



# Risk Communication: Linking Science with Society

International Experts' Meeting on Radiation Protection after the Fukushima Daiichi Accident: Promoting Confidence and Understanding

Keynote Presenter:

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THE INSTITUTE FOR  
HIGH CONCERN  
COMMUNICATION

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# 2011 IAEA Action Plan on Nuclear Safety

- Identified 12 Major Areas to Strengthen Nuclear Safety Worldwide
- One of the 12 Major Areas:  
“Communication and Information Dissemination”
- Goal: “Enhance transparency and effectiveness of communication.”

# Presentation Goals

- Evaluate communication performance of TEPCO at Fukushima against other major crises
- Briefly review best practices for crisis communication
- Briefly review challenges for radiological crisis communication

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# Science Based Criteria for Evaluating Best Practices in Crisis Communication (Selected Sources)

“Effective Media Communication During Public Health Emergencies: A World Health Organization Handbook.” World Health Organization: Geneva, Switzerland (2007)

<http://www.who.int/csr/resources/publications/WHO%20MEDIA%20HANDBOOK.pdf?ua=1>

“Guidance on Developing Effective Radiological Risk Communication Messages.” NUREG/CR-7033. Washington, DC: Nuclear Regulatory Commission. (2011)

<http://pbadupws.nrc.gov/docs/ML1104/ML110490120.pdf>

“Developing an Emergency Risk Communication/Joint Information Center Plan for a Radiological Emergency.” NUREG/CR-7032. Washington, DC: Nuclear Regulatory Commission (2011)

<http://pbadupws.nrc.gov/docs/ML1104/ML110490119.pdf>

## Science Based Criteria for Evaluating Best Practices in Crisis Communication (Selected Sources)

- V. Covello, “Risk Communication, Radiation, and Radiological Emergencies: Strategies, Tools, and Techniques,” *Health Physics*, November, Vol. 101, Issue 5: 511-530 (2011)
- IAEA Documents on Risk and Crisis Communication
- WHO Documents on Risk and Crisis Communication

# Science Based Criteria for Evaluating Best Practices in Crisis Communication

## Crisis Communication Templates

- CCO Template  
(Compassion, Conviction, Optimism)
- 27/9/3 Template  
(27 Words, 9 Seconds, 3 Messages)
- Primacy/Recency Template  
(Most Important Messages, First and Last)
- AGL-4  
(Average Grade Level Minus Four)
- 1N = 3P Template  
(One Negatives Equals Three Positives)

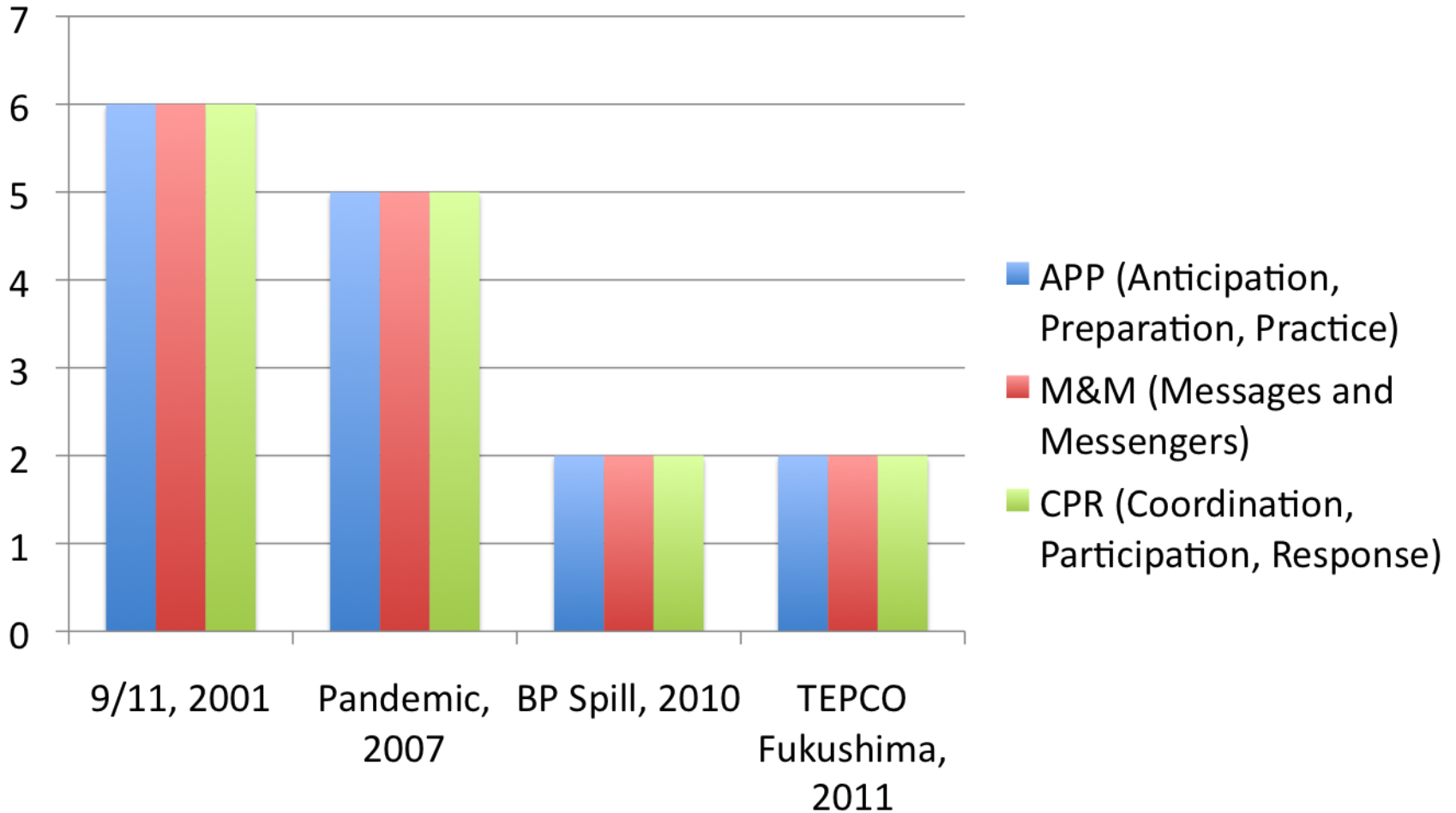
# Crisis Communication Templates\*

- CCO Template
  - When people are stressed or upset, they want to know that you care before they care what you know
- 27/9/3 Template
  - When people are stressed or upset, they have difficulty processing information. Therefore, KISS (Keep it Simple and Short)
- Primacy/Recency Template
  - When people are stressed or upset, they focus most on beginnings and ends.
- AGL-4 Template
  - When people are stressed or upset, they process information at below their educational level
- 1N = 3P Template
  - When people are stressed or upset, negative information receives much greater weight and attention than positive information

\* Holding constant other variables



# Score Card: Best Practices in Crisis Communication



# TEPCO Fukushima

## Positive:

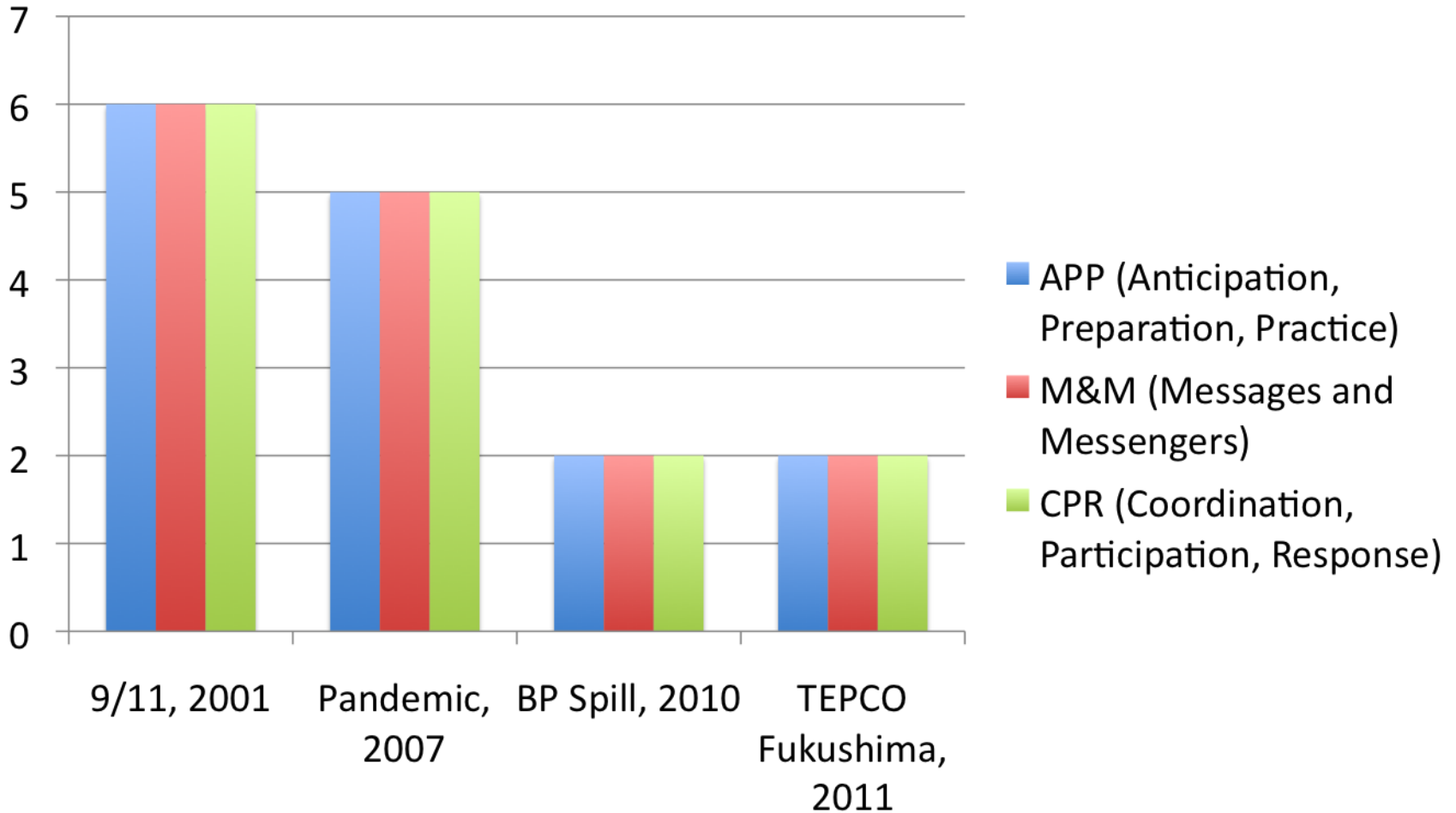
- Tremendous efforts to help affected populations in an extremely difficult situation (earthquake, tsunami, nuclear power plant accident).

## Negative: Huge deficiencies in communications.

### Examples:

- Population in evacuation zone given:
  - vastly different evacuation instructions
  - confusing evacuation instructions
  - little warning, preparation, or knowledge related to the evacuation
- Spokespersons with limited crisis and media communication skills (see WHO Handbook)
- Changing regulatory standards

# Score Card: Best Practices in Crisis Communication



# Case Study

## BP Oil Spill (2010)



Case Study:  
**British Petroleum Oil Spill (2010)**

**BP CEO**

**Tony Hayward**



HDV Skandi Neptune

E: 1202507.57 N: 10432312.9

D: 4757.8 Alt: 4.7

Here 14: Plume Monitoring

**THINK  
PROGRESS**

04:30:51

Hdg: 97.51

**OIL SPILL DISASTER**

**BP TO TRY NEW CONTAINMENT PLAN**

 **TODAY**

[TODAYSHOW.COM](http://TODAYSHOW.COM)

Case Study:

# BP Oil Spill (2010)

**BP CEO**

**Tony Hayward**



“I’m sorry. We’re sorry for the massive disruption it has caused their lives. And there is no one who wants this over more than I do. I’d like my life back.”

(May 30, 2010)

# BP Oil Spill (2010): BP CEO Tony Hayward

“I’m sorry. We’re sorry for the massive disruption it has caused their lives. And there is no one who wants this over more than I do. **I’d like my life back.**” (May 30, 2010)



# Case Study: 9/11 (2001)





CNN  
People

NEW SERIES OF 'UP CLOSE' REPORTS ON CNN MONDAY, 8P

# Mayor Giuliani, 9/11

“The number of casualties is more than any of us can bear ultimately.”

# Mayor Giuliani, 9/11

- “The number of casualties is more than any of us can bear ultimately.
- And I believe we will become stronger.
- Stronger economically, politically, and most importantly, emotionally.”

# Case Study: Pandemic Influenza

# Pandemic Influenza: Expressing Concern

“First I want to recognize that people are concerned about this situation.

We hear from the public and from others about their concern.

We are concerned as well.”

Dr. Richard Besser, CDC Acting Director  
H1N1 News Conference, April 24, 2009

# Pandemic Influenza: Acknowledging Uncertainty

“I want to acknowledge the importance of uncertainty.”

“At the early stages of an outbreak, there’s much uncertainty.”

“Our guidelines and advice are subject to change as we learn more.”

Dr. Richard Besser, CDC Acting Director  
H1N1 Press Conference, April 23, 2009

# Case Study Fukushima (2011)





# Fukushima (2011)

## Massive Confusion Caused by The Use of Numbers, Notation, and Different Units to Describe Radiation Levels

| <u>US system</u> |   | <u>International System</u>                     |
|------------------|---|---|
| <u>Rem</u>       | = | 0.01 <u>sievert</u> *                           |
| <u>Rad</u>       | = | 0.01 <u>gray</u>                                |
| <u>Curie</u>     | = | 3.7 x 10 <sup>10</sup> <u>becquerel</u>         |
| <u>Roentgen</u>  | = | 2.5 x 10 <sup>-4</sup> <u>coulombs/kilogram</u> |

\* Additional technical terms: millisiverts, microsiverts, micrograys, beta radiation, gamma radiation, alpha radiation, Bq/m<sup>3</sup>, Bq/cm<sup>3</sup>, joules per kilogram, etc., etc., etc.

**Presumed Rationale:** Desire by radiation scientists for precision and accuracy when describing radiation interactions and energy

Case Study:

# Anthrax (2001)



**LIVE**

**ANTHRAX SCARE**

**NEW CASE OF INHALATION  
ANTHRAX CONFIRMED IN N.Y.**

**LIVE  
LIVE**

**CNN**

**E SALES FELL LAST WEEK**

**CNN**

**FAA BANS PRIVATE PLANE**

# Concentration Comparisons

one part per billion (1 ppb) equals:

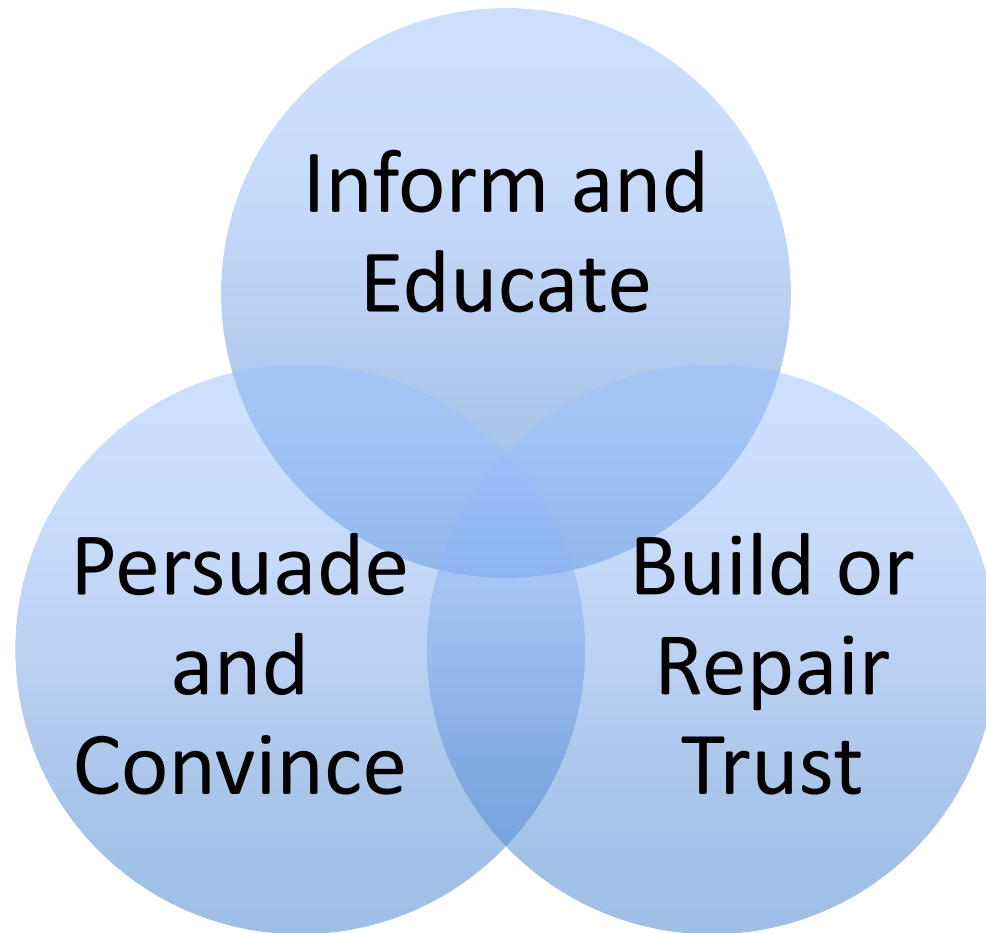
- 1 second in 32 years
- 1 drop in an Olympic type pool
- 1 inch in 16,000 miles

# Presentation Goals

- Evaluate communication performance of TEPCO at Fukushima against other major crises
- Briefly review best practices for crisis communication
- Briefly review challenges for radiological crisis communication

# Best Practices

# Crisis Communication Goals



Tool:

# Crisis Communication Strategy:

1. Identify potential crisis scenarios
2. Identify key stakeholders (audiences)
3. Identify stakeholder questions and concerns
4. Develop key messages
5. Develop supporting information
6. Coordinate and test messages with stakeholders and partners
7. Plan for delivery

*“Most of the concerns and questions of upset or concerned people can be predicted in advance.”*

*Mayor Rudolf Giuliani, 1995*



# Crisis and Risk Communication Literature

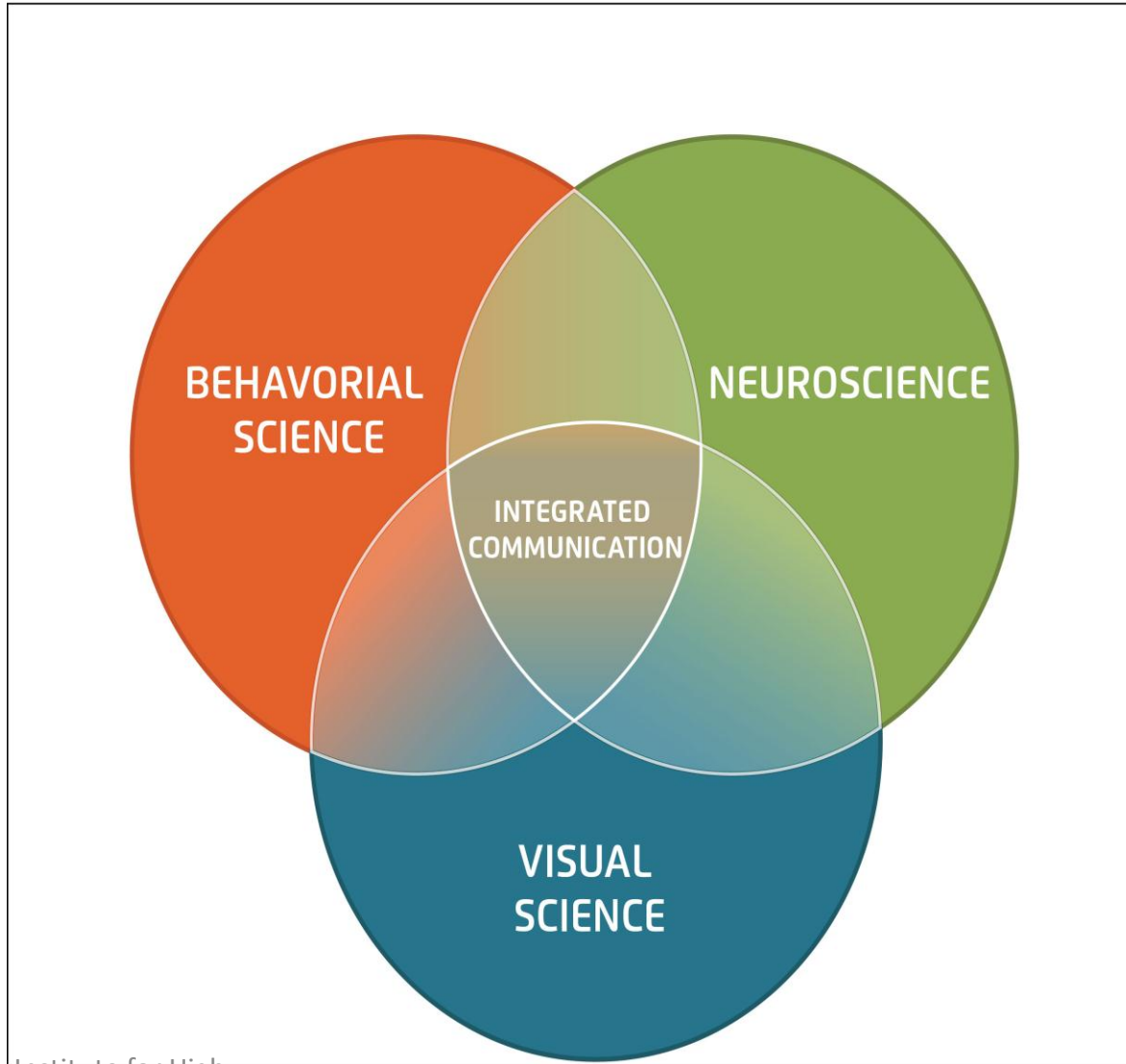
- 8000 Articles in Peer Reviewed Scientific Journals
- 2000 Books
- Reviews of the Literature by Major Scientific Organizations
  - US, National Academy of Sciences:  
“Improving Risk Communication” (1989)
  - UK, Royal Society:  
“Risk: Analysis, Perception and Management (1992)

# Crisis Communication Literature

Marriage and Integration of Science Based  
Literature from:

- Behavioral and Social Sciences
- Neuroscience
- Visual Science

# CONVERGENCE OF THREE SCIENCES



# Science Based Crisis Communication Literature

Dr. Randall Hyer  
and  
Dr. Vincent Covello

*“Effective Media Communication During Public Health  
Emergencies:  
A World Health Organization Handbook” (2007)*

Media Communication Skills

[www.amazon.com](http://www.amazon.com), [www.who.int/bookorders](http://www.who.int/bookorders), or click on  
Google: “Effective Media Communication”

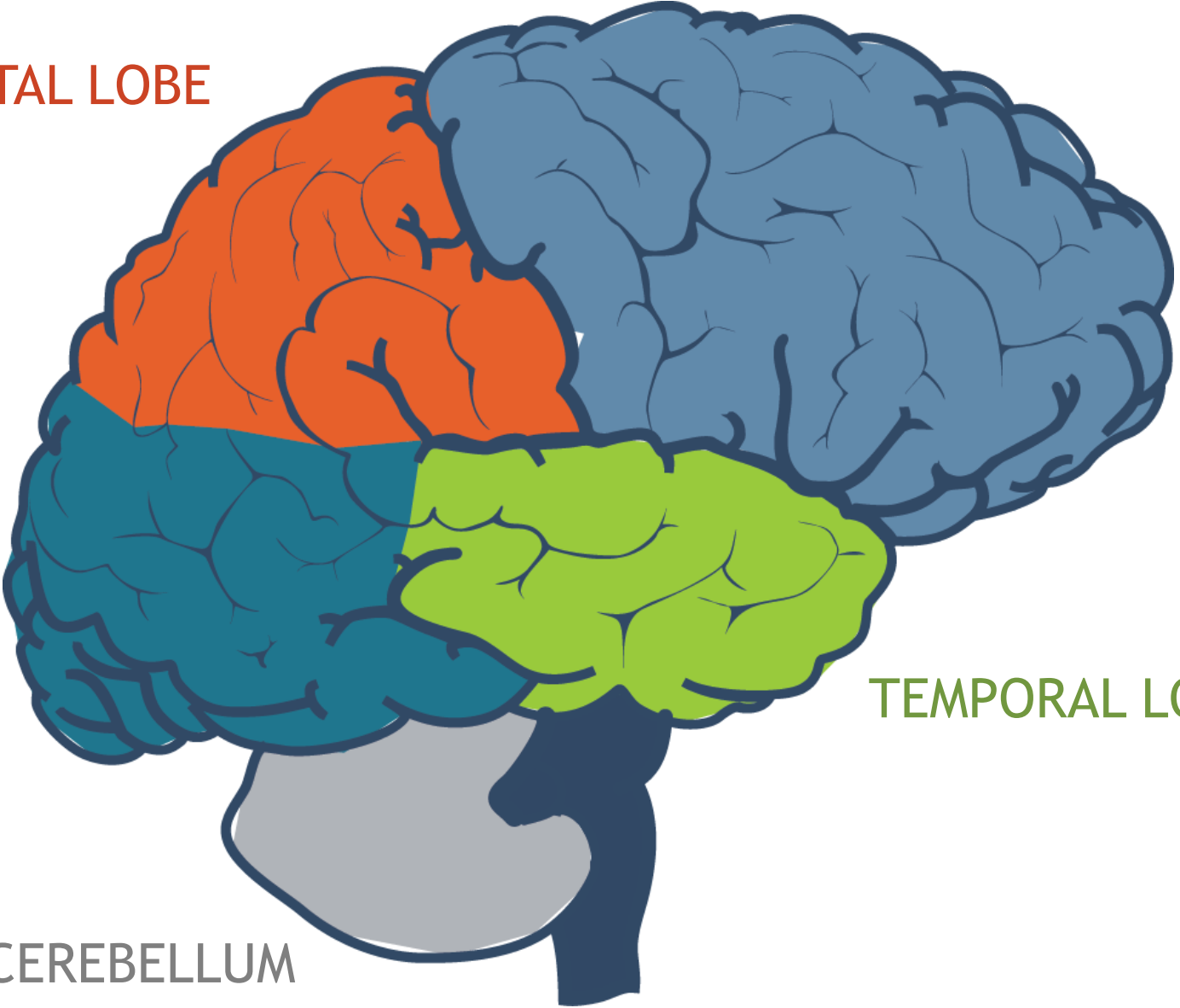
FRONTAL LOBE

PARIETAL LOBE

OCCIPITAL  
LOBE

TEMPORAL LOBE

CEREBELLUM



Risk and Crisis Communication Literature:  
Example

- “The Magic Number Seven, Plus or Minus Two: Some Limits on Our Capacity for Processing Information”

Professor George A. Miller (Department of Psychology, Princeton University)

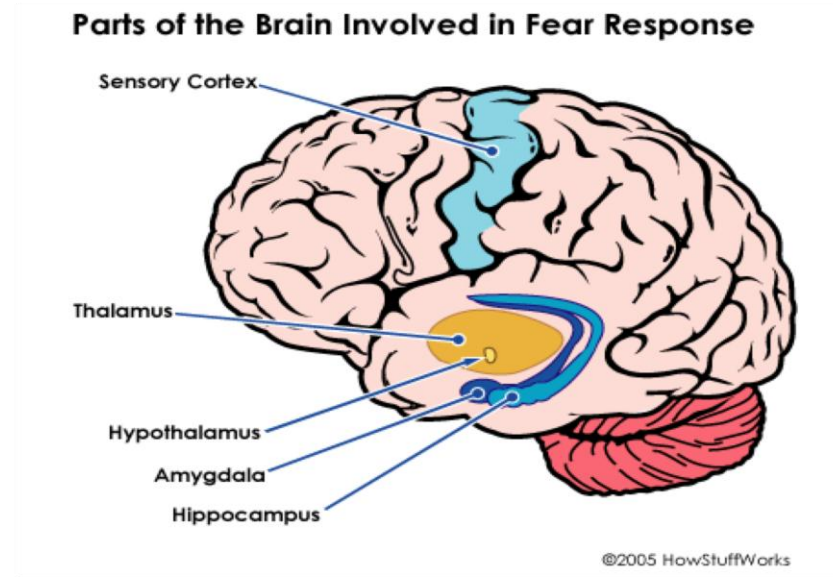
– The Psychological Review, 1956, vol. 63, pp. 81-97

# Brain Research

- **Rational thinking response** (primarily frontal lobe)
- **Emotional response** (many parts of the brain)
- **Fear response** (primarily amygdala and hypothalamus)

d

## Parts of the Brain Involved in Fear Response



Amygdala

Hypothalamus





# Crisis and Risk Communication Research Literature: Examples

- Professor Daniel Kahneman, “Thinking Fast and Slow”

Verbal Communication Skills

- Professor Edward Tufte, “Visual Explanations”

Visual Communication Skills

- Professor Paul Ekman, “Telling Lies: Clues to Deceit” (Also, “Emotions Revealed”)

Non-Verbal Communication Skills

# Crisis Communication Skills: Application Areas

## Crisis, Emergencies, and Disasters

- Radiological emergencies and crises (e.g., Fukushima)
- Natural Hazards
- Industrial and Other Accidents

## Internal High Concern/High Risk Situations

- Organizational Change
- Migrating/Merging/Downsizing/Growth
- Changes in Leadership
- Changes in Policy or Strategic Objectives

## External High Concern/High Risk Situations

- Disruptions in Customer Service
- Health, Safety, and Environmental Risk Communication
- Governance and Leadership Issues

- **Marital Crisis Communication**

# Marital Crisis Communication Exercise

According to research, there are seven major topics of marital and family arguments. The seven are:

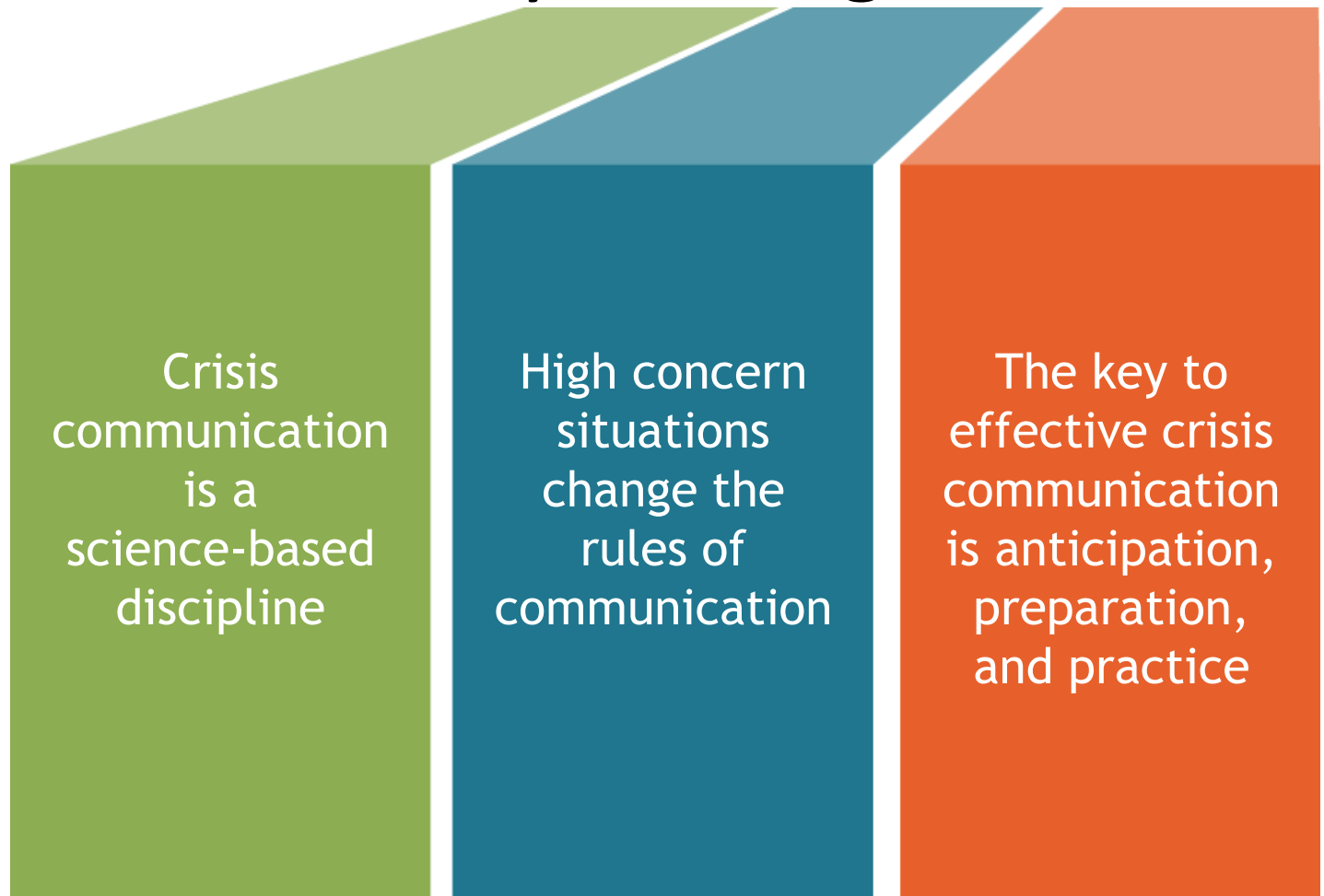
- 1.
- 2.
- 3.
- 4.
- 5.
- 6.
- 7.

# Marital Crisis Communication Exercise

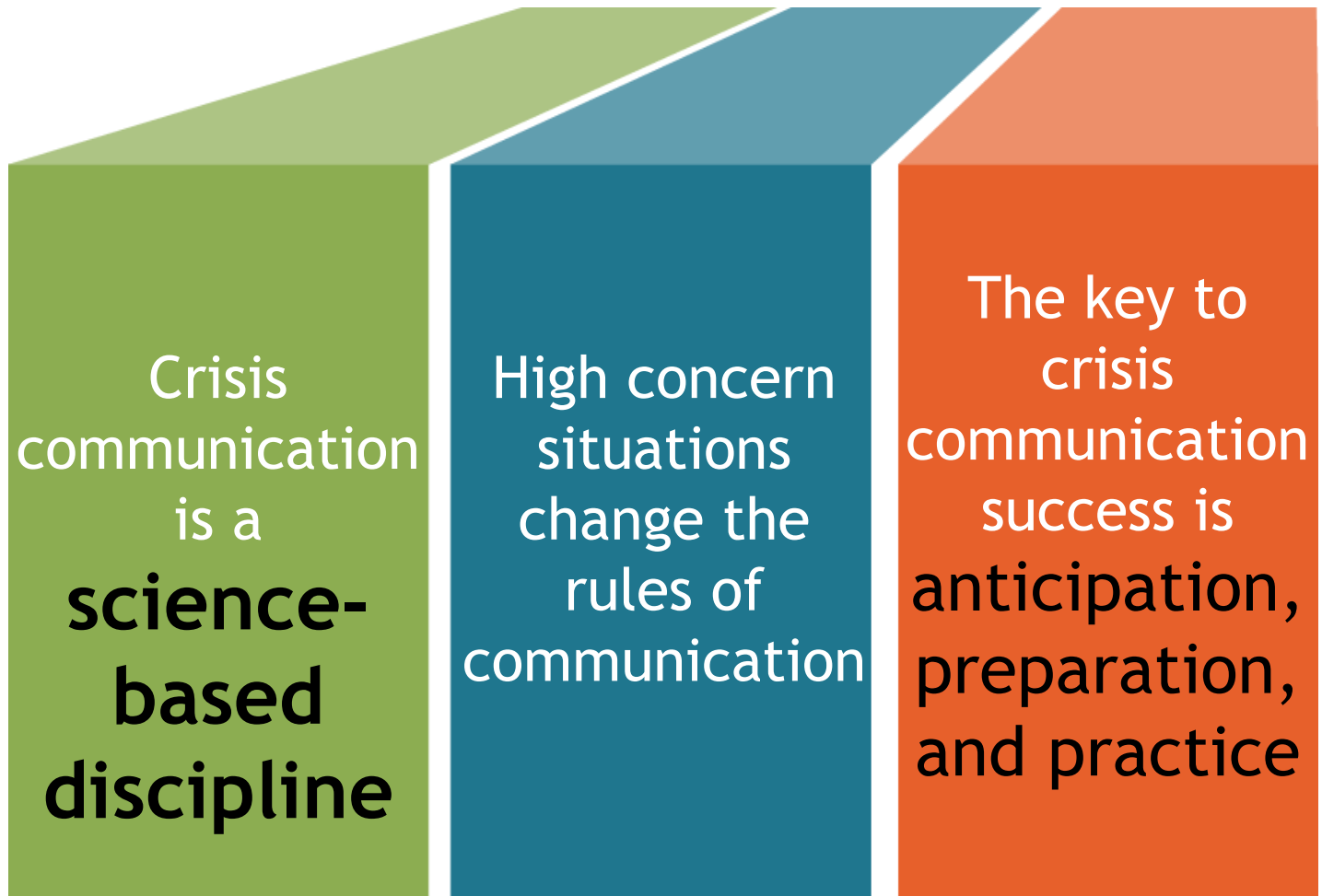
The seven major topics of marital and family argument or dispute are:

1. Money
2. Children
3. Work versus Family
4. In-laws
5. Division of Labor at Home
6. Intimacy/Sex
7. Communication

# Crisis Communication Best Practices: Three Key Messages



# Crisis Communication Best Practices: Three Key Messages





# Anticipate, Prepare, Practice (APP)

- **Anticipate** events, stakeholders, questions and concerns
- **Prepare** responses to anticipated questions and concerns
- **Practice** and evaluate message delivery to anticipated questions and concerns

# Examples of Lists of Frequently Asked Questions

- “77 Most Frequently Asked Questions During a Disaster”
- “101 Most Frequently Asked Questions at a Radiological Clean-Up Site (US EPA)”
- “65 Most Frequently Asked Questions in a Public Health Emergency (Google: “pandemicflu.gov, message maps”)
- “420 Most Frequently Asked Questions Following a Major Radiological Event”

Covello, V., (2012), “Guidance on Developing Effective Radiological Risk Communication Messages.” US Nuclear Regulatory Agency

– <http://pbadupws.nrc.gov/docs/ML1104/ML110490120.pdf>

# Anticipating Questions and Concerns

- Informational Questions and Concerns
- Challenge Questions and Concerns
- Strange and Bizarre Questions and Concerns

# Bob Newhart



# Crisis Communication Research

Speed at Which Risk and Crisis  
Information Flows Through the  
Media

Case Study:

# Boston Marathon (2013)



## Explosion at Boston Marathon

# London Olympics: 2012



ON EDGE

abc NEWS  
.com

#ABCWorldNews

Copyright, Dr. V Covello, Center for Change/Risk Communication

# Fukushima (2011)



© Reuters



# Frequently Asked Questions

- “77 Most Frequently Asked Questions During a Disaster”
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# Speed at Which Risk and Crisis Information Flows Through the Media

**20 YEARS  
AGO**



**24 HOURS**

**10 YEARS  
AGO**



**4 HOURS**

**TODAY**



**4 MINUTES**

# Communication Challenge:

## Challenge: Speed at Which Risk and Crisis Information Flows Through the Media

- 20 years ago: 24 hours
- 10 years ago: 4 hours
- Today (2014): 4 minutes

Implications?

# Implications

- **Anticipate** (events, stakeholders, questions and concerns)
- **Prepare** (messages, messengers, means)
- **Practice** (role plays, drills, simulations)

# Message Development

# Message Map

Stakeholder:  
Question or Concern:

## Key Message 1

9 words on  
average

## Key Message 2

9 words on  
average

## Key Message 3

9 words on  
average

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# West Nile Virus Map:

Question: What can people do to protect themselves from West Nile Virus?

**Message**

**Map:**

**Haiti, 2011**

## Key Message

“Remove Standing Water”

## Key Message

“Wear Protective Clothing”

## Key Message

“Use Insect Repellent”

1.1

Puddles

2.1

Long Sleeves

3.1

DEET

1.2

Flower Pots/Bird Baths

2.2

Long Pants

3.2

23%

1.3

Cup of Water

2.3

Dusk and Dawn

3.3

Medical Research



**Message Map:  
Pandemic Influenza**

**Stakeholder: Public/Media**  
**Question or Concern: What should people do to prevent spread of the disease?**

**Key Message 1**  
**Wash your hands.**

**Key Message 2**  
**Stay home if you are sick.**

**Key Message 3**  
**Cover your cough or sneeze.**

Use soap and hot water

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Wash for at least 20 seconds

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Use hand sanitizer if soap and water are not available.

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# Pandemic Influenza Message Maps

- 65 Questions
- 65 Message Mapped Answers (3 key messages in 27 words with supporting facts)
- For all 65 maps, Google: “pandemicflu.gov, message maps”

See also: V. Covello, “Risk Communication and Message Mapping: A New Tool for Communicating Effectively in Public Health Emergencies and Disasters,” *Journal of Emergency Management* Vol. 4, No. 3, May/June: 25-40 (2006)

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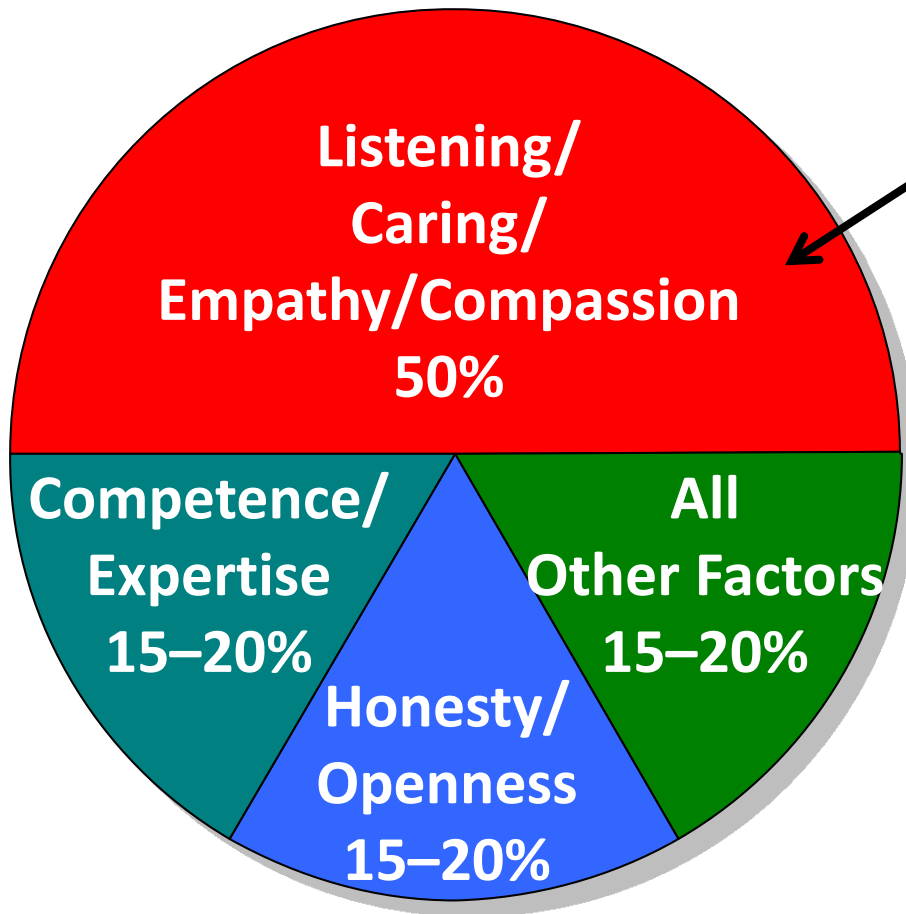
# Three Communication Challenges

- ❑ Building and Repairing Trust
- ❑ Radiological Messaging
- ❑ Cultural Diversity

# Three Challenges

- ❑ Building and Repairing Trust
- ❑ Radiological Messaging
- ❑ Cultural Diversity

# Trust Determination



**Typically  
assessed  
in first 9-30  
seconds**

# Building and Repairing Trust: Crisis Communication Principles

- ❑ People want to know that you care before they care what you know.
- ❑ Active listening is a critical communication skill (Note: we have two ears and one mouth)
- ❑ Facts do not address emotions



Case Study:

# Silicone Breast Implants (1996)

**CEO, Dow Corning**  
**Richard Hazelton**







Case Study:

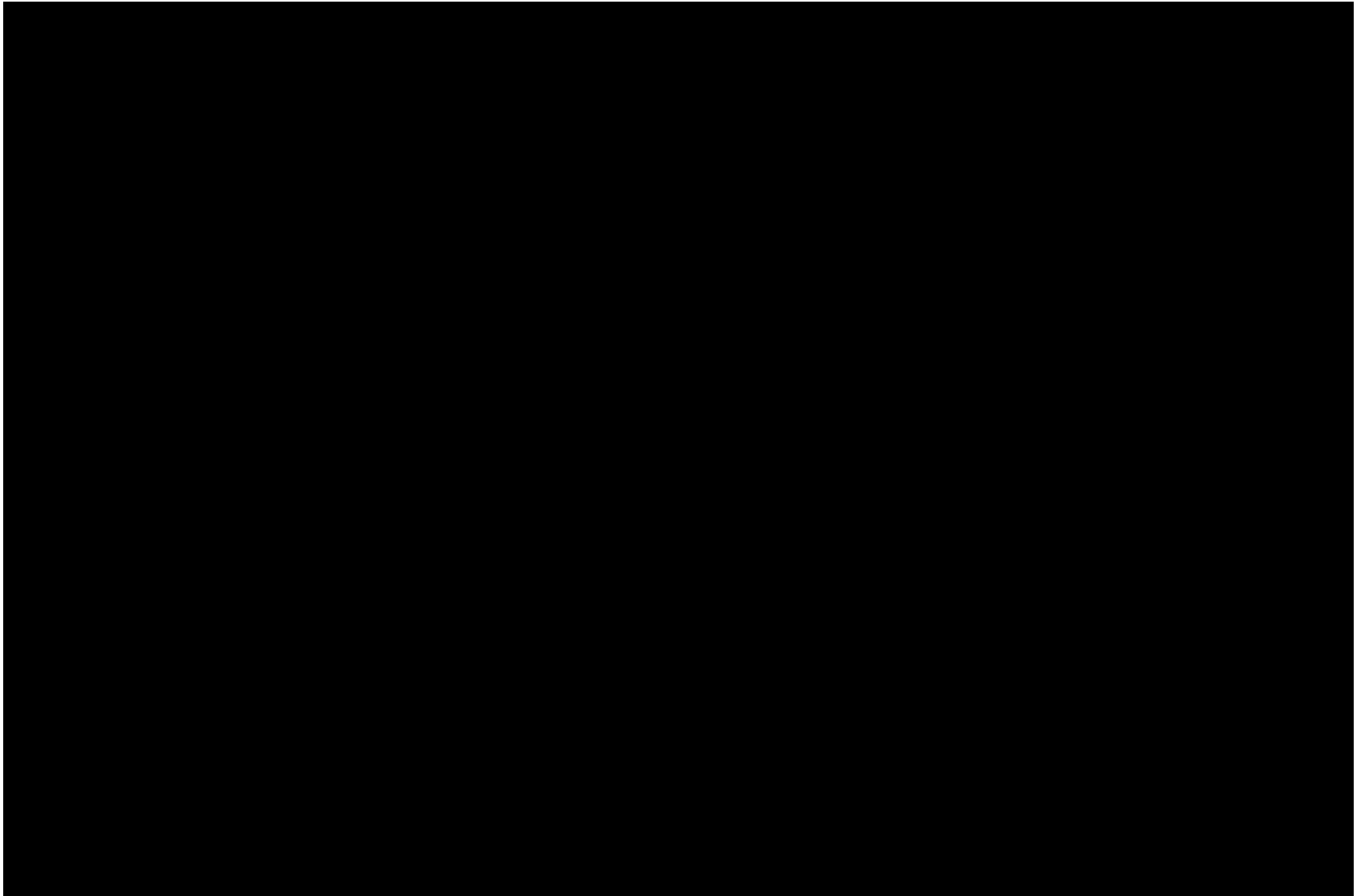
# Silicone Breast Implants (1996)

**CEO, Dow Corning**  
**Richard Hazelton**



“72, 92, whatever.”

# Cool Hand Luke



# Building and Repairing Trust: Credibility Ladders

MOST CREDIBLE

**High Credibility**

**Medium Credibility**

**Low Credibility**

LEAST CREDIBLE



# Credibility Ladders

# Credibility Ladders: Principles

## □ Credibility Transference\*

-- A lower credibility source on a credibility ladder takes on the credibility of the highest credible source on a credibility ladder that agrees with its messages

## □ Credibility Reversal\*

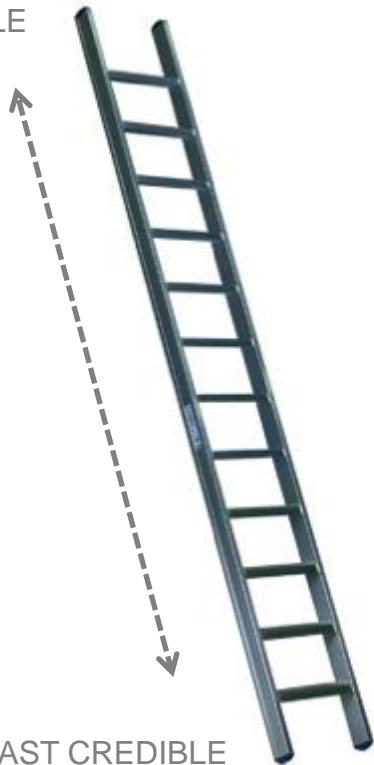
-- A lower credibility source on a credibility ladder that attacks the credibility of a higher credible source loses further credibility

\* Holding constant over variables



# Credibility Ladder: Drug Safety (e.g., potassium iodide) (USA, 2013)

MOST CREDIBLE



LEAST CREDIBLE

- Pharmacists
- Professors (medical research)
- Physicians/Nurses/PhDs
- Health Officials
- Friend/Family members  
(with personal experience)
- Middle level managers  
(drug manufacturer)
- Hired experts/consultants
- Company executives  
(pharmaceutical)

# Credibility Ladder (US): Environmental Health (2014)

Most



Least

- Citizen or stakeholder advisory panels
- Nurses, physicians, other health professionals
- Safety/emergency response professionals (e.g., fire chief)
- Professors / Educators
- Professional societies
- Government officials
- Media
- Industry Officials
- Consultants from “for-profit” Firms

# Critical Need For\*:

- Independent testing
- Testing results made publically available
- Vetting of locally produced radiation data  
(see, for example, Fukushima reports by *IAEA and UNSCEAR*)

\* see Conference Poster Presentation by Neville, Napier, Caffrey, and Higley, “Transparency and Clarity in Post Accident Communications”

# Three Challenges

❑ Enhanced Trust

❑ Enhanced Messaging

❑ Enhanced Respect for Cultural Diversity

# Messaging:

Improved methods for communicating radiation information

Example: Risk comparisons

- Best: **Comparisons to Regulatory Standards** (e.g., health, water, soil, air, and food safety standards)\*
- Second Best:
  - Temporal Comparisons** (Before and After the Event);
  - Geographical Comparisons** (Comparisons to Other Geographical Locations)
- Third Best: Comparisons to Other Sources of Exposures to Radiation (e.g., dental x rays; cosmic radiation; airplane flying)
- Least Effective: Comparisons to Bananas or Brazil Nuts

=====

\* Substantially less effective when there are disagreements

# Risk and Crisis Communication

- “Be first”
- “Be accurate”
- “Be credible”

**Challenge:** Everybody is talking. Everybody

is listening.

**You Tube**

**facebook**

**twitter**



# Twitter Messaging

(230 million active users; average of 500 million Tweets every day)

Maximum: 140 characters

- Common Language
- Short cuts (e.g., “u” instead of “you”)
- Limited use of polysyllabic words

Example: “..... is a serious concern to us. We will continue to work with ..... in this regard. We are confident of success.”

(27 words/9 seconds/3 messages: less than 140 characters)



# Three Challenges

❑ Enhanced Trust

❑ Enhanced Messaging

❑ Enhanced Respect for Cultural Diversity

Risk Perception Theory:  
Fear/Outrage Factors (short list)

**Lower Fear**

- Trustworthy sources  
(competent? honest? caring?)
- Large benefits (maximize rewards/  
minimize threats)
- Under one's control
- Voluntary
- Fair
- Natural origin
- Children not victims

**Higher Fear**

- Untrustworthy sources
- Few or unclear benefits
- Controlled by others
- Involuntary
- Unfair
- Human origin
- Children as victims

# Japanese Cultural Values

- Teamwork
- Politeness/Respect for Others
- Courage/Bravery
- Hard Work
- ....
- ....
- ....

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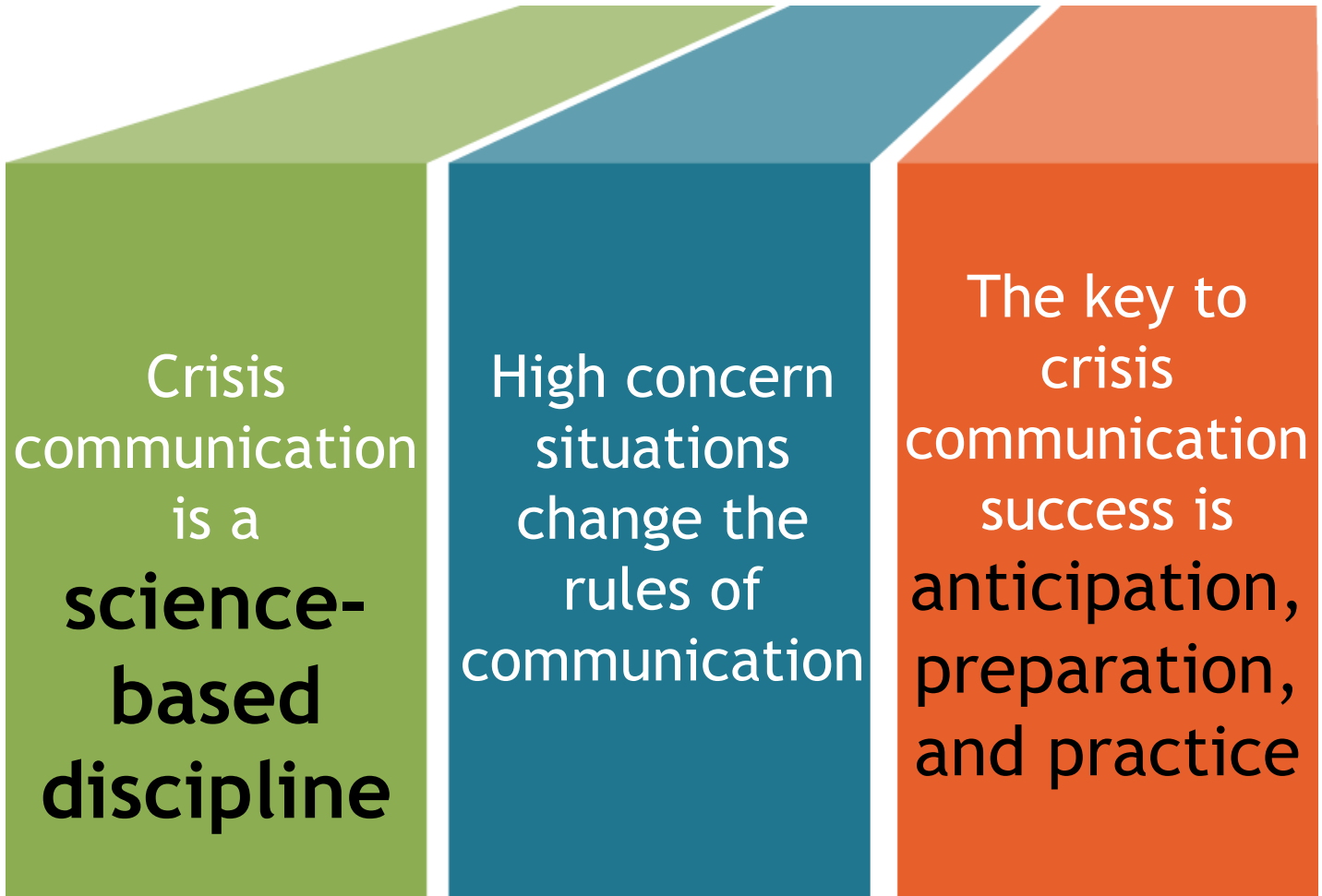
# **CONCLUSION/ SUMMARY**

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# Takeaways

- **Three Takeaway Messages**
- **Three Takeaway Tools**
- **Three Takeaway Inspirational Quotes**

# Three Takeaway Messages



# Three Takeaway Tools

- 27/9/3 Template
- CCO Template
- 1N=3P Template

| HIGH CONCERN COMMUNICATION TEMPLATES   |  |  |  |  |
|--|--|--|--|--|
| Use these templates to create effective messages in high-concern, high-stress situations   |  |  |  |  |
| Advanced Message Mapping Templates   |  |  |  |  |
| <p><b>R3</b><br/>(Rule of 3)</p> <p>Use when responding to any high-stress or emotionally-charged question.</p> <p><b>Recommendation:</b> Provide no more than 3 messages, ideas, or points at a time.</p>   | <p><b>IDK</b><br/>(I Don't Know)</p> <p>Use when you don't know, can't answer, or aren't the best source.</p> <p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>Repeat the question (without negating)</li> <li>Say "My ability to answer is limited by..."</li> <li>"I don't know"</li> <li>Say why you can't answer</li> <li>Provide a follow up with a deadline</li> <li>Bridge to what you can say</li> </ul>                | <p><b>CCO</b><br/>(Comparison, Context, Opinion)</p> <p>Use when asked a question with high ambiguity.</p> <p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>Comparison</li> <li>Context</li> <li>Opinion</li> </ul> <p>Example: (1) "I am very sorry to hear about..." (2) "I believe that..." (3) "In the future, I believe that..."</p>   | <p><b>ALE</b><br/>(Acknowledge, Listen, Reassure)</p> <p>Use to encourage appropriate attitudes, beliefs, or behaviors.</p> <p><b>Messages:</b></p> <ul style="list-style-type: none"> <li><b>Acknowledge Message:</b> Acknowledge to affirm their perspective as high in credibility.</li> <li><b>Listen Message:</b> Appear to listen (if it, then it)</li> <li><b>Reassure Message:</b> Appear to be an emotional target. Fear, joy, empathy, surprise, grief, hope, etc.</li> </ul>                              | <p><b>KDG</b><br/>(Know, Do, Get)</p> <p>Use to give smart people a greater sense of control.</p> <p><b>Messages:</b></p> <ul style="list-style-type: none"> <li><b>Know Message:</b> Share what is most important for people to know.</li> <li><b>Do Message:</b> Share what is most important for people to do.</li> <li><b>Get Message:</b> Share where people should go for credible information.</li> </ul>   |
| <p><b>P/R</b><br/>(Priority/Reactions)</p> <p>Use when responding to any high-stress or emotionally-charged question.</p> <p><b>Recommendation:</b> Provide the most important items or points first and last.</p>   | <p><b>1N=3P</b><br/>(1 Idea, Negative Example, Three Positives)</p> <p>Use when breaking bad news or stating a negative.</p> <p><b>Recommendation:</b> Balance one bad news or negative message with at least three as news positive, constructive, or solution-oriented messages.</p>   | <p><b>27/9/3</b><br/>(27 Words, 9 Seconds, 3 Messages)</p> <p>Use when responding to any high-stress or emotionally-charged question.</p> <p><b>Recommendation:</b> Be brief and control to your first response: no more than 27 words, 9 seconds, 3 messages.</p>   | <p><b>TBC</b><br/>(Trust, Believe, Control)</p> <p>Use when responding to questions or concerns indicating high perceived risk or outrage.</p> <p><b>Messages:</b></p> <ul style="list-style-type: none"> <li><b>Trust Message:</b> Messages communicating listening, caring, or transparency</li> <li><b>Believe Message:</b> Messages communicating benefits to the individual, org, or society</li> <li><b>Control Message:</b> Messages that give people things to do or give them a sense of control</li> </ul> | <p><b>KDD</b><br/>(Know, Do, Get)</p> <p>Use to give smart people a greater sense of control.</p> <p><b>Messages:</b></p> <ul style="list-style-type: none"> <li><b>Know Message:</b> Share what is most important for people to know.</li> <li><b>Do Message:</b> Share what you are doing to address the concern.</li> <li><b>Get Message:</b> Share what people can do to address the concern.</li> </ul>   |
| <p><b>G</b><br/>(Grounded)</p> <p>Use when asked to guarantee an event or outcome.</p> <p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>Indicate that the question is about the future.</li> <li>Indicate that the past and the present help predict the future.</li> <li>Bridge to known facts, processes or actions.</li> </ul>   | <p><b>AGL-4</b><br/>(Average Grade Level Message Framework)</p> <p>Use when responding to any high stress or emotionally-charged question.</p> <p><b>Steps:</b> Provide information at 4 or more grade levels below the average grade level of the audience.</p>   | <p><b>FA</b><br/>(False Allegations)</p> <p>Use when responding to a hostile question, false allegations, or criticism.</p> <p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>Repeat (paraphrase) question without repeating the negative intent underlying what is common, or use more neutral language.</li> <li>Indicate the issue is important.</li> <li>Indicate what you have done, are doing, or will do to address the issue.</li> </ul> | <p><b>CAP</b><br/>(Caring, Action, Perspective)</p> <p>Use to give smart people a greater sense of control.</p> <p><b>Messages:</b></p> <ul style="list-style-type: none"> <li><b>Caring Message:</b> Communication listening, caring, empathy, and transparency</li> <li><b>Action Message:</b> Messages communicating specific, alternative, or available choices.</li> <li><b>Perspective Message:</b> Help put the concern in perspective.</li> </ul>  | <p><b>VCD</b><br/>(Voice, Choice, Do)</p> <p>Use to give smart people a greater sense of control.</p> <p><b>Messages:</b></p> <ul style="list-style-type: none"> <li><b>Voice Message:</b> Messages communicating listening, dialogue, or participation</li> <li><b>Choice Message:</b> Messages communicating options, alternatives, or available choices.</li> <li><b>Do Message:</b> Messages that give people things to do, increase feelings of hope, etc.</li> </ul> |
| <p><b>AAF</b><br/>(Acknowledge, Action, Follow-up)</p> <p><b>Steps:</b></p> <ul style="list-style-type: none"> <li><b>Acknowledge Uncertainty:</b> Identify knowledge gaps and challenges.</li> <li><b>Action:</b> State actions you have taken, are taking, or will take to address the issue.</li> <li><b>Follow-up:</b> Provide information on when people can obtain timely and credible information.</li> </ul> | <p><b>Y/N</b><br/>(Yes/No Template)</p> <p>Use when asked a yes/no question that cannot be answered yes or no.</p> <p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>Indicate you've been asked a yes/no question</li> <li>Indicate it would be difficult to answer the question yes or no.</li> <li>Indicate why it would be difficult to answer the question yes or no.</li> <li>Respond to the underlying concern.</li> </ul> | <p><b>WI</b><br/>(What If)</p> <p>Use when asked a low probability "what if, what might happen" question.</p> <p><b>Steps:</b></p> <ul style="list-style-type: none"> <li>Repeat the question (without negating)</li> <li>Bridge to "what if"</li> <li>State what you know factually.</li> </ul>   | <p><b>C/S</b><br/>(Caring/Strategy)</p> <p>Use when responding to a question or statement containing incorrect information.</p> <p><b>Messages:</b></p> <ul style="list-style-type: none"> <li><b>Caring Message:</b> Share what you and the person holding incorrect information have in common.</li> <li><b>Strategy Message (S):</b> Include general listening and information to share their information w/ you.</li> <li><b>Strategy Message (S):</b> Share the correct information again.</li> </ul>           | <p><b>Reference</b></p> <p>Dr. Vincent Covello, Director<br/>www.centerforhighconcerncommunication.com</p> <p>High Concern Communication<br/>www.inspirehigh.com</p> <p>High Design, Visual Strategies<br/>www.inspirehigh.com</p> <p>7 Aug 2013</p>   |

# Three Takeaway Quotes

- “95 percent of all crisis communication work should be done in advance”
  - Mayor Giuliani (1995)
- “If I had all day to cut a large tree, I would spend most of the day sharpening my axe.”
  - Abraham Lincoln
- “It takes me an average of two weeks to prepare an impromptu speech.”
  - Mark Twain