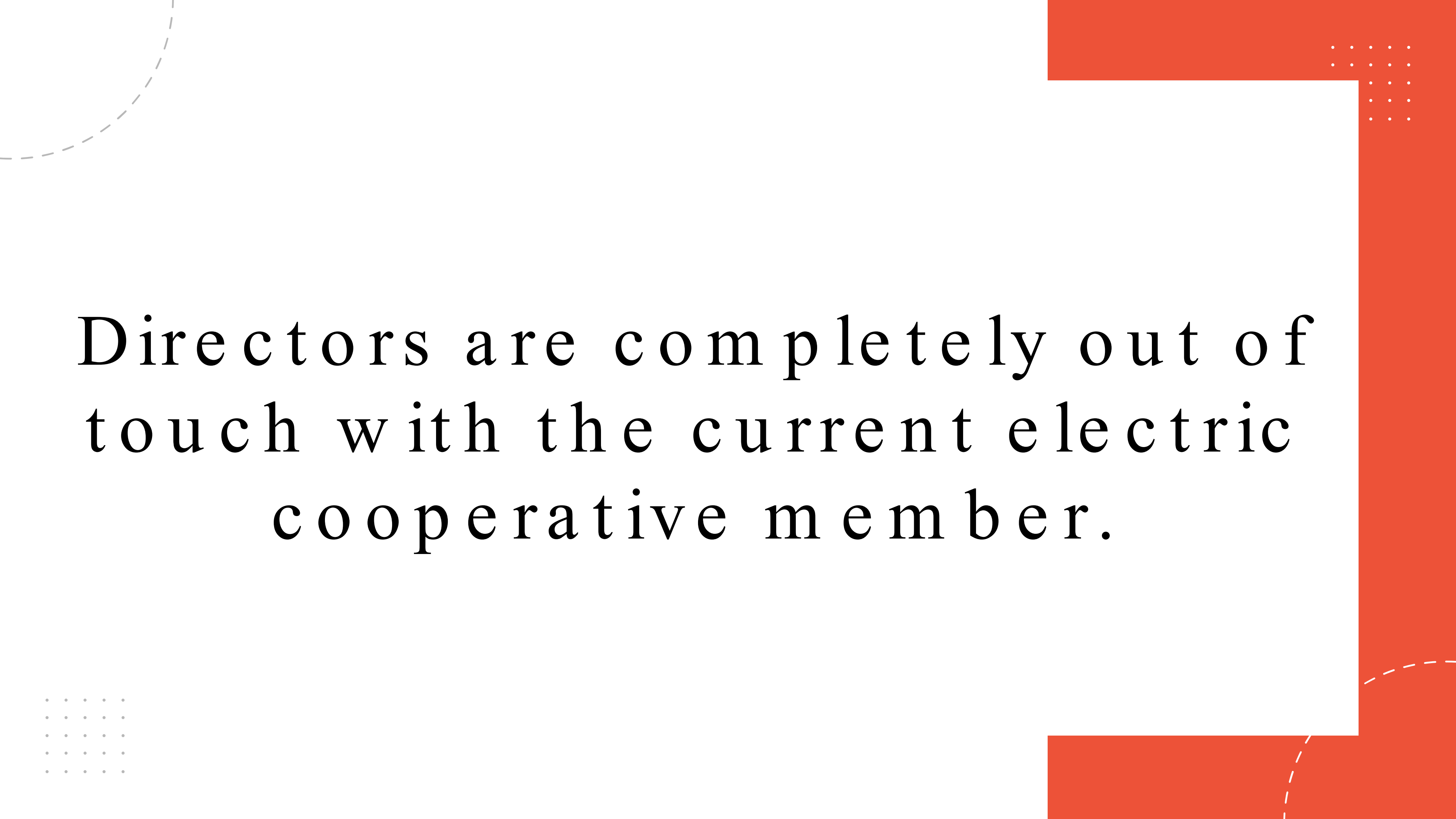




One fact.



Directors are completely out of  
touch with the current electric  
cooperative member.



SHOCKED?

ANGER?

**RESENTMENT?**





FEAR?





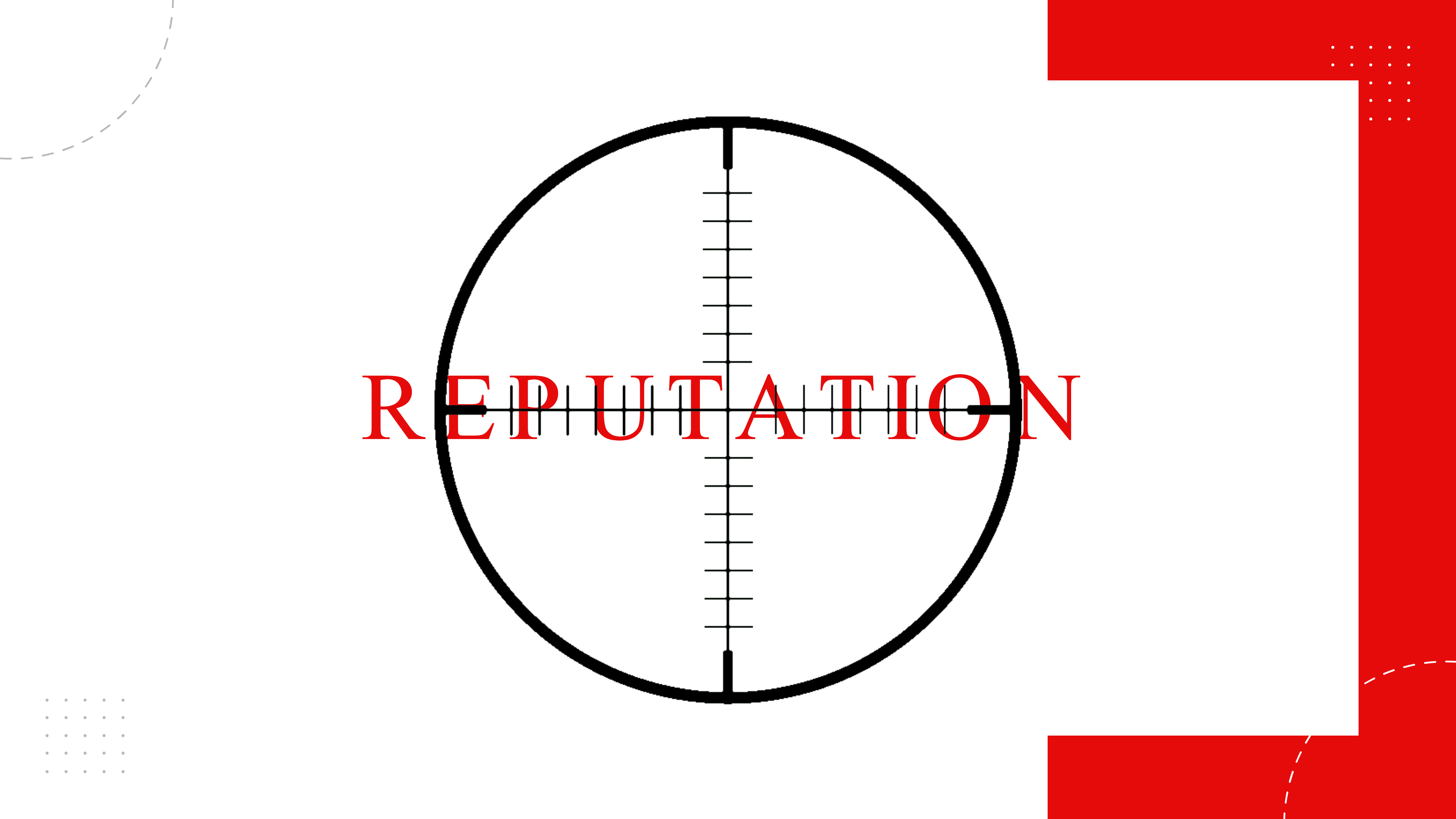
Presented by Molly McPherson

# How To Defend Your Decisions And Survive Public Pushback

---

February 2023





REPUTATION



# Learning From the Southwest Airlines Fiasco

Dec. 29, 2022



Daniel Brenner for The New York Times





**Southwest Airlines** ✓  
@SouthwestAir · [Follow](#)



On the heels of wide-scale disruptions, we're working diligently to Safely recover our operation & accommodate displaced Customers & Crews. We know this is unacceptable & sincerely apologize. If your travel was impacted, explore self-service options here:  
[southwest.com/traveldisrupti...](https://southwest.com/traveldisrupti...)



8:03 PM · Dec 27, 2022



3.2K



Reply

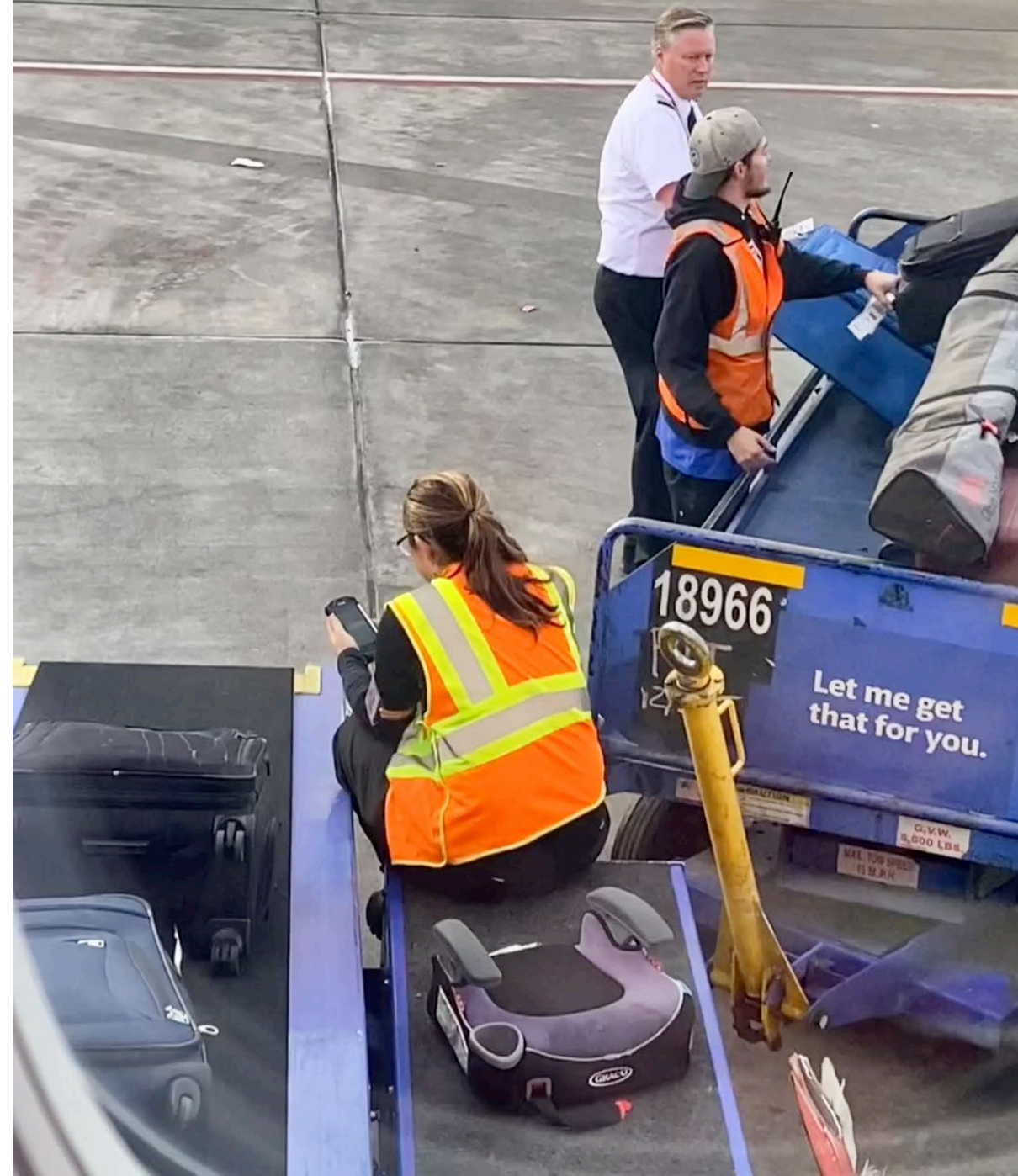


Copy link to Tweet

[Read 3.9K replies](#)



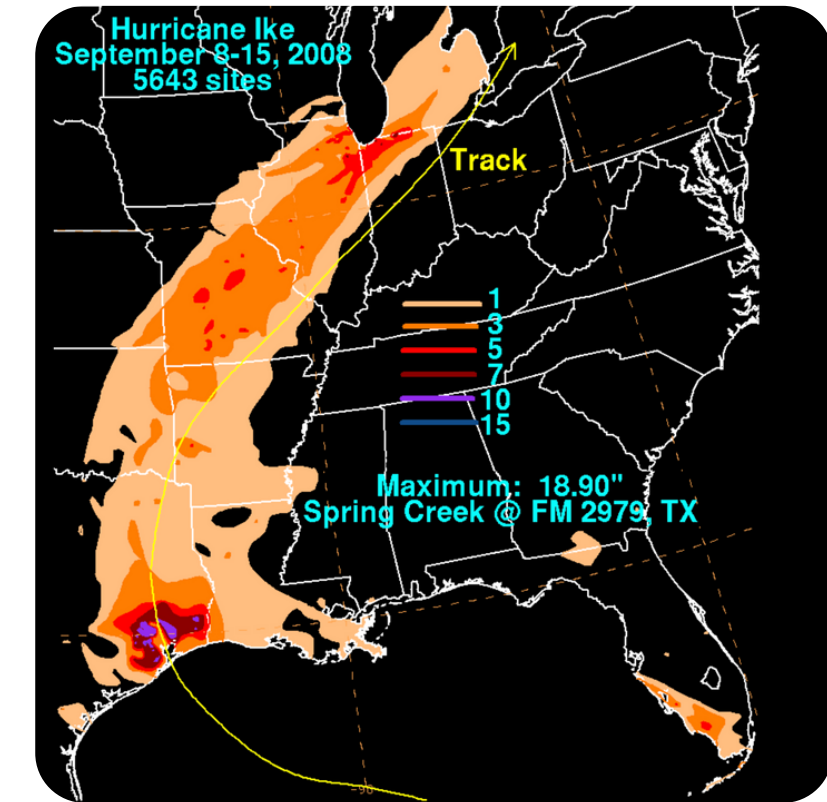
**Southwest was so  
understaffed on  
12/26 in Denver**





# Hurricane Ike: September 2008

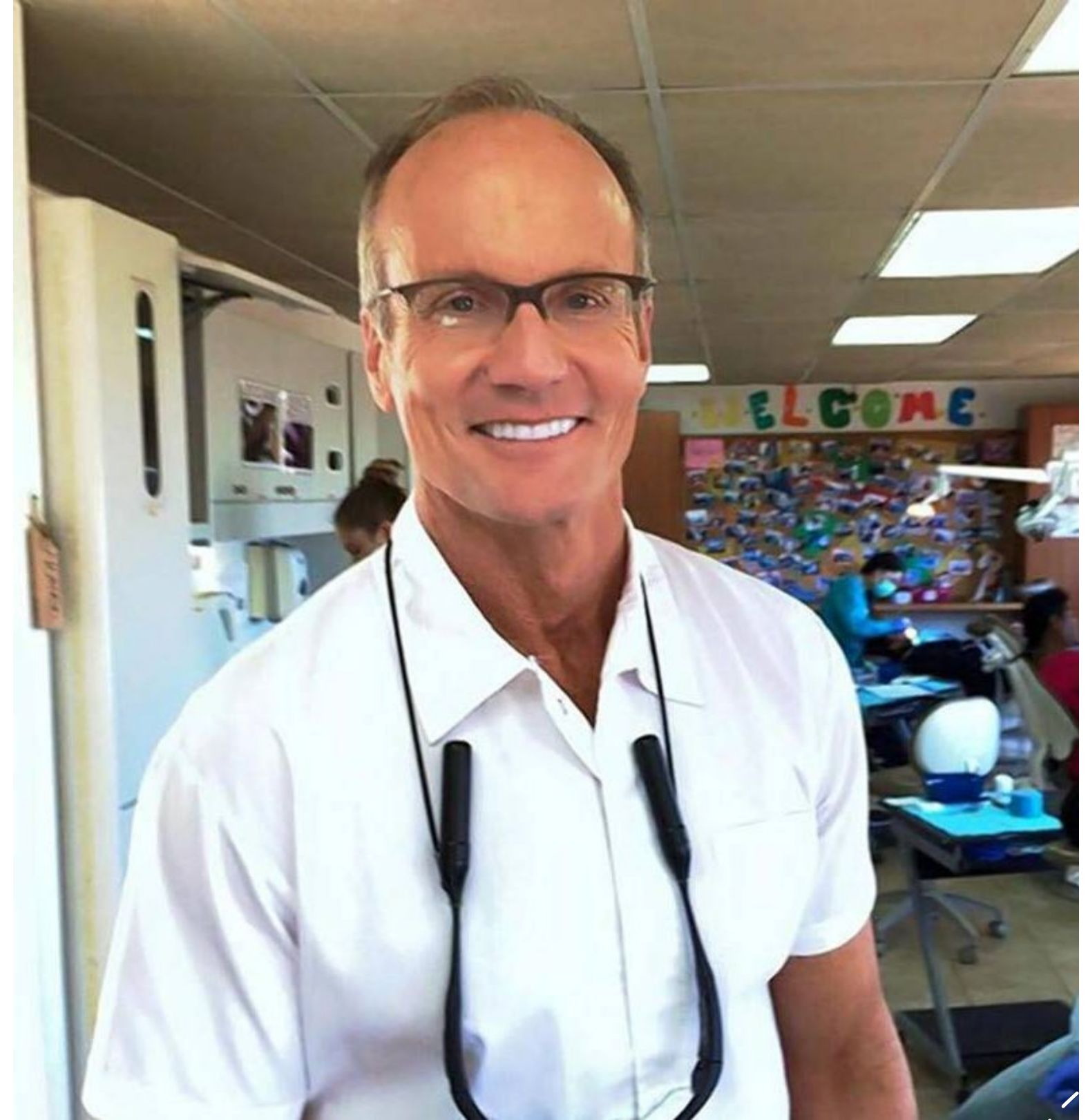
During September 2008, Hurricane Ike battered parts of Cuba and Texas, causing havoc on infrastructure and agriculture.

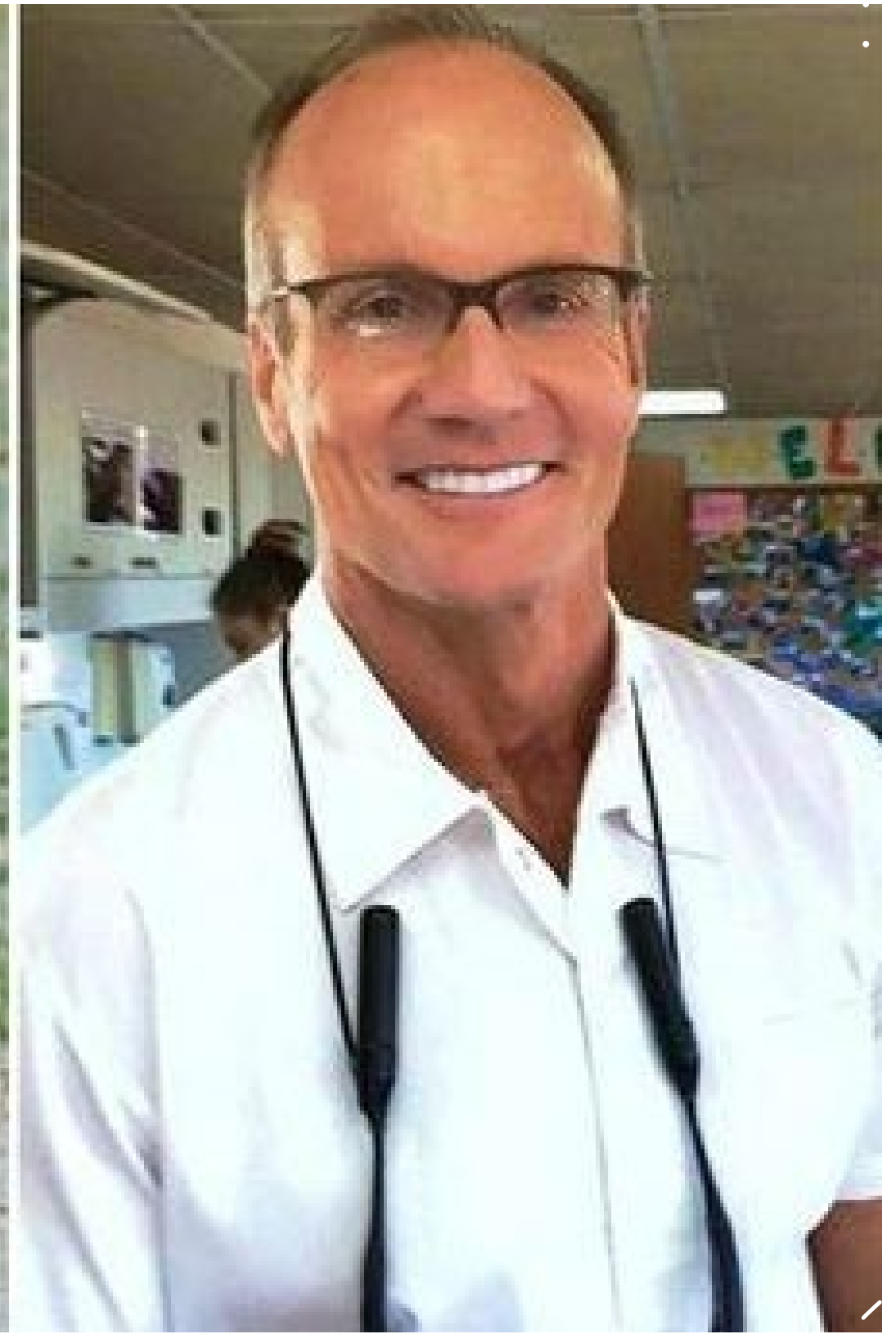


FEMA



THEY WERE  
FOR THIS  
DENTIST









BUT NONE  
OF THAT  
MATTERED  
AFTER THE  
BRITISH  
NEWS  
MEDIA  
BROKE THE  
STORY.

## Cecil the lion hunter Walter Palmer faces calls for prosecution

**US uproar over death of protected animal forces Walter Palmer's  
practice to close, as two others attend Zimbabwean court to face  
poaching charges**







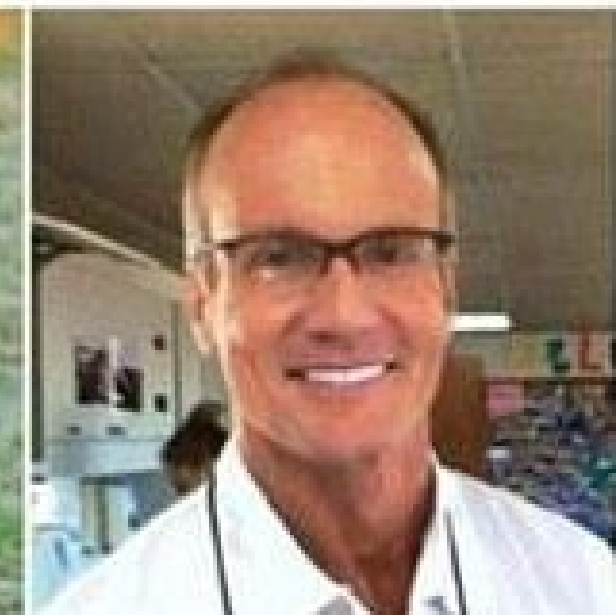
THEN THE  
STORY HIT  
TWITTER...



mia farrow   
@MiaFarrow



#CecilTheLion -Gentle protector of 6  
cubs. Loved by many. Killed by  
Dentist Walter Palmer









## Social media shamers go after dentist Walter Palmer



#WALTERPALMER

## The entire world is enraged with Walter Palmer, the American dentist who killed Cecil the lion







**Candice Swanepoel** ✓  
@angelcandice

Follow

How dare you #walterpalmer !!!! As a South African and as a human being I can't express how deeply...  
[instagram.com/p/5smehSSfMv/](https://www.instagram.com/p/5smehSSfMv/)

11:39 PM - 28 Jul 2015



Sharon Osbourne @MrsSOsbourne · 21h

...When he dies, I hope someone mounts his ugly ass head to the wall.  
#WalterPalmer is a COWARD.

918 1.7K



Sharon Osbourne @MrsSOsbourne · 21h

I hope that #WalterPalmer loses his home, his practice & his money. He has already lost his soul...

2.4K 3.6K



Sharon Osbourne @MrsSOsbourne · 21h

#WalterPalmer is Satan. I don't know how anyone could go to this man for dental services after this. He is a killer. Beware!



Judd Apatow @JuddApatow · 20h

There are so many ways to be a [REDACTED] idiot in the modern world.

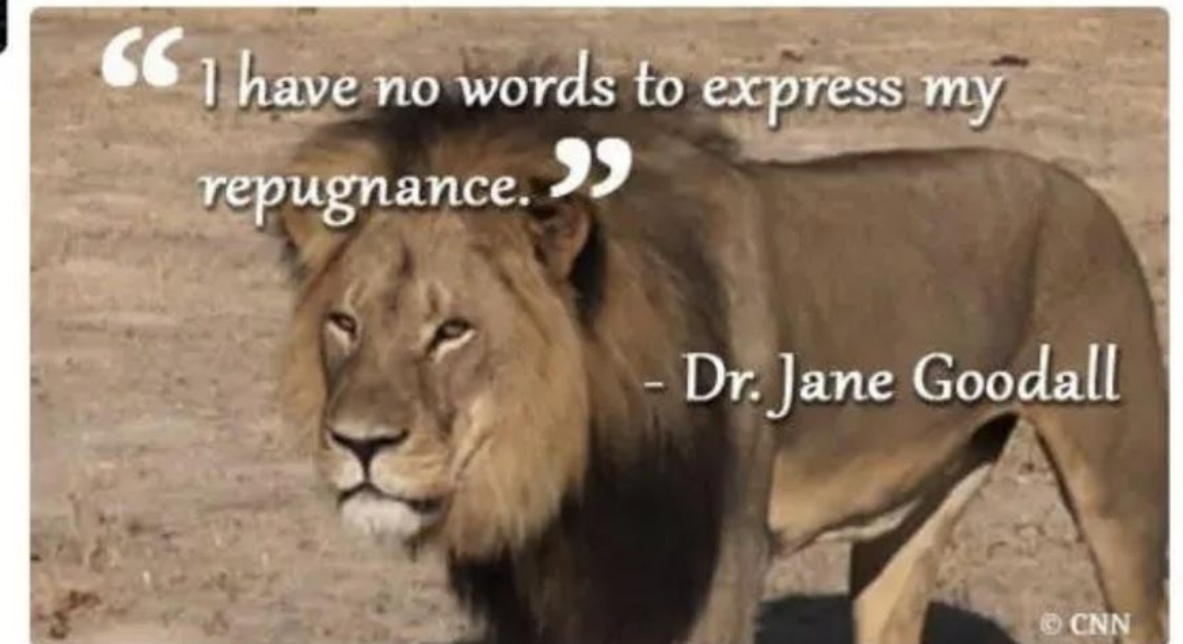


[REDACTED]



K favorited

JaneGoodallInstitute @JaneGoodallInst · 6h



In today's blog, Dr. #JaneGoodall speaks out against the horrible death of #CecilTheLion. [goo.gl/oJCDph](https://goo.gl/oJCDph)





41 friends  
20 reviews

- Share review
- Compliment
- Send message
- Follow sunday p.

7/29/2015

You Are a Doctor! You are supposed to save and Help anything living you Demonic Piece of Shit! THERE IS A PLACE IN HELL FOR PEOPLE LIKE YOU!!!! I hope your Life and Practice is Ruined for this Atrocity you did. You are a Weak Pathetic Excuse for a man or Human Being! This is how you spend \$50,000? Every time you look in that Lions Face who's head you Cut Off and every other animal you Display on your "Trophy" wall. This was not even a hunt! You set that Animal up. Remember How Many People HATE YOU! And look to DU! wait for your Life to Change as you know it! rrible Man!





# THEN

# NOW

**NON-IRON SHIRTS**  
Collar attached Cotton  
Poplin reinforced with  
Nylon. Colours Blue, Cream  
Grey and White. Boxed  
singly.  
Sizes 14" to 17" .. 25/-  
**J. T. Parrish Ltd.**  
SHIELDS ROAD, NEWCASTLE. 6

**LATE NIGHT FINAL**  
**Evening Chronicle**  
No. 25,611. Newcastle. MONDAY, AUGUST 17, 1959. A KEMSLEY NEWSPAPER. 3d.

**FOX'S**  
*Glacier*  
**MINTS**

**Trolley wires melt: Trains stop: Petrol menaced**  
**GIANT WAREHOUSE FIRE**  
**RAVAGES CITY STREET**



**Flames leap across road**

**TWENTY THOUSAND** people watched a dramatic battle by firemen as flames surged through a huge, five-storey Newcastle warehouse this afternoon.

A dense smoke pall hung over New Bridge Street as the roof fell in and floors gave way. There was £35,000 worth of stock on one floor alone.

Traffic was stopped as flames leapt across the road, threatening other buildings, including a petrol station. At the rear, the blaze spread to a platform on Manors Station.

Electric trains from the coast were stopped at Jesmond station and re-routed as flames enveloped the 60-foot high building. Crowds were held at a safe distance.

Charred girders fell with a roar and a Manors Station official said:

**To Factories, Works, Shipyards,**

**TRIUMPH FOR YOU?**

A Triumph Herald saloon plus free R.A.C membership plus National Benzole for 1,000 miles are the prizes in an exciting Evening Chronicle competition today...

**ON PAGE TEN**

**Police seize 397**

A report by the Chief Constable of County Durham, Mr. A. A. Muir, shows that 397 stray dogs were seized in the county between March 1 and May 31.

K favored

 JaneGoodallInstitute @JaneGoodallInst · 6h



“I have no words to express my repugnance.”

- Dr. Jane Goodall

© CNN

In today's blog, Dr. #JaneGoodall speaks out against the horrible death of #CecilTheLion. [goo.gl/oJCDph](http://goo.gl/oJCDph)





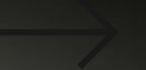
PRESS



ACTIVISM



# 3 Keys to Surviving Public Pushback





I HAVE A CONFESSION TO  
MAKE....





I'VE CHANGED MY  
MIND...







THE NEEDS OF SPECIAL INTEREST  
GROUPS HAVE CHANGED...



THE TRICK TO DEFENDING YOUR  
DECISIONS AND SURVIVING PUBLIC  
PUSHBACK COMES DOWN TO THIS:



IS UNDERSTANDING THAT THERE IS A  
MISMATCH WITH WHAT VICTIMS  
WANT AND  
WHAT THEY GET.



# Why Directors and Management Have Difficulties with Victims



Perceives victim behavior as irrational



Management training in ethics and emotional communications is minimal.



Reluctant to assume blame or responsibility



# WHAT DO VICTIMS WANT?



# VICTIMS WANT:



Validation



Visibility

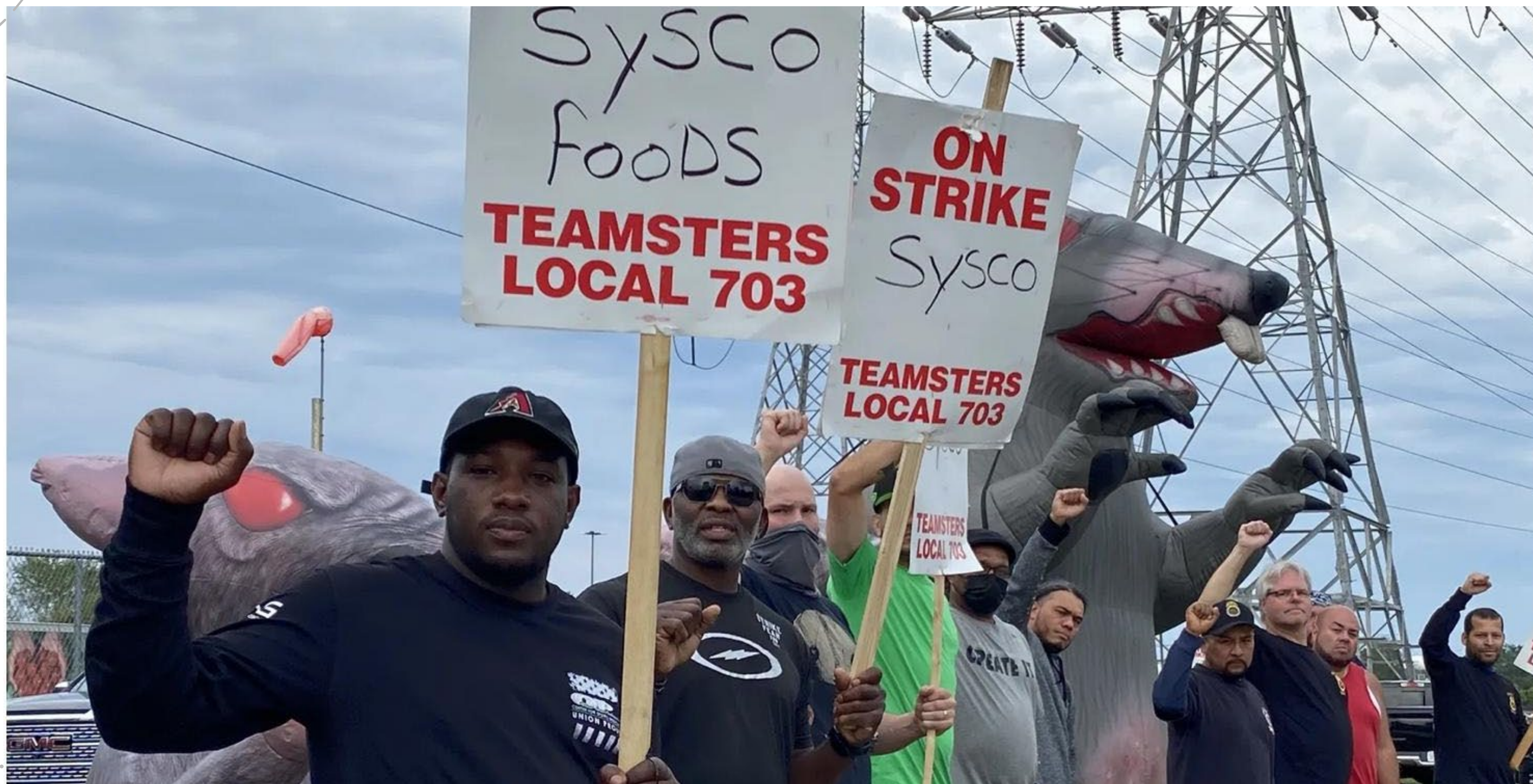


Vindication



Action: Firing, apology, about-face,  
admission of fault



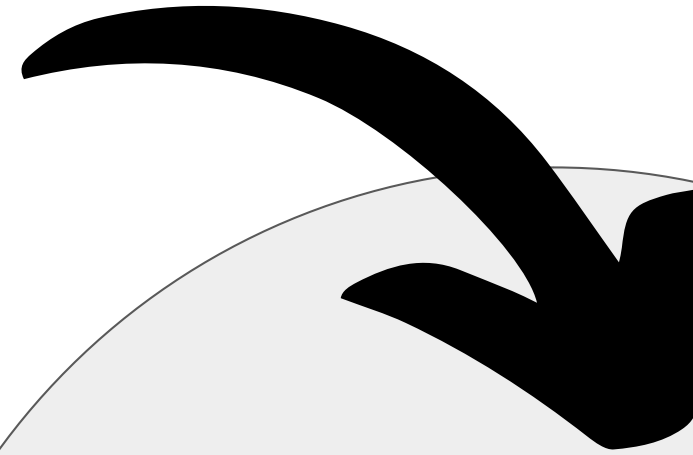




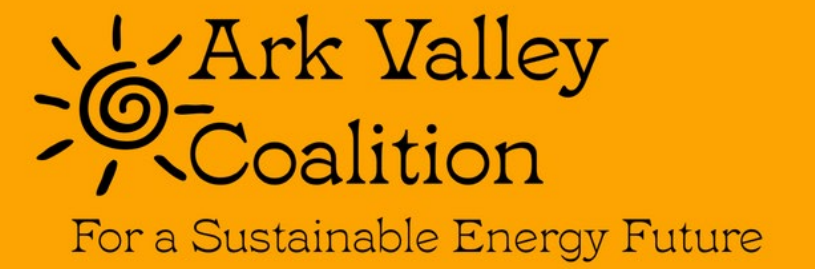
*Enter*

P R E S S

A C T I V I S T S





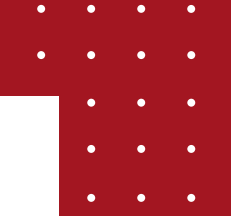
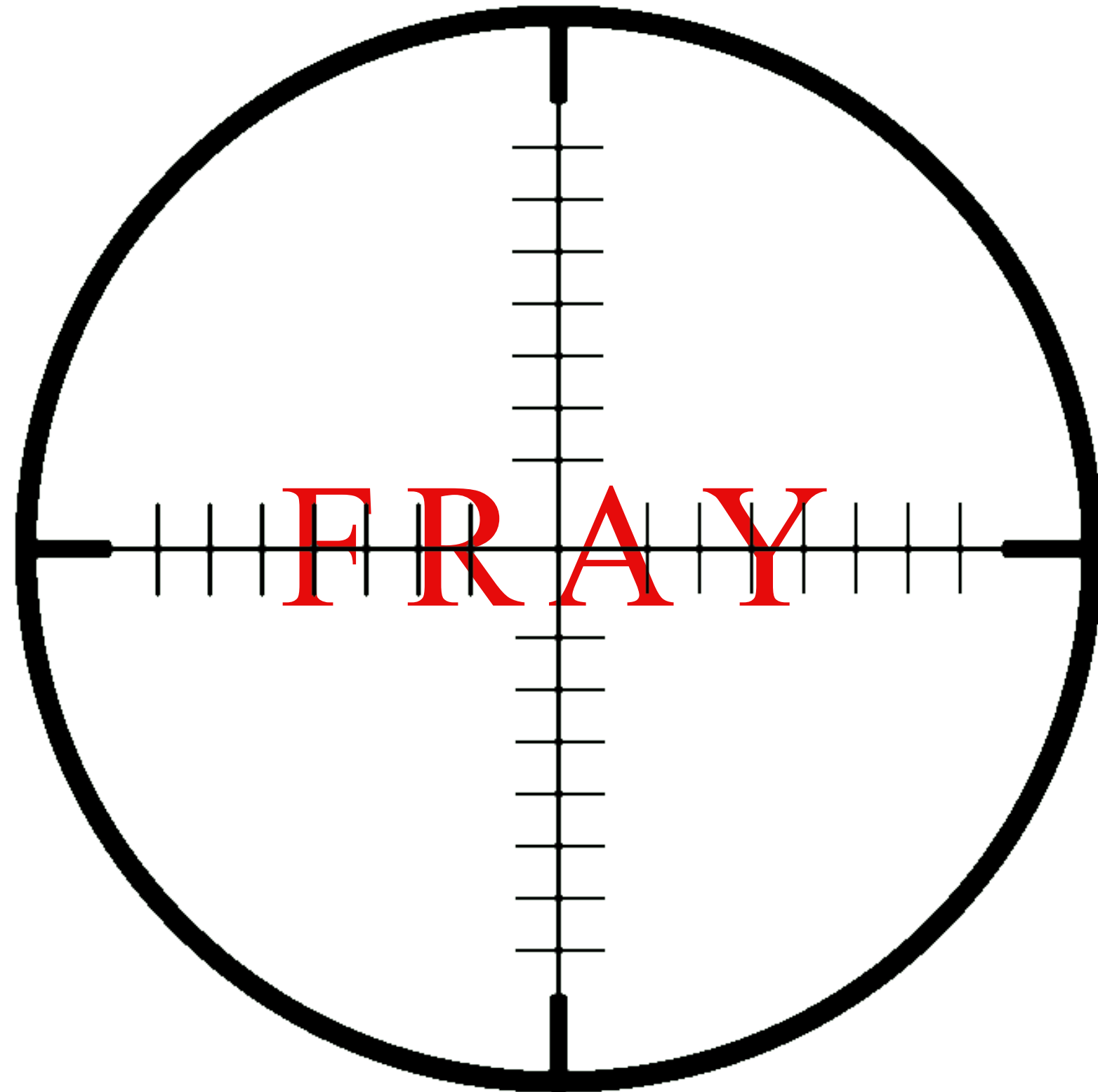


P R E S S

A C T I V I S T S

WE OWN IT







A P R C R I S I S I S A B O U T  
V I C T I M S

WHAT IS A P R  
CRISIS?





# DISASTER COMMUNICATIONS



# DISASTER COMMUNICATIONS

- POWER OUTAGES
- MAJOR STORMS
- MAJOR ACCIDENTS
- PANDAMICS
- TORNADO/HURRICANE/WILDFIRE
- CHEMICAL SPILL
- ADVERSE NATIONAL EVENT



# OPERATIONAL CRISIS





# OPERATIONAL CRISIS

- Cybersecurity breach
- Employee misconduct
- Leadership misconduct
- Injury/death
- Initiative not going according to plan: rate change rollout
- Union negotiations
- Social media crisis
- Activist/special interest groups



# Vulnerabilities →

Where is your co-op exposed?

- Status quo thinking
- Culture
- Forgetting the cooperative principles





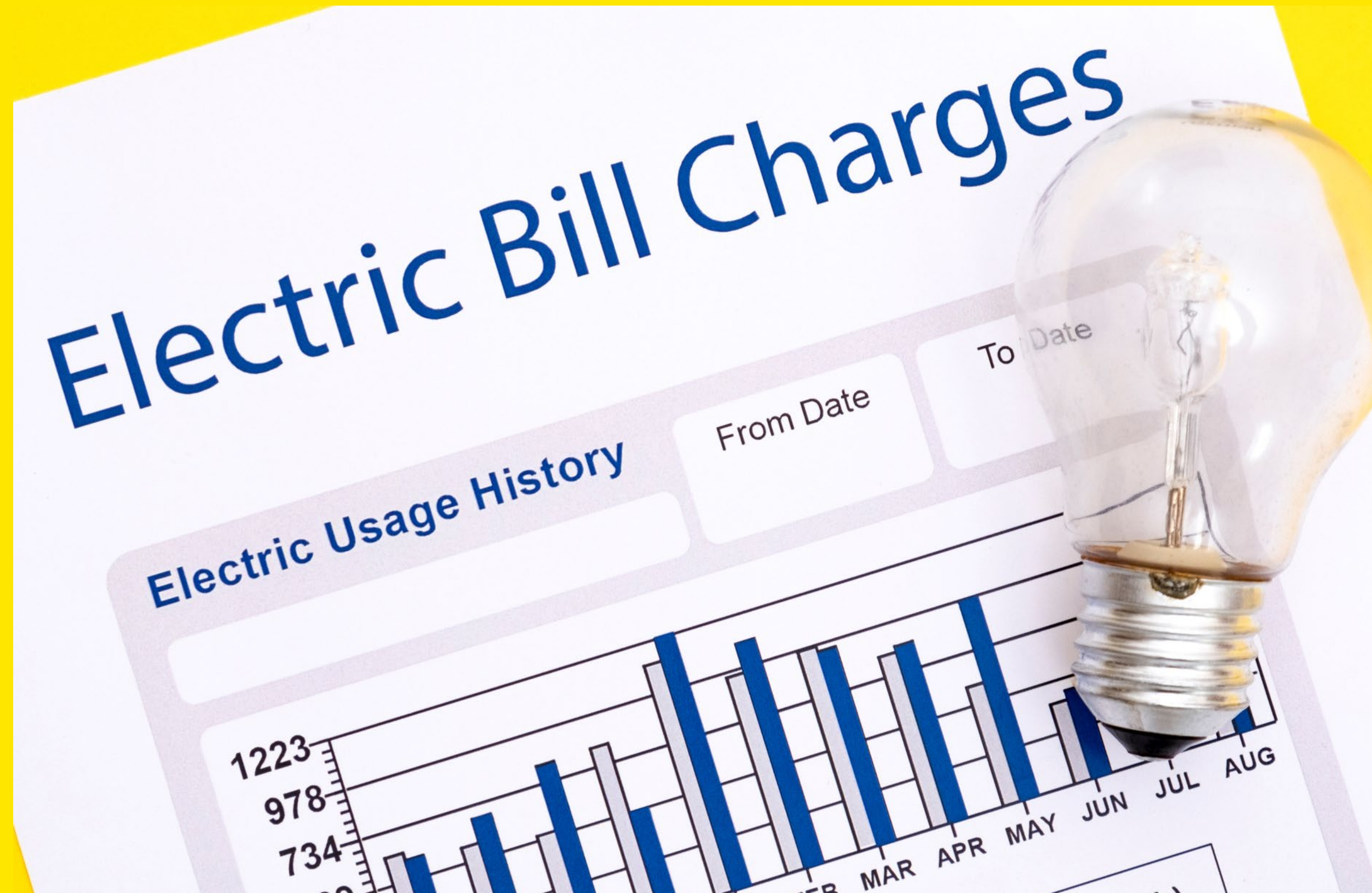
# How To Defend Your Decisions And Survive Public Pushback

---





- Understand why members are pushing back





Take the time to listen  
and understand their  
perspective.



PRIORITIZE THE ISSUE



GUT CHECK: WHAT'S OUR ROLE IN THIS?



CHECK YOUR INTERNAL SOURCES: THEY'LL TELL  
YOU THE ISSUE

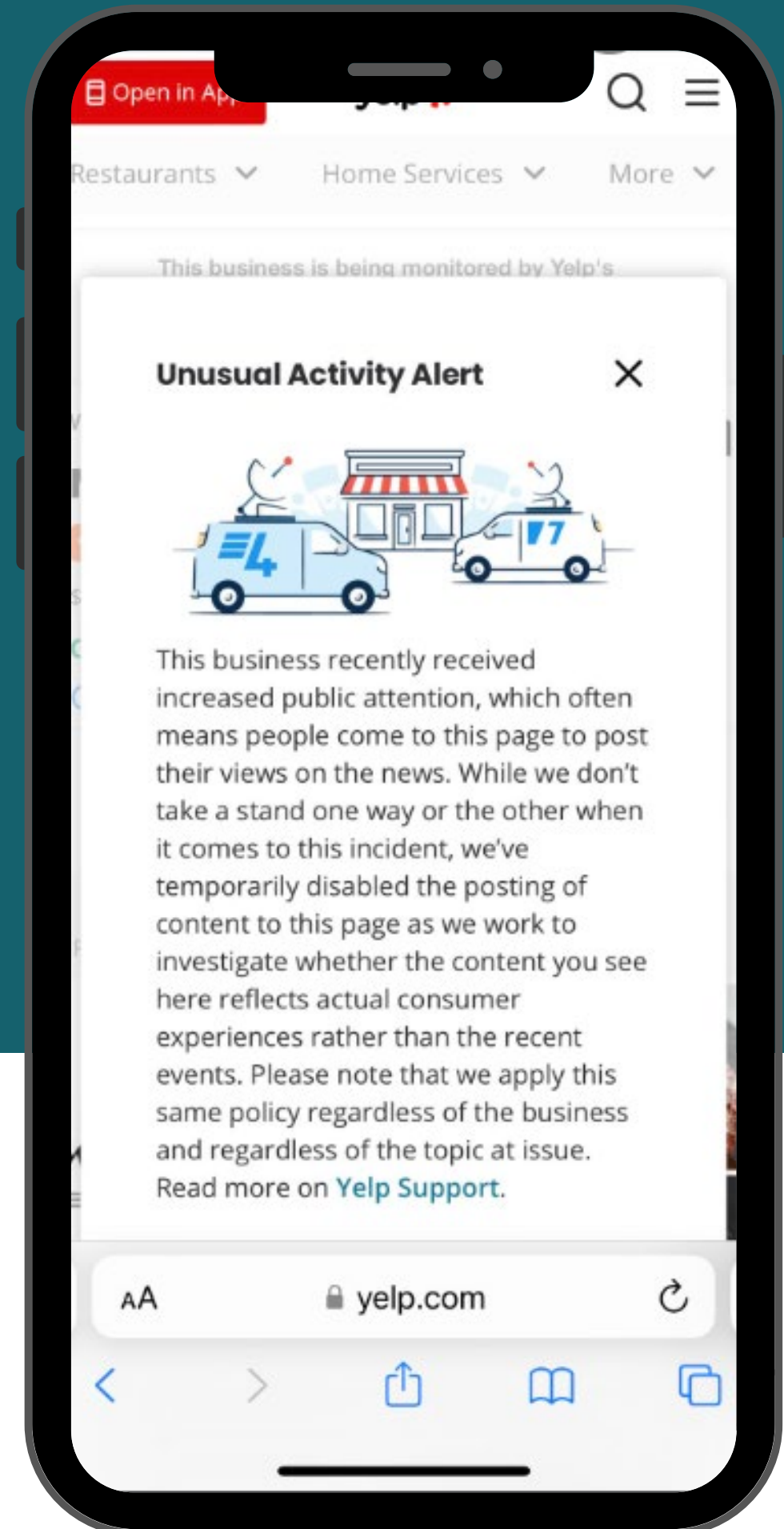


# Newsweek

## NEWS

### Morton's Restaurant Defending Kavanaugh Leads to Spike in Fake Reservations

BY **EMMA MAYER** ON 7/8/22 AT 1:04 PM EDT





2. Stay calm ; don't take it personally.




## The Athletic



[David Aldridge](#)

Sep 14, 2022

The [NBA](#) fined Suns owner Robert Sarver \$10 million Tuesday, and suspended him from being involved with either the NBA team or the [WNBA's Phoenix Mercury](#), for a year — the punishment coming after an investigation lasting more than 10 months, and conducted independently by an outside law firm: [Wachtell, Lipton, Rosen & Katz](#).



Acknowledgement  
Empathy  
Values  
Approach  
Commitment





Phoenix Suns   
@Suns



**OFFICIAL STATEMENT FROM SUNS LEGACY PARTNERS, LLC,  
THE SPORTS AND ENTERTAINMENT ENTITY THAT MANAGES AND  
OPERATES THE PHOENIX SUNS AND PHOENIX MERCURY:**

Suns Legacy Partners is committed to creating a safe, respectful, and inclusive work environment that is free of discrimination and harassment. As the NBA acknowledged, we fully cooperated with the NBA's investigation, which covered an eighteen-year period, including by encouraging current and former employees to participate.

The NBA's findings concerning the organization focus, for the most part, on historical matters that have been addressed in recent years, including through meaningful enhancements to our workplace compliance program.

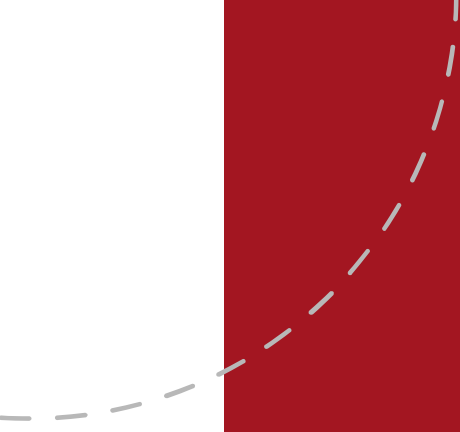
At the direction of senior leadership, we have strengthened our culture and focused on creating a workplace where everyone feels included and valued. These efforts include hiring new HR leadership, updating our employee handbook to clearly define our expectations for appropriate workplace behavior, adopting a strong code of conduct, instituting robust processes to report misconduct, and holding trainings on respect in the workplace and our corresponding policies and procedures. We nevertheless take seriously the NBA's findings and will implement the workplace improvements the NBA has identified, to the extent that we have not yet done so.

Robert Sarver is also taking responsibility for his actions. He recognizes that at times during his eighteen years of ownership, his conduct did not reflect his, or the Suns' values, and was inconsistent with the advancements the management team has taken with Robert's full support.

We are proud of the progress we've already made, and moving forward, our organization will continue to build a best-in-class workplace.



ALT



# WHEN YOU SHUT DOWN THE CANCEL MACHINE



0 1 Take back control of your  
reputation

0 2 Repair your reputation

0 3 Come out looking better  
than before







# INDESTRUCTIBLE PR<sup>®</sup> RESPONSE

Take  
Control

01 Own It

02 Explain It

03 Promise It





Phoenix Suns  
@Suns

...

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ALT

ACKNOWLEDGEMENT

EMPATHY

VALUES

APPROACH

COMMITMENT





Phoenix Suns

@Suns



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# Stay Calm in the Face of Criticism



Remember, it's business - not personal.



Don't let emotions get in the way of rational decision.



Find a solution where everyone feels heard.

# RESPONSE



I'VE CHANGED MY  
MIND...





# TRUST

...and care



### 3. Have a plan in place.





# Defending your decision with a plan in place



Have a team in place and in sync with your thinking.



Have resources in place for your team.



Need a plan in place.






USE IN  
CASE OF  
REPUTATION  
✓ EMERGENCY



# REPUTATION CRISIS PLAN



## Know Your Situation

### 01 Build an Exposure Map







# REPUTATION CRISIS PLAN

## Know Your Situation

01 Build an Exposure Map

02 Minimize Access

# REPUTATION CRISIS PLAN

## Know Your Situation

01 Build an Exposure Map

02 Minimize Access

03 Make sure you know who  
is talking about your  
board and management



# REPUTATION CRISIS PLAN

## Install Procedures

01 Create a Social Media Policy

02 Have a spokesperson at the ready

03 Have someone on staff who understands the social media landscape

POP-UP WORKSHOP

# HOW TO WRITE A CRISIS COMMUNICATION PLAN YOU NEED RIGHT NOW

The only crisis communication  
plan you'll ever need

**FEBRUARY 28TH | 11AM EST**

WITH PR EXPERT  
**MOLLY  
MCPHERSON**



[MOLLYMCPHERSON.COM/CRISISTEMPLATE](https://mollymcperson.com/crisistemplate)





# TRUST

POP-UP WORKSHOP

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MCPHERSON**



**THANK YOU**

[MOLLYMCPHERSON.COM/CRISISTEMPLATE](https://mollymcperson.com/crisistemplate)