On Sunday the 12th of April 2009,
two Domino's employees from a branch in North Carolina upload a film on
YouTube
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themselves violating health codes with unsanitary actions, whilst preparing
food e.g. putting cheese up his nose before putting it into sandwich etc.

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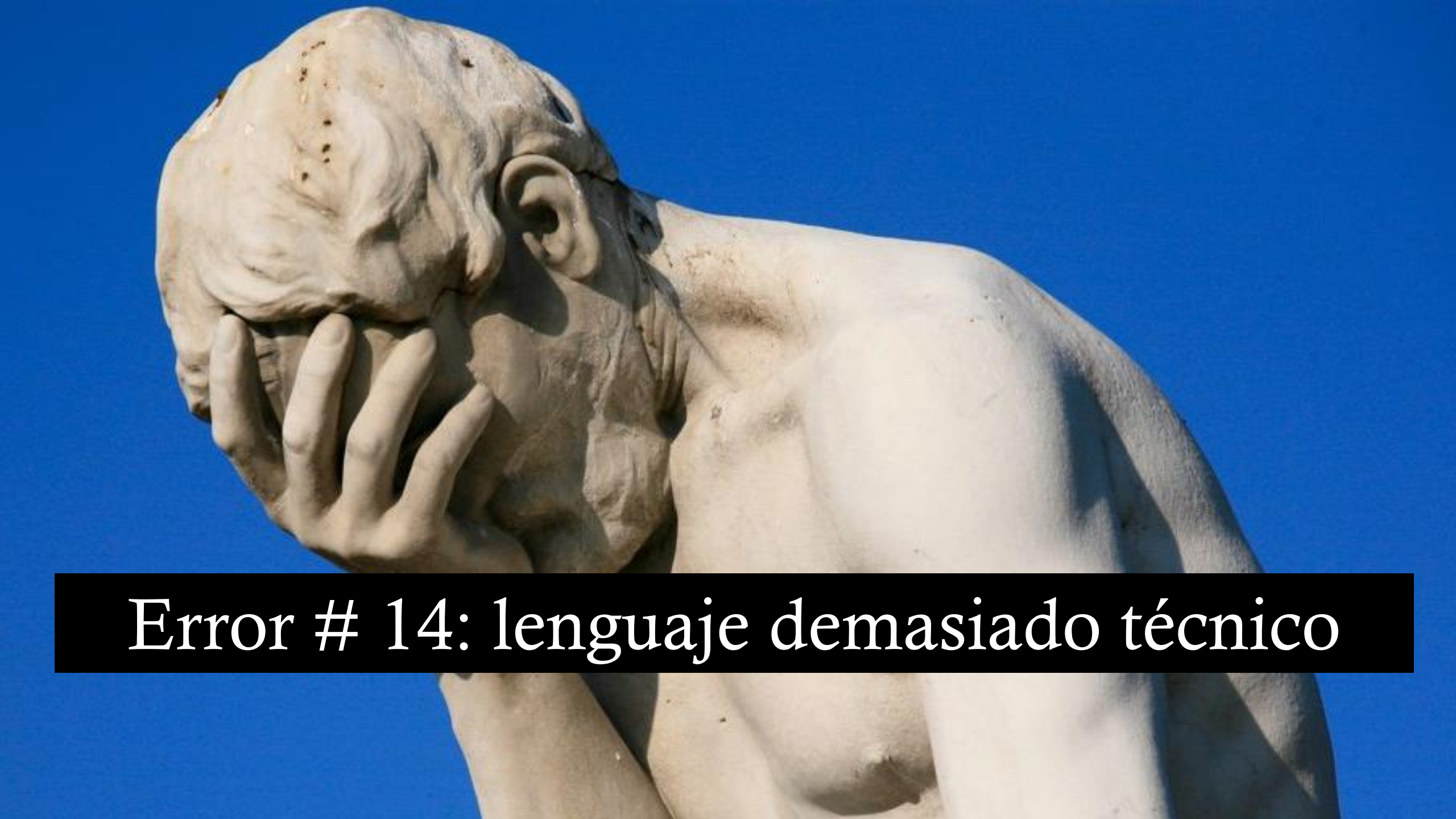
Domino Case Study



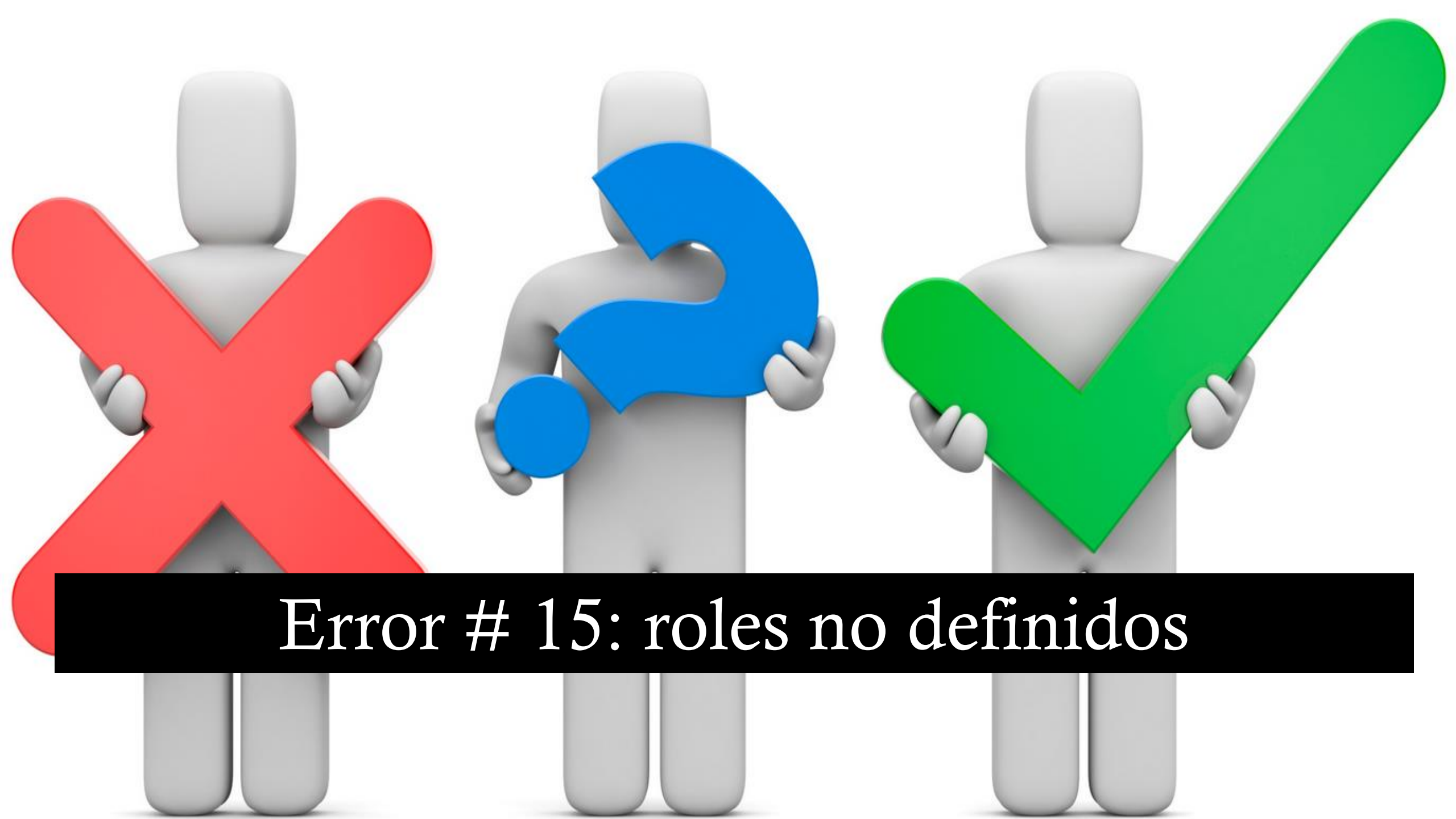
Monitoree los medios sociales, son un espejo de la opinión pública.

A close-up photograph of a woman with her hair pulled back, wearing red boxing gloves. She is looking directly at the camera with a serious, focused expression. Her hands are raised in front of her face, with the gloves partially obscuring her eyes and nose. The background is a plain, light gray.

Error # 13: ponerse a la defensiva



Error # 14: lenguaje demasiado técnico



Error # 15: roles no definidos



- Comunicación sencilla, rápida y frecuente
- Con todos los públicos afectados o interesados
- Multimedial y multicanal
- Ciclo completo- suceso, plan correctivo, resultado
- Transparente, empática y responsable