

Communicating as a Trusted Voice

Public Affairs Council
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Communicating as a Trusted Voice

Agenda

Introduction

Trends

Strategies

Q&A

What society expects from brands and organizations is changing.

Crises of trust and cumulative impact are driving the growth of reputation management.

Trust & Reputation – Trends

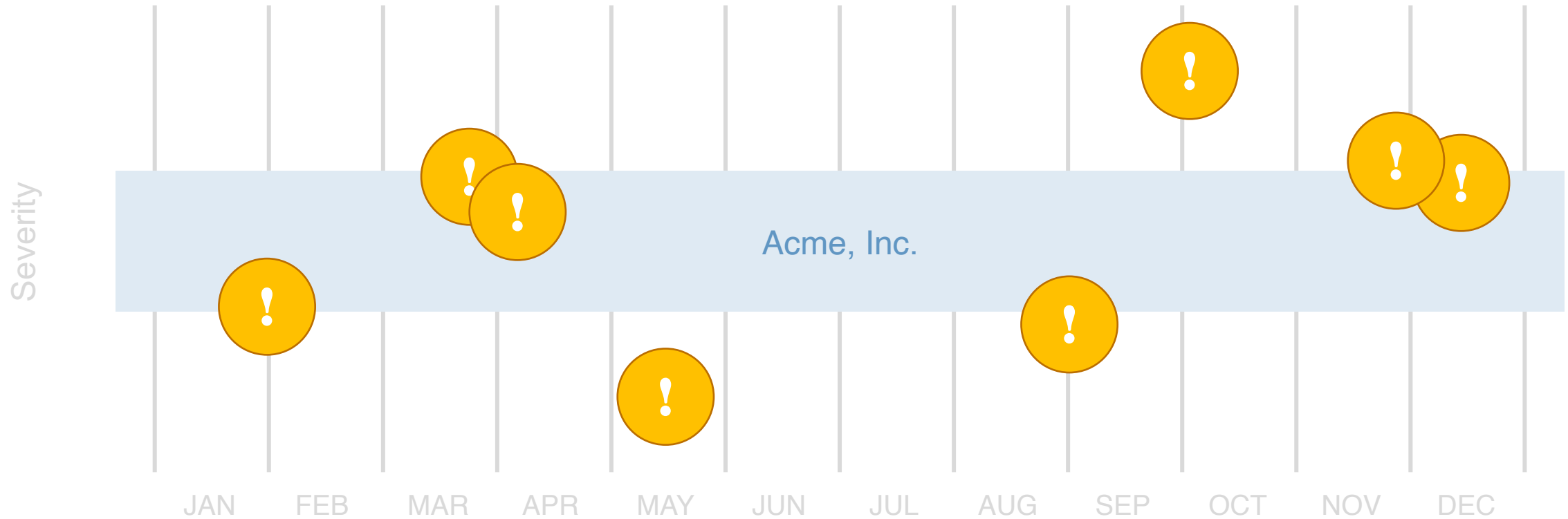
Reputation Risk Factors

- Litigation
- Labor Relations
- Executive / Employee Misconduct
- Political Position(s)
- Regulatory & Compliance Matters
- Government Investigations
- Data or Network Security Incident
- Activist Shareholders
- Third-Party Opposition
- Employee / HR Matters
- Social Issues
- Geopolitical Issues

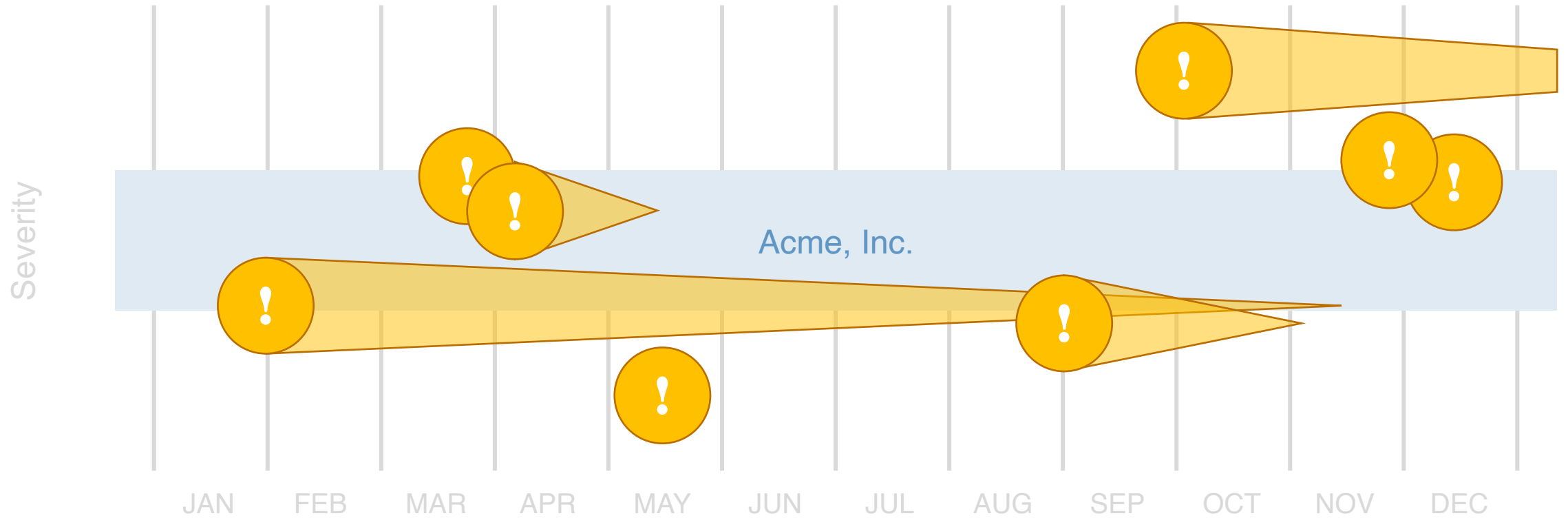
Trust & Reputation – Trends



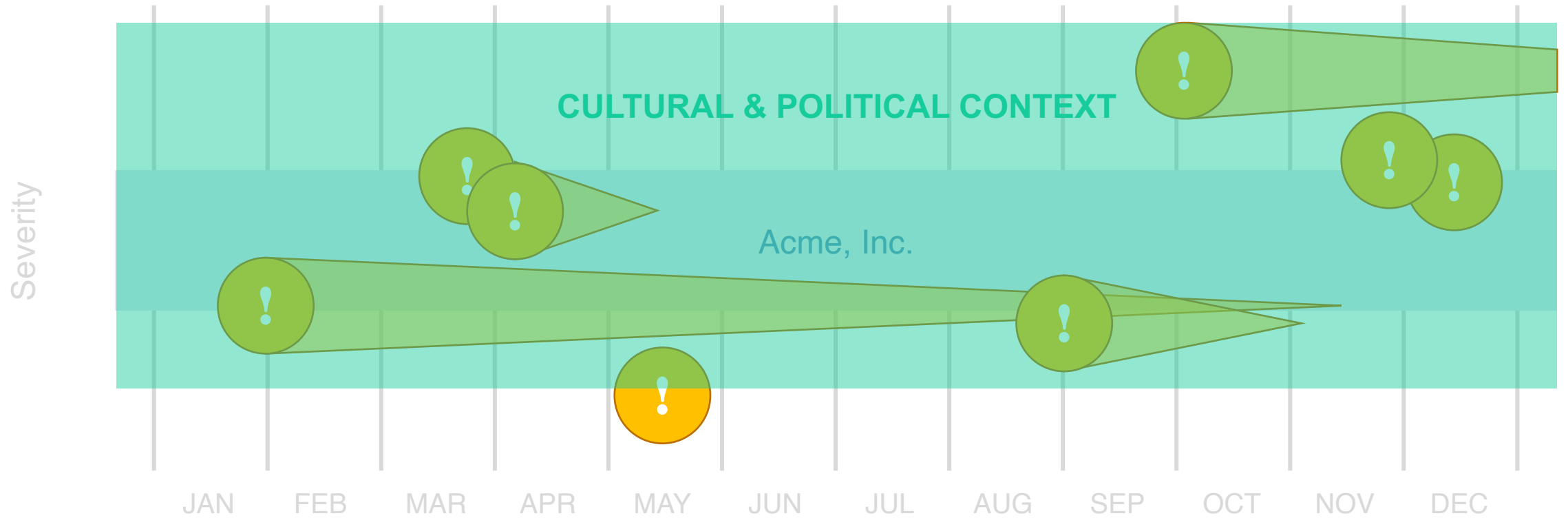
Trust & Reputation – Trends



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How do organizations build and protect trust?

Trust & Reputation – Strategies

Work Across Teams

Communications

Legal

IT / Security

Leadership / Board

Government Relations

Regulatory & Compliance

Business Continuity / Risk

Outside Firms

Trust & Reputation – Strategies

Before an active incident, consider:

- **Stakeholders:** who they are, what they would need to hear, from whom, and in which format / channels?
- **Risk:** Conduct a risk review of likely scenarios and potential impact on brand or operations.
- **Plan:** Draft or maintain communications plans and scenarios.
- **Third-Party Voices:** Who are they? Who owns the relationship?
- **Education:** Socialize plans, policies, and best practices to manage expectations.
- **Policies:** Establish / review policies and procedures for alignment with mission or business case.

Trust & Reputation – Strategies

During an active incident, your objectives should be to:

Contain awareness of the incident and limit inquiries from stakeholders.

Inspire confidence in the organization through its response to and handling of the situation.

Correct misinformation and rumors with fact.

Restore normal operations and information flow as quickly as possible.

Trust & Reputation – Strategies

Don't:

X Lie or Misrepresent

X Communicate too much too quickly

X Refuse to engage or consider possibilities

X Isolate in an echo chamber

X Legitimate criticism ≠ cancel culture

Do:

O Communicate consistently with discipline

O Actively manage third-party relationships

O Use peacetime wisely / build positive record

O Consider going “Beyond Compliance”

O Proactively plan and collaborate

Questions?

Trust & Reputation Briefing



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LEADERSHIP NAVIGATION