

非營利事業公共關係講義 (3)

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十、危機事件管理與操作 (卜正珉:6) (Bonk,1999:chap.12)

(一) 危機的特質與類別

1. 危機的特質：

- (1) 事出突然 (suddenness)，非週期性，無法預測；
- (2) 高度不確定 (uncertainty)，變數很多；
- (3) 威脅性大 (threat)；
- (4) 情勢危急，時間壓力緊迫 (time compression)。

2. 危機的類別：

- (1) 天然災害或科技災害的危機 (crises of the physical world: nature & technology)；
- (2) 對立或惡意性的危機 (crises of the human climate: confrontation & malevolence)；
- (3) 行政管理的危機 (crises of management failure: skewed values, deception, and misconduct) (因組織內部的相關流程作業誤失所引發)。【Lerbinger, 1997】

3. 人為因素引發的危機：

- (1) 管理者錯誤的道德觀念 (erroneous ethics) 所引發的危機：如首長反覆變更政策，導致公眾產生「信心危機」。
- (2) 變質的誘因危機 (incentive crisis)：如下屬為求表現，或投長官主觀之喜好，或謀求私利，故意建議不正確之對策，而決策者不察，導致危機發生。
- (3) 混淆價值 (mixed values) 引發的危機：因組織追求的價值與社會公眾價值觀相互違背 (如廢除死刑)，又如政府財經租稅政策的失誤。
- (4) 一味拒絕承認錯誤，致喪失社會公信力：如洪仲丘不當操練死亡案。
- (5) 冒險走鋼索，卻無後路 (walking the high wire without a net)：如忽視「政務運作」與「政治操作」的差異，缺乏溝通，導致行政及立法部門衝突 (如證所稅風波)。
- (6) 未記取教訓，一錯再錯 (addition to repetition)。【Stocker, 1997】

(二) 危機發展週期與管理模式

1. 危機管理的階段 - I：

- (1) 議題管理 (issues management) 階段→
- (2) 計劃/防範 (planning/prevention) 階段→
- (3) 危機 (crisis) 階段→
- (4) 危機之後 (post-crisis) 階段。【Gonzalez-Herrero & Pratt, 1995】

2. 危機管理的階段 - II :

- (1) 危機定位 (identification of crisis) 階段→
- (2) 主動面對危機 (actively confronts the crisis) 階段→
- (3) 重組 (reconfigure) 組織的人員及預算資源階段【Burnett, 1998】

3. 危機管理的訊息處理策略

(1) 回應策略：

- a. 「反應型」(reactive style)：包括否認、迴避及托延等手段；
- b. 「適應型」(adaptive style)：配合外界的要求或期望，立即更正錯務；
- c. 「動態型」(dynamic style)：視危機為組織改造的轉機，主動積極回應外界的批評，必要時也會反擊不實指控，維護組織利益，追求組織與公眾的雙贏。【Hearit, 1997】

(2) 道歉策略：

- a. 表答遺憾 (expression of regret) → b. 努力說服外界，以求改變社會大眾對危機的定義 → c. 讓組織與危機發生的原因脫勾 (dissociation)，撇清責任。【Hearit, 1994】

(3) 危機溝通訊息策略：

- a. 「反擊指控者」(attack accuser)：與危機當事人正面對抗，甚至採取威脅行動，或採取「相互指控」策略，反擊對方；
- b. 「否認」(denial)：否認有危機存在，解釋事情原委，降低危機的顯著性及影響性；
- c. 「卸責」(excuse)：努力降低或淡化組織應負的責任，或聲稱組織與危機無關；
- d. 「正當化」(justification)：降低危機層面、涵蓋地區、嚴重性等影響效應的社會認知；
- e. 「迎合」(ingratiation)：設計符合危機關係人期望的行為或訊息，以降低對方敵意，增加善意；
- f. 「更正行為」(corrective action)：採取補救措施，或防範再發生，以樹立組織勇於負責的正面形象；
- g. 「完全道歉」(full apology)：公開聲明負責並請求原諒，並同時進行補償。【Coombs, 1998】

(4) 另按吳宜臻的看法：

可採用以下反應策略：攻擊、否認、藉口、合理化、迎合、修正、道歉【吳,201-204】

(三) 網際網路危機的處理

1. 網際網路危機的主要問題癥結：

- (1) 網路社會與現實生活基本上是脫節的；
- (2) 全天候的網路新聞報導，挑戰政府或組織危機處理的決策流程；

- (3) 改變過去政府與民眾的聯繫關係。
- 2.網際網路在危機事件發生期間可發揮的功能：
- (1)利用組織本身的網站提供即時(timely)、正確(accurate)、最新(up-to-date)的資訊；
 - (2) 透過網路傳播，盡全力維持社會大眾對組織的正面認知；
 - (3) 密切監控網路社區內其他媒體或特定團體對危機的相關資訊。【Holtz, 1999】

十一、危機溝通 1-處理架構 (Ulner,2007:chap.1) (吳=4)

(一) 危機 (crisis) 的特質與定義

1. 特質 : Three characteristics separating crises from other unpleasant occurrences :
(1) Surprise ; (2) Threat ; (3) Short response time 。【Hermann, 1963】
2. 定義 (A working definition) : "An organizational crisis is a specific, unexpected, and nonroutine event or series of events that create high levels of uncertainty and threaten or are perceived to threaten an organization's high-priority goals." 【Ulner,2007:7】
3. 關鍵組成要素 :
(1) Unexpected; (2) Nonroutine; (3) Produces uncertainty; (4) Threatens high-priority goals.

(二) 危機的類型 (types) 【Ulner,2007:9-13】

1. 意圖型危機 (Intentional crises) :
Terrorism; sabotage; workplace violence; poor employee relationships; poor risk management; hostile takeovers; unethical leadership.
2. 非意圖型危機 (unintentional crises) :
Natural disasters; Disease outbreaks; Unforeseeable technical interactions;
Product failure; Downturns in the economy.

(三) 危機溝通的處理架構 : 1. 「管理」 (Managing uncertainty) → 2. 「回應」 (Responding to the crisis) → 3. 「解決」 (Resolving the crisis) → 4. 「學習」 (Learning from the crisis) 【Ulner,2007:13-14】

1. 管理 (Managing uncertainty) : Providing a consistent voice ; Identifying the cause of the crisis ; Contacting everyone affected by the crisis ; Determining current and future risks.
2. 回應 (Responding to the crisis) : Reducing uncertainty ; Coordinating activities ; Disseminating information.
3. 解決 (Resolving the crisis) : Compensating victims ; Renewing the organization's reputation ; Grieving and memorializing the events.
4. 學習 (Learning from the crisis) : Enhancing safety and prevention ; Reviewing industry standards ; Enhancing community dialogue.

十二、危機溝通 2-管理危機不確定性 (Ulner, 2007:chap.2)

(一) 建立危機應變計畫及機制 — 「4R 模式」:

1. 先說抱歉 (**Regret**) →
2. 解決作法 (**Resolution**) →
3. 檢討改進 (**Reform**) →
4. 重新建制 (**Restitution**) (Caywood, 1997:chap.12)

(二) 如何管理危機不確定性 (Lessons on managing crisis uncertainty)

1. Organization members must accept that a crisis can start quickly and unexpectedly.
2. Organizations should not respond to crises with routine solutions.
3. Threat is perceptual — There are many questions that need answering following a crisis :
What happened ? Who is responsible ? Why did it happen ? Who is affected ? What should we do ? Who can we trust ? What should we say ? How should we say it ?
4. Crisis communications must communicate early and often following a crisis regardless of whether or not they have critic information about the crisis.
5. Organizations should not purposely heighten the ambiguity of a crisis to deceive or distract the public — **Ambiguity examples**: *questions of evidence*(事證存疑), *questions of intent* (意圖存疑) & *questions of responsibility* (責任存疑) .
6. Be prepared to defend your interpretation of the evidence surrounding a crisis.
7. Without good intentions prior to a crisis, recovery is difficult or impossible.
8. If you believe you are not responsible for a crisis, you need to build a case for who is responsible and why.
9. Organizations need to prepare for uncertainty through simulation and training — Key issues in uncertainty: unanswered questions, need for information, ambiguity & personal beliefs.
10. Crises challenge the way organizations think about and conduct their business.

十三、危機溝通 3-有效危機溝通 (Ulner,2007:chap.3)

(一) 有效溝通的策略

吳宜臻認為：可以採用以下反應策略：攻擊、否認、藉口、合理化、迎合、修正、道歉 (吳=201-204)

(二) 如何在危機中有效溝通 (Lessons on effective crisis communication)

1. Determine your goals for crisis communication.
2. Before a crisis, develop true equal partnerships with organizations and groups that are important to the organization.

“Partnership are equal communication relationships with groups or organizations that have an impact on an organization. Partnerships are established through honest and open dialogue about important issues for each group or organization. Partners may be advocates for the organization or they may be groups that are antagonistic toward the organization.” 【Ulner,2007:35】
3. Acknowledge your stakeholders, including the media, as partners when managing a crisis.
 - (1) Stakeholders include **employees, competitors, creditors, consumers, government agencies, the community, the environment, stockholders, the media.**
 - (2) **Primary stakeholders** are those groups defined by an organization as most important to its success. **Secondary stakeholders** are key groups that do not play an active role in the day-to-day activities of the organization but are still important to its overall success.
4. Organizations need to develop strong positive primary and secondary stakeholder relationships. Possible stakeholder relationships or partnerships: **Positive; Negative; Ambivalent; Nonexistent.**
5. Effective crisis communication involves listening to your stakeholders.
6. Communicate early about the crisis, acknowledge uncertainty, and assure the public that you will maintain contact with them about current and future risk.
 - (1) Communicate early and often with both internal and external stakeholders;
 - (2) Identifying the causes of the crisis;

(3) Contacting everyone affected by the crisis.

7. Avoid certain or absolute answers to the public and media until sufficient information is available.
8. Do not overreassure stakeholders about the impact the crisis will have on them.
9. The public needs useful and practical statements of self-efficacy during a crisis.
10. Effective crisis communications acknowledge that positive factors can arise from organizational crises.

十四、危機溝通 4-有效危機領導 (Ulner,2007:chap.4)

(一) 組織領導者的功課 (Lessons on effective crisis leadership)

1. Effective leadership is critical to overcoming a crisis.
2. Leaders should be visible during a crisis.
3. Leaders should work to develop a positive company reputation during normal times to build a reservoir of goodwill.
4. Leaders should be open and honest following a crisis.
5. Leaders who manage crises successfully may create opportunities for renewal.
6. Leaders should cooperate with stakeholders during a crisis and should work to build consensus.
7. Poor leadership can make a crisis much worse.
8. Leaders must adapt their leadership styles and contingencies during crises.
9. A virtuous response to a crisis by the organization's leaders may be the most effective in generating support and renewal.
10. Leaders have specific communication obligations for managing and learning from crises.

(二) 領導者注意事項及策略

1. Suggestions for the leader as spokesperson : 【Ulner, 2007: 57】

- (1) Remain calm.
- (2) Don't let the media push you into saying things that you do not want to say.
- (3) Express concern for anyone harmed by the crisis.
- (4) Avoid the phrase "No comment".
- (5) If you don't have the answer to a question, say so, but indicate that you working to find the answer.
- (6) Don't speak with certainty unless you are absolutely sure of all the facts.
- (7) Be sure to point out the uncertainty of situation with phrase such as "The situation is evolving" or "We don't have all the facts yet."

2. Benoit's Image Restoration Strategies : **【Ulner, 2007: 59】**

Strategy	Example
1. <u>Denial</u> : a. Simple denial b. Shifting the blame	a. We did not do it. b. Someone else did it.
2. <u>Evasion of responsibility</u> : a. Provocation b. Defeasibility c. Accident d. Good intentions	a. We were provoked to act. b. We did not have enough information. c. We did not mean for this to happen. d. We meant to do the right thing.
3. <u>Reducing the offensiveness of the event</u> : a. Bolstering b. Minimization c. Differentiation d. Transcendence e. Attack the accuser f. Compensation	a. We have done some good things. b. The crisis is not that bad. c. Others have had worse crises. d. We should focus on other issues. e. The accuser is irresponsible. f. We will cover the costs of the crisis.
4. <u>Corrective action</u>	We will solve the problem.
5. <u>Mortification</u>	We are sorry.

3. Coombs's Crisis Response strategies : **【Ulner, 2007: 60】**

Strategy	Example
<p>1. <u>Nonexistence strategies</u> :</p> <p>a. Denial b. Clarification c. Attack d. Intimidation</p>	<p>a. We did not do it. b. We did not do it and this is why c. Those that accuse us are at fault. d. We will sue the accuser.</p>
<p>2. <u>Distance strategies</u> :</p> <p>a. Excuse b. Denial of intention c. Denial of volition d. Justification: i. Minimizing injury ii. Victim deserving iii. Misrepresentation of the crisis event</p>	<p>a. We are not responsible. b. We did not intent for this to happen. c. Someone else did this. d. This crisis is not as bad as others. i. No one was hurt by this crisis. ii. The victim deserved the effects. iii. Our crisis did not cause this impact.</p>
<p>3. <u>Ingratiation strategies</u> :</p> <p>a. Bolstering b. Transcendence c. Praising others</p>	<p>a. Let's examine our positive aspects. b. The real problem is much larger. c. Thank you for your advice.</p>
<p>4. <u>Mortification strategies</u> :</p> <p>a. Remediation b. Repentance c. Rectification</p>	<p>a. We will compensate victims. b. Please accept our apology. c. This is how we will solve the problem.</p>
<p>5. <u>Suffering strategy</u></p>	<p>We are a victim of the crisis.</p>