



Crisis Decision Advantage

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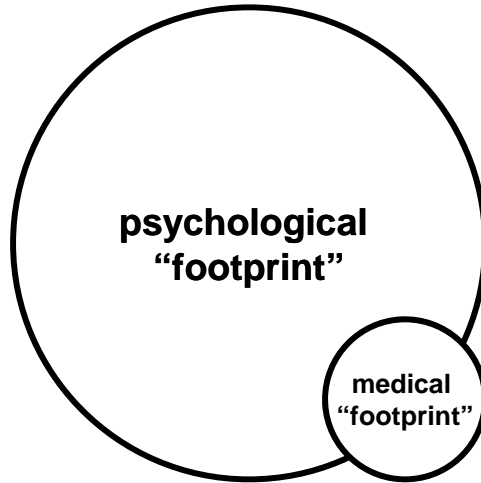
Decision advantage

“Proper analysis, rather than additional information, often contributes to an accurate judgment.” -Richard J. Heuer Jr



Psychosocial Consequences in Disasters

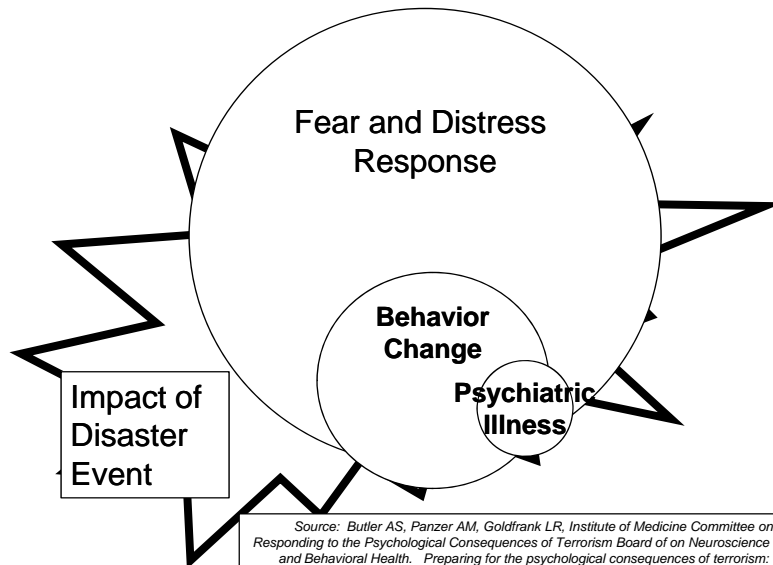
In a disaster, the size of the psychological “footprint” greatly exceeds the size of the medical “footprint.”



Source: Shultz JM, et al., Behavioral Health Awareness Training for Terrorism and Disasters, Miami FL, DEEP Center, 2003



Psychosocial Consequences in Disasters



Source: Butler AS, Panzer AM, Goldfrank LR, Institute of Medicine Committee on Responding to the Psychological Consequences of Terrorism Board of on Neuroscience and Behavioral Health. Preparing for the psychological consequences of terrorism: A public health approach. Washington, D.C.: National Academies Press, 2003.



New Online guide: campuswide emergencies



Blue	Red	Yellow	Purple
Yellow	Blue	Green	Red
Purple	Green	Red	Blue



Confirmatory Bias

We tend to perceive and accept input that is consistent with and reinforces our biases.

We tend to ignore input that is not consistent with or challenges our biases.

We tend to interpret input in ways that confirm our biases.



Information Bias

- Greater if public commitment
- Greater in group settings
- ❖ Over-reliance on readily available information
- ❖ Overconfidence
- ❖ Search for confirming data



Blame Phase

- ❖ "This chart depicting the agencies responsibilities in the event of a disaster....It begins with a response to a disaster, leads to recovery, mitigation, risk reduction, prevention, preparedness...(dramatic pause) and ends up BACK IN DISASTER!"



- ❖ "In truth, FEMA did exactly what they said they were going to do."



FEMA chart becomes brunt of joke.



American Airlines Cancels Hundreds of Flights

- ❖ "I blame AA management. They know these planes need inspection and they waited until they were caught by the FAA audit."
- ❖ "I will never fly American Airlines again, they deceived the passengers and the American public by not conducting routine maintenance on its planes."





Cognitive Bias

- ❖ Group think
- ❖ Perceptual bias
- ❖ Anchoring
- ❖ “Man-who” syndrome*

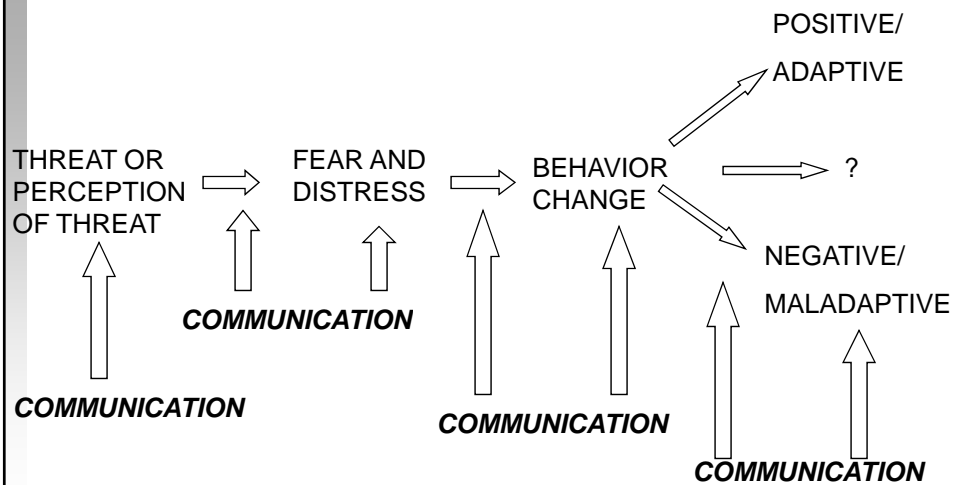
* Richard Nisbett and Lee Ross, *Human Inference: Strategies and Shortcomings of Social Judgment* (Englewood Cliffs, NJ: Prentice-Hall, 1980)

❖ Framing*

* Erving Goffman. *Frame Analysis: An essay on the organization of experience.* (Boston: Northeastern University Press, 1986)



Importance of Communication



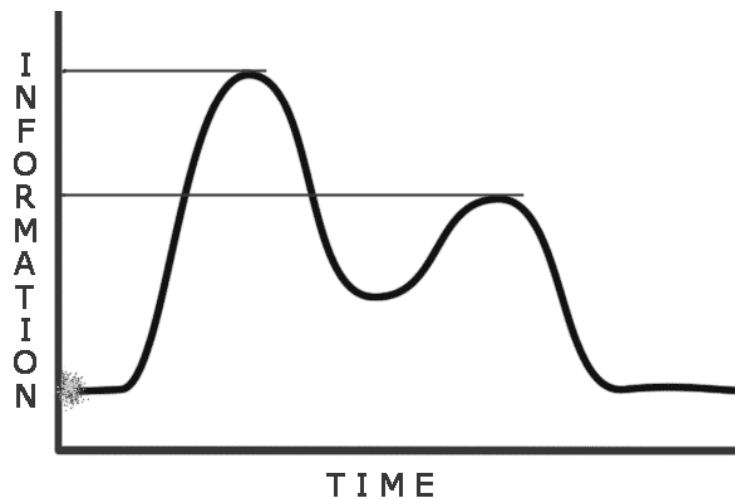


❖ “Our tendency is too withhold information too long for fear that it will cause panic, when, in fact, it’s the absence of information that is most likely to cause panic.”

- Dr. Thomas Glass John Hopkins School of Public Health 11/29/2000

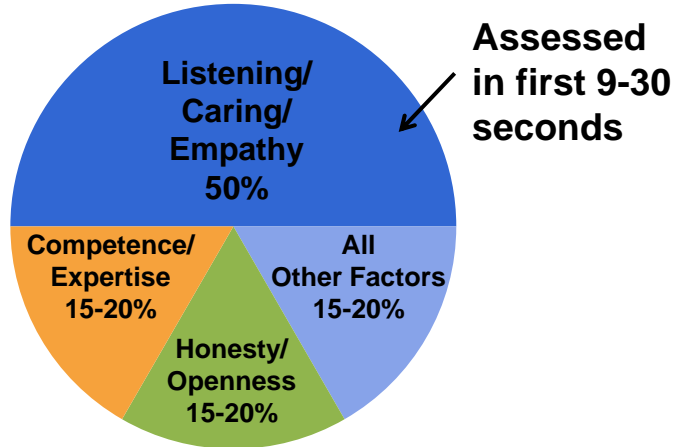


Crisis Response and Information Flow





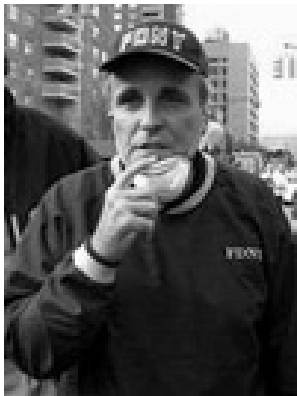
Trust Factors in High Stress Situations



Source: Covello



Communication Through Behavior



What does the behavior tell us about the risk of the event?



What does the behavior tell us about the leader?



Case Study: Tylenol

- September 1982 Extra Strength Tylenol bottles at least 6 pharmacies and food stores were opened and capsules were filled with cyanide (10,000 x fatal dose)
- Media reporter asked PR Asst. Dir Andrews about poisoned Tylenol– then it hit the news.
 - 7 people died in the Chicago area
- CEO James Burke refers to the Credo, alerts to the danger, & assigns team to discover the source
 - Formed 7-member strategy team
 - Stop the killings
 - Reasons for the killings
 - Provide protection & assistance to people



Lessons learned

- Showed that they were not willing to risk public safety even at excessive cost.
- Could be trusted all the way to the top– they lived their Credo/having a functional credo worked.
- Set a new standard for protection – competitors follow suit.
- Viewed as a co-victim of the crime.
- Stakeholder involvement and relationships essential
- React fast, openly and decisively.



American Airlines Cancels Hundreds of Flights

- ❖ American CEO Gerard Arpey said Thursday that the cancellations will cost the airline "in the tens of millions of dollars."



- ❖ Shares of American's parent AMR Corp. slipped 13 cents, or 1.4 percent, to \$9.50 in premarket trading following the cancellations.



Crisis Information Research

A formal academic discipline

- ❖ Over 8000 articles in peer reviewed journals, over 2,000 books and major survey reviews of the field
- ❖ Examples
 - Covello V., McCallum D. & Pavlova M.
 - *Effective Risk Communications*
 - Gareff, J.
 - *Communications for Health and Behavior Change*
 - Lum, M & Tinker, T
 - *A Primer on Health Risk Communications*
 - Sandman, P
 - *Responding to Community Outrage, Strategies for Effective Risk Communications*



Risk Communications

- ❖ Science based
- ❖ Often dealing with multiple messages
 - About the nature of risk
 - Expressing concern
 - Opinions and reactions

A process, not a message



Risk Communications and Message Mapping Goals

- ❖ Enhance knowledge and understanding
- ❖ Build trust and credibility
- ❖ Encourage appropriate behaviors and levels of concern



Chance Favors the Prepared Mind



Thank you