

CRISIS COMMUNICATION LEADERSHIP

What are the attributes of effective crisis leaders?	<ul style="list-style-type: none">• Reflecting on your work managing crises, what would you say is the most valuable thing you have learned about communicating during a crisis?• What are some effective communication strategies you have observed yourself and/or other leaders use in times of crisis?
How do crisis leaders develop communicative strategies for crisis management?	<ul style="list-style-type: none">• How do you monitor the environment to detect warning signs of crises?• What aspect of communicating within and outside your organization during a crisis do you find most challenging? Please describe a particular situation in detail, and how you overcame the challenges.
How do effective crisis leaders communicate with internal and external stakeholders before, during, and after crises?	<ul style="list-style-type: none">• What do you think is most important when communicating with stakeholders in a crisis?• What are some steps you follow when communicating with people within and outside your organization before, during, and after a crisis?
How do crisis leaders communicatively enable inter-organizational collaboration?	<ul style="list-style-type: none">• What are your thoughts on collaborating with leaders from other organizations during a crisis?
How do crisis leaders communicatively enable renewal post-crisis?	<ul style="list-style-type: none">• What were some of the messages you communicated to individuals within and outside the organization post-crisis? What are the primary goals of post-crisis communication?

Figure 1. Exemplar interview questions

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Code	Definition
Conflict	The text reflects disagreement among individuals, groups, or organizations
Information updates	The goal of the text is to keep internal and external stakeholders in the loop about what was happening in the crisis; no action is recommended in these updates.
Instructing information	The text tells people what to do during the crisis to keep themselves and others safe
Inspiration: internal	The goal of the text is to positively motivate employees, volunteers, and other internal stakeholders to keep on managing the crisis well.
Inspiration: external	The goal of the text is to positively motivate members of the public to respond well to the crisis and/or recover well from the crisis.
Expectation setting	Through the text, leaders help others know what is happening during a crisis and what help they can realistically receive.
Thanks (ingratiation): internal	Through the text, the organization praises internal stakeholders such as employees or partner organizations.
Thanks (ingratiation): external	Through the text, the organization praises external stakeholders such as members of the public or the media.
Adjusting information	The text tells people how to psychologically cope during a crisis, including managing their emotions and mental health.
Engagement: during	The text indicates that the leader is aware of the community's needs and concerns during the crisis. The organization reflects their commitment to the community in their communication.
Engagement: after	The post indicates that the leader is aware of the community's needs and concerns after the crisis. The organization reflects their commitment to the community in their communication.
Resilience building: during	In this post, the leader communicates that he/she is learning from the crisis while still responding so that the organization is likely to be more resilient to future crises.
Prospective focus	The text focuses on the future of the organization including opportunities for learning and growing.
Explain what	Through this post, the leader explains the meaning of the crisis, what the crisis is.
Explain why	Through this communication, the leader explains why the crisis occurred.
Explain implications	Through this post, the leader explains the implications of the crisis and/or what the crisis means for the community.
Media presence	The text shows that the leader is active in the media coverage of the crisis and includes a link or content from media coverage of the organization and/or its leaders.
Public presence	The post includes information and/or visuals about the leader being physically out in the community for the crisis.
Crisis aftermath	Through the text, the leader explains the effects of the crisis to the public at the end of the crisis.

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Organizational efforts/protective actions	In this post, the leader indicates what the organization is doing to minimize the negative effects of the crisis to the public.
Uncertainty management	This post indicates that not all the facts are known; the text describes newly available information (e.g., the text describes information that was not known the day before or new information)
Crisis management flexibility	The post contains information on diversion from/modification of initial plans, rules, and/or regulations.
Goals and priorities	This communication states the focus/purpose of the actions taken (e.g., save lives, ensure safety, minimize property loss, compensate victims, etc.).
Dynamic communication	This text may represent a response to a concern/question from stakeholders (e.g., the public). The post could address a broad audience or could be a direct response to a particular person.
Listening to stakeholders' concerns	The post requests input from stakeholders (e.g., the public).
Inter-organizational collaboration	The post indicates collaboration between two or more parties/leaders in solving the crisis.
Collaboration with individuals	The post indicates collaboration between the organization/leader and individuals (e.g., volunteers, civilians) in solving the crisis.
Re-organizing	The post references structural changes in the organization/agency managing the crisis in order to better manage the crisis.
Convergence	In this post, the leader agrees with another source and/or shared (e.g., retweets) another source(s) and frames the other's argument favorably. The post also mentions another source (e.g., retweet, share, tag, etc.).
Divergence	In this post, the leader disagrees with another source and/or shared (e.g., retweets) another source(s) and frames the other's argument unfavorably. The post also mentions another source (e.g., retweet, share, tag, etc.).

Figure 2. Summary of codes and their definitions

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Table 1. *Sample Communications*

Code	Example communication
Conflict	<p>Dispel the rumor: Spring Lake area is NOT under mandatory evacuation. Visit http://srcity.org/Emergency for updated evacuation map. #TubbsFire</p> <p>Americans come together and help each other in our times of need. The White House seems to have forgotten that.</p>
Information updates	<p>Advisory: Heavy smoke will be visible from the Oakmont area today. This is a controlled coordinated effort from Cal Fire to create a buffer between the control lines and the fires edge. For up to date information on the Sonoma County fires, please visit: fire.ca.gov.</p>
Instructing information	<p>Were you affected by the wildfires & need assistance? There are centers you can go to for help. Locations & hours: http://bit.ly/2gO10pM</p>
Inspiration: internal	<p>Our hearts are with all affected by the wildfires in California. God bless our brave First Responders and @FEMA team. We support you!</p>
Inspiration: external	<p>To California, we say through this declaration: We are with you, our prayers are with you, and we will be with you every day until we put the fires out and stand with these families to rebuild these communities. That’s our pledge to each one of you today.</p> <p>So thank you. God bless you for your work. And we stand with you until the job is done.</p>
Expectation setting	<p>The regional administrator from our California office gives an update on assistance for the wildfires. So far, 10 fire management assistance grants have been approved for the state, which help fund firefighting resources like staffing, equipment, and supplies. A major disaster declaration was also approved Tuesday, which authorizes federal agencies to support response and recovery efforts like debris removal and emergency protective measures. Assessments for additional assistance programs are underway. #californiawildfires #cafires</p>
Thanks (i.e., ingratiation): internal	<p>Thank you to all the first responders and medical professionals who are running on little sleep and continuously saving lives.</p>

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Thanks (i.e., ingratiation): external	A big thank you to everyone from states across the country who have helped California's firefighters battle these blazes. Your courage has not gone unnoticed.
Adjusting information	Resources for schools and families serving displaced and/or traumatized children are available here: http://scoe.org/pub/htdocs/families-support.html ...
Engagement: during	Overall, USACE has processed 4,813 rights of entry and cleared more than 288,055 tons of debris from 880 properties in Mendocino, Lake, Sonoma and Napa counties. Read more about the progress: https://www.sonomacountyrecovers.org/corps-engineers-provides-update-northern-california-wildfire-debris-removal/
Engagement: after	California will recover, and I'm working to ensure those affected can get the resources they need to rebuild.
Resilience building: during	When disaster strikes, it is often individual citizens who are the first true responders on the ground helping neighbors, colleagues or friends, even before local first responders or the government are on scene. All segments of society, from individuals to governments to the private sector, have an important role to play to build resilience and a true culture of preparedness across the nation. As FEMA works with our partners, and we prepare for challenges ahead in the New Year, we advise all Americans to take the time to prepare for their own potential risks and unforeseen emergencies. Now is the time to make resolutions ahead for the coming year; visit Ready.gov for advice on how to prepare your family, home or business in 2018.
Prospective focus	This year was historic on many levels, but millions of Americans will continue their recovery well into the next year. Today, thousands of FEMA and federal staff remain deployed, and the agency remains committed to continuing to support survivors throughout their recovery.
Explain what	As 2017 comes to a close, FEMA is reflecting on a historic year, including unprecedented disasters that affected more than 25 million Americans (almost 8 percent of the U.S. population).

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Explain why	In recent weeks, wildfires displaced 100,000 Californians, burned more than 245,000 acres of land, and destroyed 8,900 homes and structures.
Explain implications	Now that the fires are contained, recovery efforts are underway and Californians must reconstruct their entire lives. This, as you can imagine, is emotionally taxing and logistically overwhelming.
Media presence	Last night #TeamRegion9 supported a @CountyofSonoma community meeting on debris with local officials. More info: https://www.sonomacountyrecovers.org/debris-removal/
Public presence	Watch the live town hall meeting on debris removal at Santa Rosa High School https://goo.gl/8veznf #SonomaFires #SantaRosa #Sonoma
Crisis aftermath	Coffey Park back on their first day of school since the Tubbs Fire. Students were temporary placed in other schools while recovery operations continued and services could be restored in the area.
Organizational efforts/protective actions	Senator Feinstein and I called on Trump to expedite federal assistance to help areas affected by wildfires rebuild. These wildfires are affecting Californians from all walks of life and we're going to do everything we can to ensure those impacted can get back on their feet.
Uncertainty management	Update for Windsor residents: There are no planned evacuations as of yet for the Town of Windsor. The area near Esposti Park and Shiloh Road is not under evacuation. That was a miscommunication that has since been corrected. The fire above Shiloh Ranch Regional Park is still burning, however fire personnel is there and will remain there along with law enforcement personnel. Should an evacuation become necessary Windsor Police Department and allied police agencies will respond to evacuate the affected residents. For further questions please contact EOC at 565-3856.
Crisis management flexibility	Cal OES requested 50 engine strike teams (250 engines) from eight states via the Emergency Management Assistance Compact (EMAC). A total of 142 engines coordinated through EMAC and an interstate compact are assisting with the Southern California wildfires.

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Goals and priorities	Napa Valley Community Foundation has launched a pop-up recovery center to help individuals and families affected by the Napa wildfires in October. The Napa Fire Recovery Center is help for those who were made homeless as a result of the wildfires, predominantly uninsured renters, find housing. It also will provide financial assistance to people who may not have lost their homes, but have nonetheless encountered economic hardship because of the temporary slow-down of the viticulture and hospitality economy in the region.
Dynamic communication	Looking for Sonoma County fire resources? Visit http://sonomafireinfo.com
Listening to stakeholders' concerns	The City of Santa Rosa and Sonoma County are continuing to take questions regarding debris removal from properties affected by the fires. Questions can be submitted at: http://www.surveymonkey.com/r/debrisremoval .
Inter-organizational collaboration	Update in regards to the Tubbs Fire: - Hwy 128 remains closed from Tubbs Lane into Sonoma County. - Petrified Forest Rd remains closed from Hwy 128 into Sonoma County. - Hwy 29 in Napa County is open. - The fire is not within the city limits of Calistoga and no evacuation orders have been issued to residents within our city limits yet. However, the City of Calistoga's resources such as police officers, police dispatchers, fire fighters, medical services and public works have been extended into the county to assist.
Collaboration with individuals	After devastating wildfires that have devastated communities and left many homeless, the people of California need our help. Please chip in whatever you can to support two local nonprofits that are working to help those who have been displaced or hurt by these fires.
Re-organizing	The House of Representatives passed disaster aid legislation last week to provide funding for hurricanes and wildfires that have hit the country this year. That bill will allow the U.S. Forest Service to pay back the funds it has been forced to borrow from other accounts to cover the cost of fighting wildfires. However, the House-passed

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	<p>legislation does not include a long-term solution to provide consistent funding for fire suppression and prevention.</p> <p>The bipartisan Wildfire Disaster Funding Act (WDFFA) would fix the way the federal government funds and fights wildfires. It would end the practice known as “fire borrowing” by funding the largest wildfires from disaster accounts similar to accounts used to fund other natural disasters, freeing up funding for fire prevention and forest health projects.</p> <p>“We request that you work with us to include the Wildfire Disaster Funding Act, legislative language that ensures the U.S. Forest Service and the Department of Interior (DOI) have stable, reliable funding to help prevent wildfires,” the senators wrote.</p> <p>So far, the Forest Service and the Interior Department have spent almost \$2.9 billion this year to put out wildfires. The Forest Service has had to take funds from other accounts, or “fire borrow” to pay for the record-breaking cost of this year’s fires.</p> <p>“Passage of the Wildfire Disaster Funding Act will free up funds to do the prevention work that reduces the risk of catastrophic wildfires that our country has suffered this year -- funding that could have prevented the deaths of Americans, destruction of hundreds of homes and businesses, the loss of business revenue due to evacuations, and the loss of millions of acres of forests,” they wrote. “We ask that you work with Western senators to include a comprehensive wildfire funding fix in any disaster supplemental bill that comes before the Senate.”</p>
Convergence	<p>City of Santa Rosa's current evacuation map: http://srcity.org/evacmap (PDF) https://t.co/n1V6vczvPw (retweet)</p>
Divergence	-