

Reference Guide to:

**Crisis & Issues Management -
Consultancy and training options**

“Crises can strike anyone at any time - and it’s vital that your organisation is fully prepared. As well as training you to communicate in a crisis, we can help you put together a crisis plan that will take care of all eventualities should the worst befall your organisation.” Magnus Carter, Lead Consultant

This is just a guide – talk to us about your particular training or consultancy needs and ask for a proposal outline and cost based on your brief.

Revised January 2008

About our crisis services

Thanks to our relationship with carefully selected business partners, Mentor can deliver a comprehensive range of consultancy and training in support of your crisis planning. Our services include:

- Emergency Planning Exercises
- Preparation/Reviews of Business Continuity Plans
- Preparation/Reviews of Crisis Communication Plans
- Advice on setting up your Crisis Management Team
- Crisis Communications Exercises & Training

From the perspective of corporate reputation, the most damaging crises arise from **issues** that were not fully identified or appropriately managed. On the other hand, issues when managed well can positively enhance the reputation of your organisation. We therefore also offer the following:

- Issues Management Consultancy
- Issues and Crisis Workshop

Consultancy

Our experienced consultants can help prepare you and your organisation through a better understanding of **risk management, treatment and mitigation**. They can support you or your own business continuity specialists by conducting a **business impact analysis** and by helping put together your **Crisis Management Plan** and the associated **Crisis Communications Plan**. They can advise on the structure and responsibilities of your **crisis management team**. And they are available to be drafted in when the inevitable happens, to support and advise your team.

Exercises

Let us take the strain of organizing a **desk-top or full-scale exercise** to test out your procedures and communications in the event of a crisis. After discussion with you, our consultants will write an appropriate, timed scenario. In the case of a full-scale exercise, we can help you liaise with other agencies if required, organize and direct volunteers or actors to role-play casualties, relatives etc, and provide a team of journalists to put your information systems under pressure. Desk-top exercises can include all aspects of business continuity, or focus specifically on crisis communications.

*We offer a free initial consultation over the phone or face-to-face. To discuss your requirements, please contact **Tina Coulsting** or **Claire Harrington***

Tel. 0117 923 7933 or email office@mentorltd.co.uk

Sample Programmes for Crisis Training Events

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Prices here are offered as a guide. VAT is payable at 17.5%.

Speedy payment terms apply (payment by day of delivery).

For 30 day terms add 12% to the price for 30 day terms.

We are always happy to discuss your needs and to issue you with a written proposal and quote.

Handling the media in a crisis



“Sooner or later, every manager will face a crisis. In many cases, the media can become the crisis if mismanaged. This highly intensive hands-on training event shows you how to be seen as part of the solution, not part of the problem.”

Magnus Carter, lead consultant

Event Type: In-house, practice-based

Capacity: 6-8 participants

Duration: 1 day

No. of Tutors: Two (or three)

Outline

We work with you to develop suitable scenario to use as the basis for simulated interviews of varying types, together with a news conference.

As well as providing intensive practice and feedback, our expert tutors will:

- Examine the role of the media in a crisis and provide guidance on handling them at a time of conflicting demands on management time.
- Enable you to turn negative questions into positive points.
- Provide a guide to successful crisis communication through the media.
- Develop your awareness of key business and crisis issues and messages.

Typical Agenda

0900 *Plenary opening session –*

Participants briefed on Crisis scenario

Exercise 1: "DOORSTEP" INTERVIEWS (TV)

0930 *Review Exercise 1, plus:*

- Objectives for the Day
- Strategies for Handling the “Doorstep” interview
- Preparing for a Successful Media Interview
- Turning Negative to Positive – Bridge-building
- Key messages that work in a crisis

1030 *Participants receive Part 2 of their crisis scenario (and coffee break)*

Exercise 2:

Group A

RADIO INTERVIEW 1

Plus Reviews

Group B

TV INTERVIEW 2

plus Reviews

1145 *Exercise 3:*

as above but groups alternate

1300 *Lunch*

1345 *Issue or crisis – is there a choice?*

- Recognising an issue
- Issues management
- How issues become crises
- Crisis cultures

1415 *Planning for a crisis*

- The look and feel of a crisis
- Basic crisis handling rules
- The crisis plan – making a beginning

1515 *Introduction to the News Conference*

1530 *Participants receive Part 3 of their crisis scenario*

Preparation time for News Conference *(and coffee break)*

1600 *Exercise 4:*

NEWS CONFERENCE (Group A)

Group B join the journalists' team!

1630 *Review News Conference*

1650 *Final Plenary: collective learning outcomes*

1700 Close

It is also possible to add a practical telephone press interview to the agenda. This will be written up as a 'published' story to enhance feedback.

Guide Price: £ 2,850.00 (two tutors) – £3,395.00 (three tutors)

“

Having suddenly found myself thrust into the media spotlight I was extremely thankful for the recent training I had undertaken with Mentor. The practical training and advice you gave during our recent session was invaluable and it gave me the confidence I needed to be able to respond to many media interviewers and hopefully to get my message across. I would be delighted to recommend your training to anyone in business or professional life who may suddenly be confronted with media interest.

Andrew Larpent, Chief Executive, Somerset Care Group

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*Prices are for speedy payment terms (payment before or on the day of delivery), 30-day terms are also available. Please add 12% to the price for 30-day terms. All quoted prices exclude VAT. VAT is payable at 17.5%

Managing Bad News



“Crises are not always avoidable. However, a positive approach to communications with the media and other public audiences can develop long-term, beneficial relationships that will pay dividends when crises do arise. With a well-informed team, clear processes and a set of key messages, the media can become an ally.”

Peter Brill

Event Type: In-house seminar with workshop sessions

Course Capacity: 20 participants

Course Duration: 1 day

No. of Tutors: Two

This highly interactive training event is designed for Senior and Middle Managers as an introduction to the critical skills needed to manage media, public and internal communications. It includes advice about creating a culture in which better recognition and communication of issues prevents them ever turning into crises.

The event includes case studies and practical activities and will cover communications as part of regular activity as well as in times of crisis. Managers working in all operational areas, including communications, should consider this event.

In particular the day will clarify:

- How to develop a positive, proactive approach to media relations.
- Key communications skills focusing on language and messages.
- Basic steps to optimise internal communications.
- Managing issues of confidentiality.

This course will explain:

- How to identify issues that may turn into crisis
- How to identify crises
- How to plan and handle crisis communication.
- How to work *with* journalists and not against them.
- How to develop lasting, positive relationships with the media.
- How to talk to the media and other public audiences.
- How to identify key messages and communicate them effectively.
- How to keep communications consistent within an organisation/between agencies.
- How to handle confidentiality issues without saying “no comment.”

All delegates will receive a Handbook containing:

- Copies of all the materials used on the day.
- Accompanying notes and guidance materials.
- Case studies to highlight media and crisis management issues.
- Communications “tricks of the trade.”

Please ask for a full agenda and quote

Guide Price: £ 2,595.00

Issues & Crisis Management Workshop



“In terms of threat to reputation, the worst crises are those that arise from issues that could have been foreseen. This workshop is about learning to identify those issues and manage them well – and how to make the best of it when avoidance doesn’t succeed”

Magnus Carter, lead consultant

Event Type: In-house or Open Workshop

Capacity: 12 participants

Duration: 1 day

Tutor: Magnus Carter

This highly interactive workshop draws heavily on case studies and also uses tried and tested exercises. It is suitable for senior managers with decision-making or operational involvement in crisis planning, crisis management or business continuity. It is also suitable for senior communications professionals with experience or involvement in crisis or issues management.

Typical Agenda:

- 09.30 *Introduction*
- The relationship between issues and crisis
 - Definitions
- 10.00 *Sharing experiences*
- Your experience
 - Case Studies
- 11.30 *The Reputation Management Group*
- Spotting the issues that matter
 - Crisis escalation (and how to prevent it)
 - Further Case Studies
- 12.00 Group exercise: working through an issues-based crisis scenario
- 12.30 Lunch
- 1.15 Feedback on exercise
- 1.45 *Managing issues-based crises*
- The Spectrum of crises
 - What to say – and how to say it
 - Interviews, press conferences etc
- 2.45 Group exercises plus feedback
- 4.00 *Communicating under fire:*
Demonstration media interviews
- 4.45 Closing summary (close at 5.00)

Guide Price: £ 1,995.00

Your Crisis Consultants

MAGNUS CARTER, MCIPR, Lead Consultant, is Mentor's Managing Director. He was communications advisor to the Bristol Royal Infirmary Public Inquiry Team and has run crisis exercises for major transport operators, financial services companies, utilities and local authorities. He is an approved speaker for the Academy for Chief Executives and an approved trainer for the Chartered Institute of Public Relations.

By profession a journalist, Magnus began his career with the Newcastle *Evening Chronicle*, worked as a freelance for national newspapers, and, for more than 20 years in broadcast news and current affairs. As a journalist, Magnus covered several general elections, the storming of the Iranian Embassy and the Libyan Embassy siege for radio, and the British Midland air crash at Kegworth for TV.

PETER BRILL is a specialist in media relations and crisis management. After training in broadcast journalism, he acquired 15 years of experience in Public Relations, most recently as Head of PR at RAC. In-house and agency roles included strategic PR planning, brand communications as well as crisis management, and he has handled crises for a number of organizations and individuals. Peter is also a Trustee of Sense (National Deafblind and Rubella Association) and acts as an advisor on communications and crisis management issues for them.

DAVID LEIGH (biog and pic to come)

ANDY OSBORNE (biog and pic to come)

ELAINE WILDE, MCIPR, is a communications professional who runs her own company, Pink Carpet PR, specialising in PR, event management and crisis communications. As a former journalist and Head of Corporate Communications with First Great Western she has extensive communications experience with particular knowledge of crisis communications. Elaine began her journalistic career with the *Wilts and Gloucestershire Standard* in Cirencester, joining the *Evening Advertiser* in Swindon in the mid 1980s. She moved into PR and the rail industry in 1996 working for Railtrack (now Network Rail) and First Great Western. Through the latter she has gained extensive crisis management experience both on a day-to-day level and in terms of strategic direction.

Testimonials

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Handling the media in a crisis:

Just to say I and all the team from Yeo Valley really enjoyed the training day. Even the most cynical of us were pleased with the outcomes of the day and enjoyed your style and approach. So a big well done! Ben Cull, Marketing Director, Yeo Valley Organics

Excellent! Three experts in their own fields and good research on a relevant local crisis scenario. Paul Damon, Senior Manager, Wessex Water

A very useful (and enjoyable) course which gave me an insight into what to expect from the media and how to prepare, and be prepared!
Chris Colby, Country Manager, Lloyds TSB, Uruguay

Learning how to answer difficult questions was most useful. The tutors pitched it at a level comfortable for all delegates and were encouraging and motivational at all times. Well worth while. Phil Stones, M&L Director, Lloyds TSB

As a regular interviewer from HR background I felt I witnessed a master in the art of communication skills. It felt like I was working with a true professional.
Lindsay Ward, Solar Cold Services

Extremely worth while – intensive without being intimidating. Constructive and sensitively managed critique. Jane Samuel, Senior Manager, National Blood Service

Excellent. I recommend this course to every company and every manager.
Simon Harland, Finance Director SW, First Bus

Workshops:

The Customer Relations Team enjoyed the day immensely. Much pragmatic and useful information was learnt, further enabling them to handle difficult customers and to spot/manage potential media issues. I would highly recommend this workshop!
Linda Buczek, RAC Motoring Services

The back up materials were all useful and the tutor did an excellent job of explaining everything clearly. Altogether it was a very good course that provided excellent value for money. Andrew Scott, Communications Officer, Ministry of Defence

Good Stuff.
John Frayne, Chief Inspector, Kent Police

Good case studies, which were extremely relevant.
Andrew Lynn, Communications Officer, Lancashire Social Services

Presentation was very interesting and most useful.
Alexandra Cox, Marketing & PR Manager, Leys School

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Booking

Please call to give us a brief or to seek a free consultation on **0117 923 7933**, or complete your details below and:

- e-mail to: office@mentorltd.co.uk
- Post to: Mentor Consultancy, 25 Lower Redland Road, Bristol, BS6 6TB
- Fax to: **0117 946 6888**

Name:

Job Title:

Organisation:

Address:

Postcode:

Phone (office):

Phone (mobile):

e-mail:

I am interested in the following:

- | | | |
|--|---|--|
| <input type="checkbox"/> Managing bad news | <input type="checkbox"/> Handling the media in a crisis | <input type="checkbox"/> Issues & Crisis Management Workshop |
| <input type="checkbox"/> Consultancy | <input type="checkbox"/> Exercises | |

Quoted fees include:

- Event design & management
- Client briefing, preparation of scenarios etc
- Tutor fees including research and preparation time
- Book of Guidance Notes for each participant
- Case studies to highlight media and crisis management issues
- All appropriate audio and video recording equipment
- Teaching materials

Client may be asked to provide:

- Training facilities and refreshments
- TV/Video player (can be supplied if necessary)
- Data projector and Flip charts

TERMS AND CONDITIONS OF SALE:

1. Terms of payment: *If you have been offered and have opted for our special discounted **Speedy Payment terms** payment is due by the date of delivery and your invoice will be issued in advance.*

Other invoices are issued on 30 day terms and in both cases the payment due date will be clearly shown.

If payment of a Speedy Payment invoice is not received by the due date, an additional invoice for the discounted amount (usually 12.5%) will automatically be issued as a 30-day invoice.

*If payment is not received by the due date on a **30-day invoice** an additional administration and interest charge will be invoiced.*

2. Prices: *The price on this Sales Order is fixed. Prices quoted in Proposals are guaranteed for three months. Thereafter, variations in price will only be made with the full knowledge and agreement of the client. Quotations do not normally include travel or overnight expenses for Mentor personnel, and these may be added where appropriate.*

3. Cancellation by purchaser: *Once an Order has been confirmed, cancellation of training & consultancy will be subject to the following tariff:*

- 30 days or more before activity date - 25% of Quotation;
- 8-29 days before activity date - 50% of Quotation;
- Within 7 days of activity date - 100% of Quotation.

In the event of postponement, an administration fee equivalent to 20% of the Quotation may be added to the final invoice.

4. Variations of contract: *Mentor will work hard to ensure we supply the precise equipment/facilities/Tutors/programme listed in any Proposal. In the event of enforced substitution, we will always endeavour to maintain the same or higher standard.*

Client-imposed changes in venue, programme, or numbers or names of attendees may have implications for the cost of delivery and we reserve the right to cover any additional costs incurred. Please inform us of any desired changes as early as possible.

5. Travel Time: *Travel time is free of charge up to three hours in total. Anything over three hours in total may be charged at £50.00 per hour pro rata.*

6. Expenses: *Any necessary travel, hotel accommodation, and all reasonable meals to be provided or funded by client. Mileage is charged at 55-pence per mile. Public transport charged at cost.*