

# Trust, Transparency and Communication In Times of Great Change



Presented to Leadership Greater Waterbury

March 10, 2021

Brian Flaherty

Sullivan & LeShane  
PUBLIC RELATIONS, INC.

# Sullivan & LeShane

— We make things happen. —



**Sullivan & LeShane**  
PUBLIC RELATIONS, INC.

COMMUNICATIONS COACHING  
& SPOKESPERSON PREPARATION

**OUR APPROACH**

By making representatives the way to maximize a corporation's investment in a crisis response, our clients benefit from our coaching, training and preparation.

**Sullivan & LeShane**  
PUBLIC RELATIONS, INC.

ECONOMIC DEVELOPMENT  
PROJECT SUPPORT

**OUR APPROACH**

With a focus on a client's unique needs, our project support services are designed to ensure a successful outcome. We provide the expertise and resources to help you navigate the complexities of economic development projects.

**Sullivan & LeShane**  
PUBLIC RELATIONS, INC.

CRISIS & STRATEGIC  
COMMUNICATIONS

**OUR APPROACH**

Proactive crisis communication is the key to minimizing the damage of a crisis. We help you develop a crisis communication plan that addresses the unique needs of your organization.

**Sullivan & LeShane**  
PUBLIC RELATIONS, INC.

REPUTATION MANAGEMENT  
& LITIGATION SUPPORT

**OUR APPROACH**

Proactive reputation management is a key to minimizing the damage of a crisis. We help you develop a reputation management plan that addresses the unique needs of your organization.

**Sullivan & LeShane**  
PUBLIC RELATIONS, INC.

MEDIA RELATIONS

**OUR APPROACH**

Proactive media relations is a key to maximizing the value of your organization. We help you develop a media relations plan that addresses the unique needs of your organization.

**Sullivan & LeShane**  
PUBLIC RELATIONS, INC.

OUR SERVICES

- Crisis communication
- Media relations
- Reputation management
- Litigation support
- Economic development project support
- Communications coaching
- Spokesperson preparation
- Social media strategy
- Content development
- Analytics and reporting

**Sullivan & LeShane**  
PUBLIC RELATIONS, INC.

OUR EXPERIENCE

- A team with 100+ years of collective media experience
- In-depth knowledge of all major media outlets
- Proven track record of successful crisis communication and litigation support
- Large-scale project experience for global companies
- Regular collaboration with leading industry organizations
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# LESSONS FROM THE FIELD

**“Everyone has a plan, until they get hit.”**

- Mike Tyson  
Pugilist  
July 7, 2015



## **PACE Yourself:**

**Effective crisis response = Plan + Act + Communicate + Evaluate**

- Planning is the key
- Every crisis is an organizational problem before it's a communications problem
- Every crisis is an organizational problem before it's a legal problem
- Every crisis is a people problem before it's an organizational problem
- An organizational crisis is something we rarely see coming
- No one wants to think the worst will happen, but when it does, having a plan in place puts you in a much better position to weather the storm

# LESSONS FROM THE FIELD

**“Seek first to understand.”**

- Molly Kellogg,  
Chairman, President & CEO, Hubbard Hall, Inc.  
February 4, 2020

## **Key characteristics of leadership in times of challenge**

- Candor, creativity, curiosity, courage
- Agility
- Pragmatism
- Humility
- The right team
- Ability to anticipate what's coming next



# THE FIRST MOVER

**When times are tough, get moving.**

**Leaders need to ask themselves:**

- Will those who matter to us expect us to do or say something now?
- Will our silence be seen as indifference?
- Are others speaking about us now, shaping the perception of our organization?
- If we wait, will we lose the ability to influence the outcome?

***If the answer to any of these questions is “Yes,” it’s time to act!***

# THE FIRST MOVER

**When times are tough, get moving**

## **Care**

- Your audiences need to not only hear this is important to you but *feel* it is important to you.

## **Control**

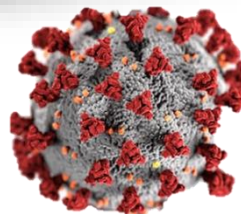
- You have to demonstrate a calm understanding of information and manage it to the best of your ability; key messages are the foundation of everything you do and say.

## **Communicate**

- With a message in hand, get moving and spread it quickly, steadily and often. Use both new technologies and old-fashioned modes.

# THE FIRST MOVER

When times are tough, get moving.



# ADDRESS TODAY... WITH AN EYE TOWARD TOMORROW.

## What we've seen:

- Manufacturers retooling to provide much-needed supplies
- Financial institutions reassuring the public on their strength and security
- Financial advisors providing comforting guidance on portfolio management
- Restaurants/grocers gearing up to keep us fed



## Financial First Responders



# ADDRESS TODAY... WITH AN EYE TOWARD TOMORROW.

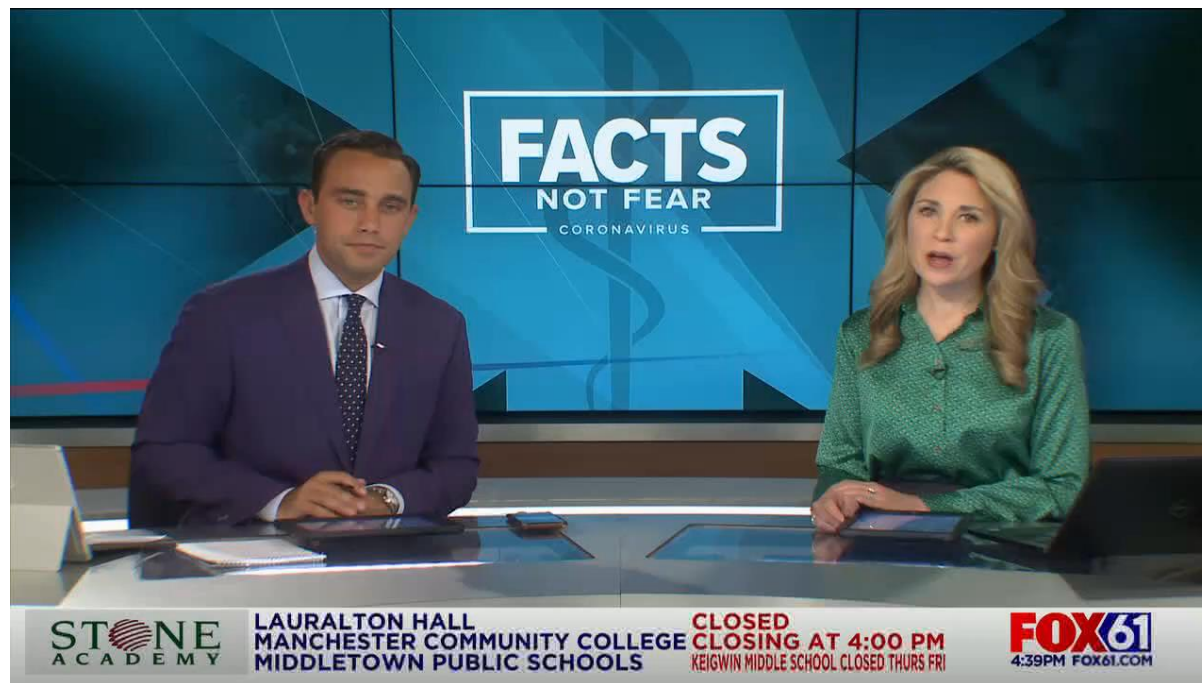
## What we've seen:

- Senior communities finding new ways to keep families in touch
- Schools adapting, teaching and grading
- Child care providers expanding their capacity
- Healthcare providers communicating need-to-know facts and best practices for their particular industry



# ADDRESS TODAY... WITH AN EYE TOWARD TOMORROW.

When times are tough, get moving ... like this



# ADDRESS TODAY... WITH AN EYE TOWARD TOMORROW.

When times are tough, get moving ... not like this



# ADDRESS TODAY... WITH AN EYE TOWARD TOMORROW.

## Mind the Media

The media is singularly focused on this crisis and keeping people informed – this provides an opportunity to tell your story about how you and your stakeholders are adapting.

“Thought leaders” create a sense of comfort and perspective.

- Legacy media (television/print/radio)
- Skype and Zoom interviews
- Facebook Live/social media
- Blogposts
- Community access networks
- Webinars
- Newsletters
- Podcasts



Covering the Capitol During COVID - Part II



# ADDRESS TODAY... WITH AN EYE TOWARD TOMORROW.

## **PACE Yourself:**

**Effective crisis response = Plan + Act + Communicate + Evaluate**

## **After-Action Review**

An essential process for the conclusion of any crisis to enable you to determine “best practices” for the next time.

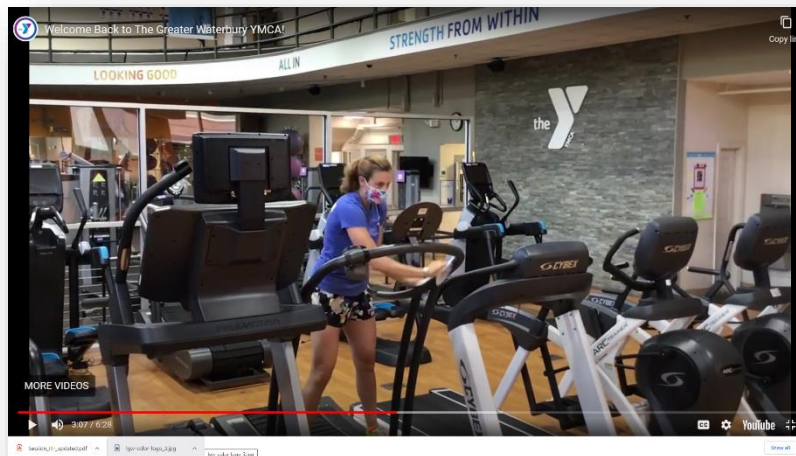
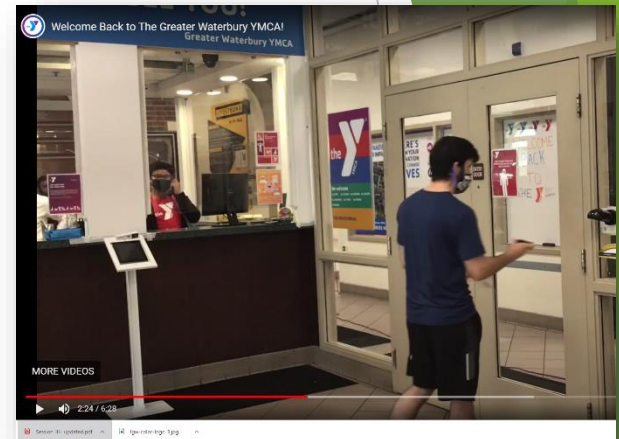
1. What went right as we managed this crisis?
2. What was critical to the process?
3. Why did certain things work or not work?
4. What could use improvement?
5. When the next crisis comes around, what should we do differently?
6. How can we do better next time?

The After-Action Review sets a cadence for future unexpected events, and will prove critical to your strategic crisis planning going forward.

# WHAT WILL PEOPLE REMEMBER?

People will remember how well you weathered this storm, and it will have a positive or negative impact on your brand. It's your choice.

- “They reassured us; they provided guidance.”
- “They kept us updated on how to maneuver through the unstable environment of this crisis.”
- “They took care of their employees, they were fair, kind and acted with compassion.”



# WHAT WILL PEOPLE REMEMBER?

Employees are your most important audience

You're relying on them, and they're relying on you

- Calm, steady leadership
- Steady, clear communication on new developments through this information barrage
- Government programs, “Need to know” information
- New workplace/meeting protocols and tools

*“Employees want to be informed beyond the effect on the company, including advice on travel and what can be done to stop the spread of the virus. They want to get the information via email or newsletter (48%), posts on the company website (33%) and phone/video conferences (23%).”*

- Edelman, Trust Barometer Report

**Naugatuck Chamber**  
*Driving Business to Business*

**Waterbury Regional Chamber**  
*Driving Business to Business*

**Watertown Oakville Chamber**  
*Driving Business to Business*

## Employers Required to Provide Face Masks

*In Effect 8 PM Monday, April 20th*

Our friends at CBIA have alerted us that the state Department of Economic and Community Development last night made significant revisions to mandatory rules **outlining additional protective measures** that every workplace in Connecticut deemed essential—and any other business or nonprofit allowed to remain open—must follow.

**Beginning 8 pm Monday, April 20, all employees must wear a face mask or face cloth covering at all times in the workplace.**

Employers are required to issue masks or cloth face coverings to employees. If that is not possible because of shortages or supply chain difficulties, employers must provide materials—or compensate employees for the cost—to make their own and share the U.S. Centers for Disease Control and Prevention [guidelines for making cloth face coverings](#).

Masks or face coverings are not required if wearing one compromises the health or safety of an employee because of a medical condition. An employee is not required to produce medical documentation in such a case.

Customers must also wear cloth face coverings while on premises. Businesses may provide face coverings to customers and visitors. The medical exemption applies for customers, with additional guidance for children.

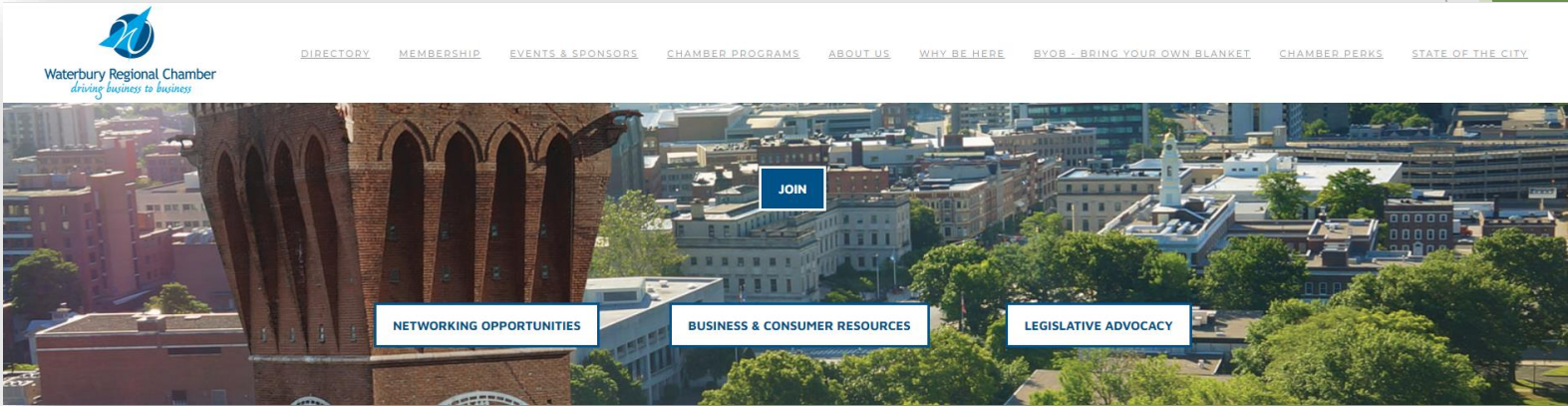
The state also revised its [rules for Connecticut retail stores](#), and now requires masks or face coverings for employees and customers.

In need of equipment for your place of business? The Chamber members below can help.

**Need Face Masks and Other PPE?**

# EVALUATE, IMPROVE, PREPARE

Stick with the Chamber!





# Thank you!



Waterbury Regional Chamber  
*driving business to business*

# Sullivan & LeShane

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**Sullivan & LeShane**  
PUBLIC RELATIONS, INC.  
COMMUNICATIONS COACHING  
& SPOKESPERSON PREPARATION



**OUR APPROACH**  
We tailor our approach to the "story" for the media. A strategic press release is a critical element of our approach. We help you develop a strategic press release that will get you the most media attention possible.

**OUR SERVICES**  
• In-person communication coaching  
• Develop your key messages  
• Communicate clearly and concisely  
• Learn new techniques to help you handle the tough questions

**OUR EXPERIENCE**  
The most common top priority issues include:  
• Financial services  
• Agriculture  
• Manufacturing  
• Insurance  
• Senior Care

289 Capitol Ave., Hartford, CT

**Sullivan & LeShane**  
PUBLIC RELATIONS, INC.  
CRISIS & STRATEGIC  
COMMUNICATIONS



**OUR APPROACH**  
We have the experience and resources to help you manage a crisis. We work with you to develop a crisis communication plan that will help you respond quickly and effectively to any crisis.

**OUR SERVICES**  
• Develop a crisis communication plan  
• Monitor media coverage  
• Respond to media inquiries  
• Coordinate with other stakeholders

289 Capitol Ave., Hartford, CT

**Sullivan & LeShane**  
PUBLIC RELATIONS, INC.  
MEDIA RELATIONS



**OUR APPROACH**  
We have a proven process for identifying and reaching the right media contacts. We work with you to develop a media strategy that will help you get the most media attention possible.

**OUR SERVICES**  
• Identify key media contacts  
• Develop media pitches  
• Monitor media coverage  
• Respond to media inquiries

289 Capitol Ave., Hartford, CT

**Sullivan & LeShane**  
PUBLIC RELATIONS, INC.  
REPUTATION MANAGEMENT  
& LITIGATION SUPPORT



**OUR APPROACH**  
We have the experience and resources to help you manage your reputation. We work with you to develop a reputation management strategy that will help you protect and enhance your reputation.

**OUR SERVICES**  
• Monitor media coverage  
• Respond to negative media coverage  
• Develop positive media coverage  
• Coordinate with legal counsel

**OUR EXPERIENCE**  
The most common top priority issues include:  
• Financial services  
• Agriculture  
• Manufacturing  
• Insurance  
• Senior Care

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