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**Agility**  
PR Solutions

# Crisis comms mastery summit

March 2022

*Confidential - all replication or use must be pre-approved by Camino PR*

## About Elizabeth



Elizabeth Toledo is the president of Camino and the former vice president of communications for Planned Parenthood Federation of America. She has more than 25 years of leadership experience and has spearheaded communications initiatives for some of society's most entrenched challenges.



# 5 Things

*Everyone* Should Know  
About Crisis Management

1

Manipulation – even for a cause you believe is worthy – is dangerous.

**March 2020:**

supply chain  
message disguised  
as health  
messaging



**WHO stands by recommendation to not wear masks if you are not sick or not caring for someone who is sick**

By [Jacqueline Howard](#), CNN

**June 2020:**

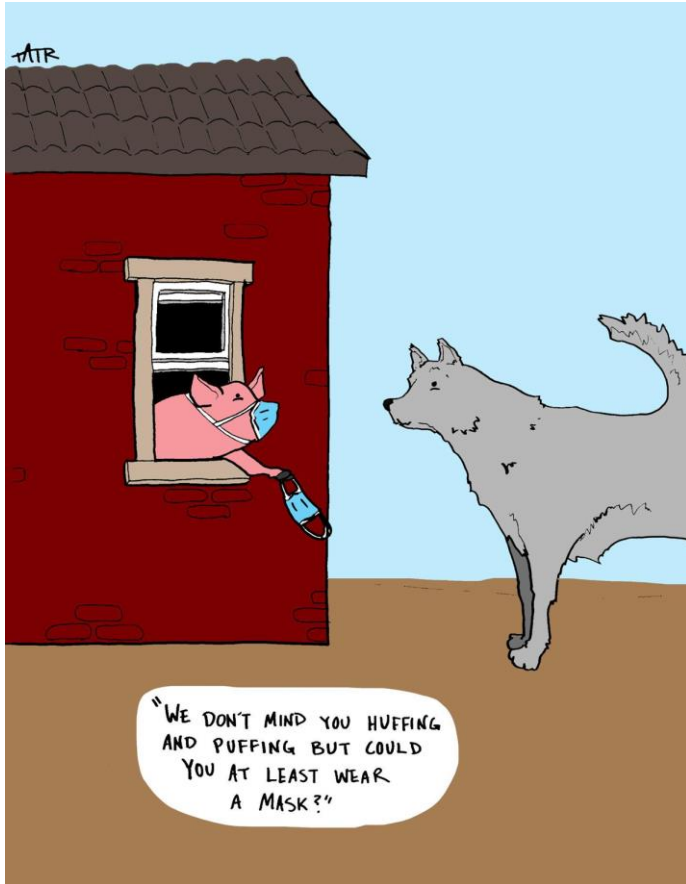
trust dangerously  
erodes with  
shifting guidance

**Coronavirus: WHO advises to wear masks in public areas**

🕒 6 June 2020



# Manipulation for “good” = bad



## Authenticity:

Always communicate “why” not just “what”

Reassert your values often (and make sure your workplace has stated values)

Put information in context

Use both visual and verbal communications



## 2 Trust norms are shifting; relying on privilege or title has new limits.

Chris Cuomo, newly fired from CNN, faces an allegation of sexual misconduct

December 5, 2021 · 4:57 PM ET



DAVID FOLKENFLIK



JOE HERNANDEZ



# 2

Trust norms are shifting; relying on privilege or title has new limits.

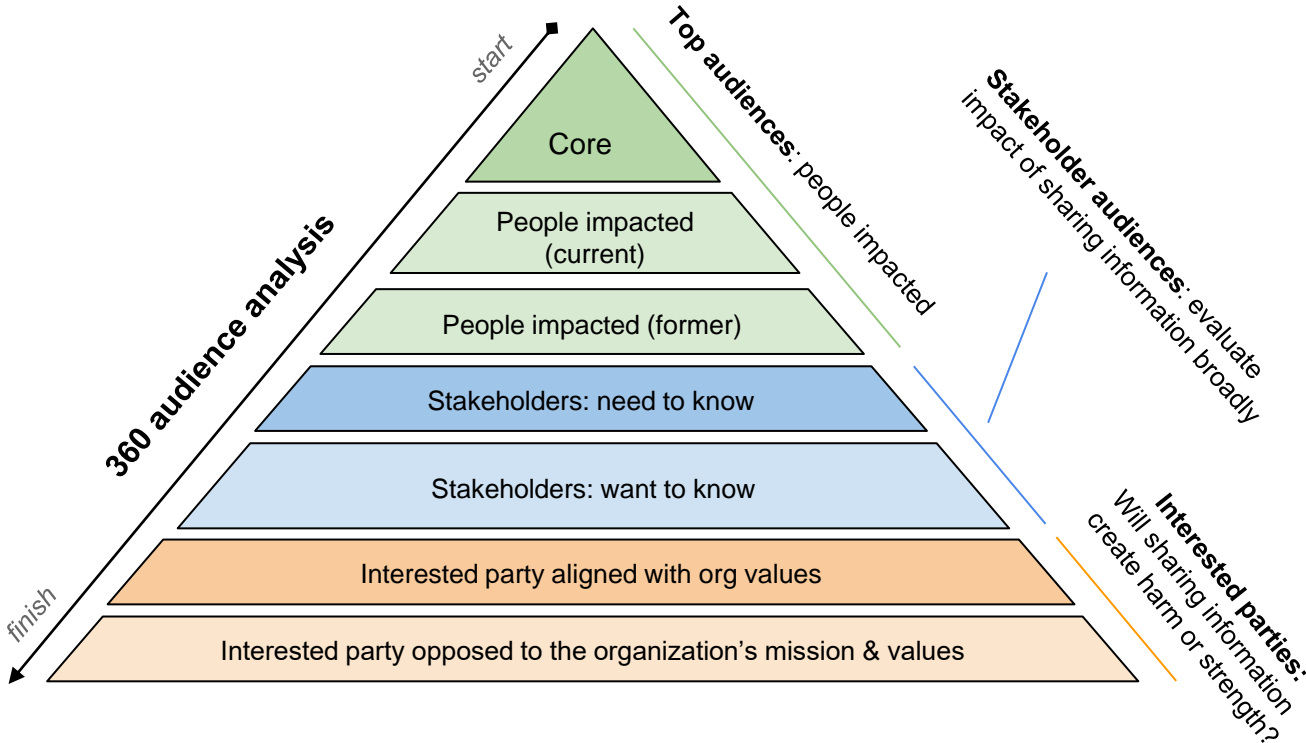
- A. Instead of communicating about privilege, **communicate about expertise.**
- B. Always seek ways to **increase transparency** about your decisions and influence.
- C. As an employee or consultant, **be prepared to be held accountable** if you are creating an accountability shield for someone with privilege.
- D. **Reframe your language** (and attitude if needed!) to assume everyone in the workplace has equal status with different roles and authority.



# The audience lens must be wider, deeper

## 3

### 360 audience lens





## 3

### 360 audience lens

Brewdog's pink 'beer for girls' criticised as marketing stunt

Craft brewer says it launched repackaged Punk IPA to highlight gender pay inequality



*Pepsi Pulls Ad Accused of Trivializing Black Lives Matter*



## 3

### 360 audience lens

**“My low-skill workers**, my cooks, my dishwashers, my messengers, my shoe shine people, those who work at Dunkin’ Donuts... They don’t have the academic skills to sit in a corner office”

NYC Mayor Eric Adams

“The concern is misplaced because if you look at the statistics, **African American** voters are voting in just as high a percentage as **Americans**”

Sen. Mitch McConnell



## 3

### 360 audience lens

#### *Apology basics (for those truly apologizing):*

- A. Don't belittle your accusers motives. For example, Spotify accusing critics of wanting to "silence" artists, or police chiefs accusing Black Lives Matter activists of wanting police officers to be "perfect."
- A. Don't say "if I offended" when people have already said they are offended.
- A. Don't compare yourself to beloved historical figures, such as biblical stories or quotes from Martin Luther King. Show humility.



## 4 Creating an accuracy shield

### *Fight disinformation:*

- A. Before launching campaigns or issuing statements, analyze potential disinformation & pre-empt with careful messaging & rollout.
- B. Make it easy for people to find the right information & to debunk myths/misinformation.
- C. Provide helpful facts & context to reporters (stripped of spin).
- D. Communicate to amplifiers so they can help set the record straight.
- E. Use social media campaigns to debunk.



## 5 Workplace accountability is a crisis prevention issue

### *The N.F.L.'s Race Problem*

Most of its players are Black. Only one head coach is.



Business

As big corporations say 'black lives matter,' their track records raise skepticism



Ben Kothe | BuzzFeed News; Getty Images

Current And Former "Dr. Phil" Employees Say The Set Is A Toxic Workplace. The Show Says Everything's Fine.



## 5

## Workplace accountability is a crisis prevention issue

### **What ProPublica Is Doing About Diversity in 2022**

Here is our annual report on the breakdown of our staff and how we're working to create a more diverse news organization and inclusive journalism community.



### **Accountability:**

Invest in communicating with audiences about your challenges, plans & progress

Add strategic communications & messaging staff or consultants to human resources

Say as much as legally possible about processes; share whenever possible







A screenshot of a Twitter profile for @caminopr. The header image shows a brick wall with a door labeled '134' and the text 'PR for a better world.' The profile picture is an orange circle with a white geometric logo. The bio reads: 'Camino is an award-winning, full-service communications agency with clients that help make the world a better place.' Below the bio are icons for a menu, messages, and notifications, followed by a 'Following' button. At the bottom, it shows 'New York & Arizona', 'caminopr.com', 'Joined July 2008', '1,474 Following', and '634 Followers'.

**caminopr**  
@caminopr Follows you

Camino is an award-winning, full-service communications agency with clients that help make the world a better place.

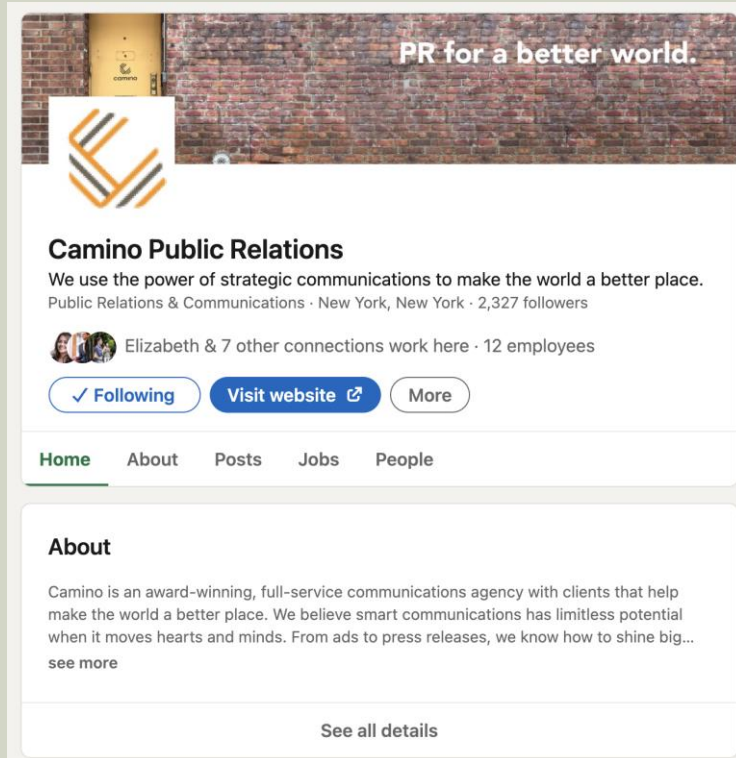
New York & Arizona [caminopr.com](https://caminopr.com) Joined July 2008

1,474 Following 634 Followers

Join us on  
Twitter!







The image shows a screenshot of the LinkedIn profile for Camino Public Relations. The profile banner features a brick wall background with the text "PR for a better world." and the company logo, which consists of stylized orange and grey lines forming a square shape. Below the banner, the company name "Camino Public Relations" is displayed, followed by the tagline "We use the power of strategic communications to make the world a better place." and the location "Public Relations & Communications · New York, New York · 2,327 followers". There are three profile pictures of employees and the text "Elizabeth & 7 other connections work here · 12 employees". Below this, there are three buttons: "Following" (with a checkmark), "Visit website" (with an external link icon), and "More". The navigation menu includes "Home", "About", "Posts", "Jobs", and "People". The "About" section is expanded, showing the company description: "Camino is an award-winning, full-service communications agency with clients that help make the world a better place. We believe smart communications has limitless potential when it moves hearts and minds. From ads to press releases, we know how to shine big..." followed by a "see more" link. At the bottom of the profile, there is a "See all details" link.

Join us on LinkedIn

&

*Watch out for  
our  
job postings*



**Let's do good,  
together.**

