

IMMEDIATE — FIRST 24 HOURS | CRISIS POSTURE & COMMAND

- 1** **Activate your Crisis Communications Command structure.** Designate a single spokesperson and a crisis comms lead immediately. No statements, social posts, or media responses leave the organisation without passing through this command. One voice. One message. No exceptions.
- 2** **Define your narrative before the media defines it for you.** Draft your core message within the first two hours: what you know, what you don't know, and what you are doing about it. Ambiguity invites speculation. Stake your position clearly, factually, and with humanity.
- 3** **Issue an internal communication to all staff before anything goes public.** Employees who learn about a crisis from the news — or social media — before they hear from leadership become your first reputational liability. Brief them first. Give them clear guidance on what to say — and what not to say — externally.

SHORT-TERM — 24–72 HOURS | MEDIA & EXTERNAL STAKEHOLDERS

- 4** **Get ahead of the press — do not go dark.** Prepare a holding statement for immediate release. If you have nothing final to say, say that — with a timestamp for your next update. Journalists will fill silence with other sources. A “no comment” is not a strategy; it is an abdication.
- 5** **Monitor media and social media in real time — and respond to misinformation fast.** Assign a dedicated monitoring function for the first 72 hours. Track mentions, hashtags, and emerging narratives. Incorrect information spreads faster than corrections. Identify and address inaccuracies promptly, firmly, and without aggression.
- 6** **Brief your key external stakeholders directly — before they read about it.** Regulators, investors, major clients, board members, and government contacts should receive a personalised, direct communication from senior leadership. Not a press release forwarded. A direct call or letter. This protects relationships that take years to build.

SUSTAINED — DAYS 3–7 | REPUTATION & NARRATIVE MANAGEMENT

- 7** **Establish a regular cadence of updates — even when there is nothing new to report.** Silence after day one is interpreted as evasion. Commit to a daily or twice-daily update rhythm — even if the update is “the situation is being monitored and we will communicate any change immediately.” Consistency signals control.
- 8** **Audit your digital footprint — website, social channels, scheduled content.** Pause any pre-scheduled social media posts, campaigns, or announcements that are tone-deaf to the crisis. A promotional post during a conflict situation is a reputational landmine. Review everything in the pipeline and hold or re-calibrate accordingly.
- 9** **Prepare your leadership for media appearances and parliamentary/regulatory scrutiny.** Media train your spokesperson for the specific questions this crisis will generate. Anticipate hostile lines of questioning. Prepare concise, honest, on-message answers. Never speculate. Never say “no comment.” Always offer a follow-up.
- 10** **Conduct a post-crisis communications review — before the crisis is over.** Do not wait for the dust to settle. Begin documenting what worked, what failed, and what was missing from your crisis communications plan while it is live. The lessons from day three are more valuable than the debrief six months later. This review becomes your playbook.

This memorandum provides general best-practice guidance and does not constitute specific advisory services. For a tailored crisis communications strategy for your organisation, contact Solsidus Communications. contact@solsiduslaw.com