

Destructive management communication behavior will lead to similar behavior at various levels within an organization. These negative behaviors foster stress within the organization that can prompt unethical behaviors to appease aggressive managers. *Unethical behavior, if permitted and tolerated, when combined with evil intent, often leads to illegal behavior and more crises.* Ask any prosecutor.

Add your own local favorites to this list; then attack them, expose them, rout them out, inhibit them, and stop them. The repair cost in reputation, credibility, trust, and lost talent is enormous.

2.5 Lukaszewski's 12 Axioms of Crisis Survival for Leaders

Leadership that shows compassion, community sensitivity, and sensible, ethical approaches moves companies to victory and out of harm's way.

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

1. Defeat is almost always the work of over-optimistic bosses, uninformed co-workers and associates, well-meaning friends, or dysfunction within the organization. Neither the media, nor your toughest critics, nor your opponents, nor the government - the entities commonly blamed for failure - know enough to defeat you.
2. Act promptly. It is better to make mistakes and overreact today rather than wait until tomorrow and have to explain what you knew and when you knew it, what you did and when you did it, and why you waited while more victims were created.
3. Keep the issues and focus tight and small to help you solve your problems and move forward. Neither your "industry," outsiders, nor the media can solve your problems (they don't care), and you cannot solve theirs. You must solve your own.
4. Disasters and problems rarely kill products or companies unless you let them. It is your own negative communication and attitude that cause tough questions, bad stories, and real damage.
5. Colorful, emotional, and memorable language creates headlines that are impossible to live down.
6. In emergencies, 25% of your resources and 50% of your energy go toward fixing yesterday's mistakes. This is the cost of rebuilding trust.

7. Positive, aggressive, assertive communication limits follow-up questions, focuses on the most important aspects of the problem, and moves the entire process forward to resolution, even in the face of a negative environment or antagonistic news media. Actions always speak louder than words.
8. No question you are asked about your situation will surprise you. You may become irritated, agitated, or even humiliated because a really tough or touchy subject is raised, but you won't be surprised. Just remember, every question is a platform to get your messages out.
9. Preparation, rehearsal, and a certain amount of luck will keep you going and help you win.
10. Luck is limited.
11. The general public does not care about your problems until you make them care.
 - ▶ 50% of the general public has no reason to care.
 - ▶ 25% of the general public probably has troubles worse than yours, from their perspective, anyway.
 - ▶ If you get the attention of those remaining, they are probably glad you have the trouble you have.
 - ▶ Be very careful making more people care. You may rue that day.
12. Leadership that shows compassion, community sensitivity, and sensible, ethical approaches moves companies to victory and out of harm's way. Timidity, hesitation, arrogance, and whining bring defeat. Keep the pressure on to win.

Leaders are people of tomorrow. They work outside of the box. Their main job is to see over the horizon, identify new destinations, and then lead us to them.

2.6 The Leader as Verbal Visionary

The need for powerful verbal communications is more apparent than ever when an organization is in crisis or preparing to handle one. A much higher level of leadership and communications is called for, a level beyond the ordinary. The work of the leader, then, is the work of a **verbal visionary**.

2.6.1 Managers and Leaders: The Difference

- ▶ The role of the **manager** in any organization is to meet expectations, meet established goals or objectives, and help others to do so within the scope of a plan or operational activity.