



The Lukaszewski Group

Management Consultants
In Communications

WHO WE ARE AND WHAT WE DO

AREAS OF PRACTICE

Crisis Communication Management Readiness & Simulations

The Lukaszewski Group Approach

Managing emergencies, crises, and disasters successfully means recognizing the patterns of adverse exposure, success, failure, and defeat. Understanding these patterns enables The Lukaszewski Group to prepare management's actions, emotions, and expectations before and during emergency situations.

Business organizations rarely close the doors and cease operations because of a crisis situation, no matter how catastrophic. However, a high-profile crisis can generate serious temporary harm to reputation, credibility, and integrity. We focus on limiting the scope of crisis visibility, reducing mistakes, and controlling surprise. Our communication strategy stresses focus, control, and patterns of positive action.

Brief Descriptions of Recent Projects

- **Adverse scenario development and response planning:** For major regional gasoline and convenience store chain, identified series of potentially damaging scenarios and developed step-by-step operational and communications response process for store managers and corporate management.
- **AIDS contamination:** Worked with several local blood centers around the U.S. on the prompt disclosure and response to unexpected contamination of local blood supplies with the HIV virus.
- **Brand salvation and repositioning:** For nation-wide organization of independent community service organizations, strategically guided the development of aggressive offense against competition from nationally recognized, government-supported provider.

- **Celebrity patient death:** Counseled senior executives of major U.S. pharmaceutical company faced with high-profile death related to use of a commonly used over-the-counter medication. Developed minute-by-minute tactical response process for managing communication with media, employees, and the general public.
- **Computer incursion:** For *Fortune 500* information company conducted a senior level simulation involving an intrusion into its worldwide computer network by a group of disgruntled employees angry over recent cutbacks and program shifts. During this simulation the company was publicly extorted in order to damage its reputation and destabilize its customer base.
- **Corporate adverse scenario development and response planning:** For major gas and convenience food chain identified series of potentially operationally damaging scenarios and developed step-by-step operational and communications response process for store managers and corporate management.
- **Counteracting activist attack:** For a major utility and cellular telephone company conducted simulation exercise involving counteracting systematic activist attack against cell site construction and facility expansions.
- **Criminal prosecution/civil litigation:** With corporate counsel and in cooperation with outside counsel, prepared visibility scenarios, statements, and action/reaction plans for high-profile civil and criminal cases involving medical product malfunction, negligent death, and permit violations.
- **Criminal prosecution, sentencing, and related negative legal visibility:** Developed specific guidelines and procedures to assist the management of a *Fortune 500* corporation in surviving the criminal prosecution of the company including the trial of the chairman and a handful of key former executives.
- **Crisis management:** Provided strategic advice to senior management re: government investigation into consulting practices and potential financial impropriety.
- **Crisis planning:** Worked with a global pharmaceutical company to review their current crisis plan, identified and conducted scenario exercises to determine potential problems with existing response process, and recommended revisions.
- **Crisis planning/analysis:** For numerous major companies in the U.S. and abroad, designed, installed and maintained crisis communication plans; developed internal emergency crisis communication processes and programs; installed and trained local spokespersons; and analyzed potential crisis scenarios.
- **Crisis planning/coordination:** For numerous major companies in the U.S. and abroad, integrated the three major contingency planning activities disaster recovery (a function of corporate security and asset protection), business resumption (a MIS function), and crisis communication – to avoid duplication and costly problems that could require subsequent repair.
- **Cult rumor problem:** Worked with a national sales organization to counteract rumors about their being controlled by religious cults. Strategy was a combination of directly responding to news accounts and the rumor mill, coupled with early extensive use of a Web site.

- **Deadly chemical spill:** For top management of a non-U.S. owned, but U.S.-based chemical company, developed and conducted a simulation exercise involving a massive chemical spill that caused death and injury at a manufacturing facility located near a college town in the northwestern United States. The spill prompts immediate action by Greenpeace, the National Resources Defense Council, and long-standing local anti-chemical activist groups. A disgruntled employee's revelation about loading procedures causes the FBI to enter the case. *60 Minutes* reveals it has been investigating the company for several months. In addition, the chief executive of the non-U.S. parent attempts to cause an international incident over the matter to embarrass the President of the United States.
- **Embezzlement:** Counseled CEO in preparing for and managing implications of government investigation into currently employed senior executive. Following indictments, developed company position and coached CEO in communicating with employees.
- **Embezzlement/public scandal:** For one of America's largest insurance companies, developed a senior management exercise focusing on an internal conspiracy of managers to divert company funds to their own use during the spin-off of this publicly held company from its parent firm. The simulation scenario involved stock price swings, a federal inquiry, and career-defining events for most senior executives.
- **Environmental accidents:** For a variety of U.S. and international companies, coached managers in emergency communication techniques and processes related to dangerous or hazardous events such as chemical spills and fires; helped build effective community-level communications programs.
- **Environmental activist attack:** For senior environmental officer of Canadian natural resource company, provided strategic response recommendations for managing aggressive campaign by U.S. environmental groups against the company and its largest U.S. customer. Counseled senior managers in positioning the company in light of a shareholder resolution put forward by socially aware investment management firm.
- **Expert's expert:** Provided situation-specific strategies and senior-level counsel to several independent U.S. public relations agencies as their clients experienced very difficult, high-profile problems.
- **Extortion response:** For the corporate security function of a *Fortune 50* company, led the organization's key response team through an intense, hostage-related problem.
- **Government investigation:** Provided strategic counsel to senior management of international consulting group regarding government investigation into consulting practices and potential financial impropriety.
- **International analyses:** Assessed and evaluated communication standards, crisis communication response techniques, and community relationships for South American petrochemical company, Canadian natural resource interests, and U.S. operations of French-owned chemical company.

- **Issue awareness:** Helped many clients develop strategic management response processes in the areas of community antagonism, ethics, privacy, vulnerability to government regulation, and work force consolidation.
- **Market infiltration:** Redefined community organization's response to market advances by large, national competitor. Provided strategic counsel in re-establishing position with existing and potential customers; developed proactive communications strategy for volunteers and employees; guided senior management in strategic decision-making regarding possible affiliations and mergers.
- **Major disaster drill communication:** For an international airport, conducted an exercise designed to refine communication procedures in the event of major death and injury caused by an on-property aircraft crash.
- **Oil and gas pipeline accidents:** Worked with several national pipeline and oil and gas companies to refine crisis plans, analyze compliance and integrity programs with respect to the operation of pipelines and other public utilities.
- **Problematic product:** As an expert to top-ten U.S. public relations firm, developed strategic approaches for addressing internal and serious safety engineering issues related to a client company's highly visible, problematic product.
- **Product tampering recall:** For a national consumer food brand, developed, refined, and then tested an FDA-acceptable recall scenario involving the potential for multiple deaths and thousands of product-related illnesses across the United States.
- **Product tampering/extortion problem:** For the corporate management of a *Fortune* 50 pharmaceutical manufacturer, conducted a multi-day, television-based problem simulation, with FBI participation, involving international death and injury, extortion by a disgruntled U.S. employee. The simulation scenario was frequently complicated by introduction of authentic recent regulatory citations.
- **Recall planning:** For major U.S. food manufacturer, conducted in-depth review of existing recall program and plant operations analysis; redesigned the program and developed communications program to support recall process.
- **Regulated industries:** Designed and implemented community relations programs for emergency response, labor issues, public testimony, and rate hearings primarily related to the healthcare, telephone, transportation, and utility industries.
- **Reputation recovery:** Counseled national human resources firm following damaging revelations surrounding inappropriate managerial activity. Strategy involved controlled, but full disclosure.
- **Simulations:** For large, internationally owned petrochemical company, developed intense video-assisted simulations to prepare senior management for serious crisis problems.
- **Troublesome products/recalls:**
 - Provided counsel regarding products requiring animal testing.
 - Developed marketing messages for new, controversial, medically restricted product.
 - Supervised consumer product and pharmaceutical recall preparation.

- **Wedding party turns to tragedy with food poisoning**: Famous regional restaurant hosts wedding party with guests suddenly becoming ill within hours of the party's conclusion. Helped the company organize the release of information, the contacting of patrons, party guests, and family members, and begin the disclosure process to help reduce its legal exposure and the story's overall news value. Everyone survived, although some were desperately ill for brief periods of time

Brief Descriptions of Recent Projects

One of the most effective methods for including management in the development of workable solutions to problems is involving them in simulations. Involving senior executives in simulated, but realistic situations also teaches them unforgettable lessons. The Lukaszewski Group uses intense, situation-specific simulations to provide direct, hands-on role play at three intensity levels:

1. **Table-topping** (low intensity): A facilitated group exercise involving a real or hypothetical scenario during which there is some role play, but mostly discussion of the specific elements of a particular problem in the order in which those elements would generally occur. This technique is used most often to perfect existing crisis communication plans.
2. **Facilitated, scenario-driven** (medium intensity): The Lukaszewski Group has designed four generic simulation exercises designed to involve 15-to-60 participants in direct, hands-on role play (for the company, against the company, pro-community, pro-government), and to provide an understanding of the kinds of problems organizations face when community attitudes must be influenced in very public ways. For participants, the process provides an invaluable opportunity to experience the volatility of the public meeting/hearing process within the secure confines of a large conference room, hotel suite, or convention center. The facilitated, scenario-driven simulation technique also can be used for "dry runs" in preparation for specific hearings or public meetings. Participants are continuously surprised as each simulation problem becomes more and more complex. Selected participants receive private instructions that guide their behavior and make these simulations more intense and lesson-filled.
3. **Video-enhanced, situation-specific** (high intensity): The Lukaszewski Group works with "inside" client contact(s) to develop the most challenging and difficult real-life crisis situation an organization is likely to face into a simulation experience. These simulations generally use outsiders in crucial roles and utilize pre-produced video to dramatically increase the realism and intensity of the experience. The goal is to maximize top management's learning experience while minimizing the time required for their participation.