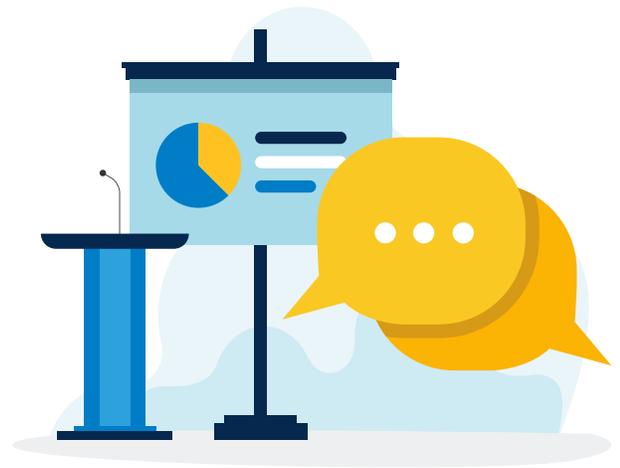


CORONA CRISIS PLAYBOOK

Communications



When navigating troubling times, employees want to hear from their leaders, and that's true now more than ever. They want to be inspired, to get practical solutions for real challenges, and a vision for the future that gives them hope. In this guide, you will learn best practices for communicating during a crisis, along with effective tactics to communicate with your employees, customers and the families you serve in your community.

Disclosure: This document is provided for information purposes only and is not intended as legal, tax, medical or any other professional advice. The document is provided "as is" and without any representations and warranties of any kind. Businesses should consult with their own legal and other professional advisors to determine their legal obligations in response to the Covid-19 crisis. Bottom line, we're passing on what we have learned, in an attempt to help you, but you need to listen to your advisors because we don't have all the information relevant to your business.

Communications

1 Create a Clearly-Defined COMMUNICATION PLAN

Inspire & Inform

Create a clearly defined communication plan to inspire and inform your employees and customers during this uncertain time. Fear is a virus and it thrives in companies and cultures that don't communicate openly and often.

Keep Everybody Updated

Make sure your employees know where to get up to date information, whether on a website, email, conference calls, video conferences etc.

Stay Connected

Now more than ever, your employees need to hear from you. Conduct daily video conferences with your entire team, to inspire and inform them about everything that is going on and to gather feedback on what's working and what needs to be improved.

2 Effective Communication with EMPLOYEES & CUSTOMERS

Chief Encouragement Officer

In bad times, your title is Chief Encouragement Officer. Look for opportunities to recognize your team and celebrate victories along the road to recovery.

Water what you want to grow

Catch your employees doing something good, and celebrate them publicly, to inspire others to imitate their positive example. Water what you want to grow, and it will.

Appreciation goes a long way

How you treat your employees will directly drive how they treat your customers, so love and serve them and they'll do the same for others.

People don't care how much you know,
until they know how much you care.



Fast Facts: DID YOU KNOW?

Productivity improves

UP TO
25%

in organizations with
connected employees

2 Effective Communication with EMPLOYEES & CUSTOMERS *(continued)*

Seek to understand

The key to good communications is less about what you say and more about what you hear. The best communicators don't always say the right thing or have all the right answers, they ask the right questions and leverage the wisdom of others. They listen and learn, then they speak more intelligently, and their audience listens more because they feel understood.

Hard times require hard decisions

Discuss challenges openly with your team, invite them to help you find the causes and solutions, because they'll be more likely to buy into a plan they helped create.

It's not what you say, it's how you say it

When communicating in crisis, delivering tough news can be tough to hear, so be honest and straightforward, but speak with empathy, sincerity and compassion. It costs nothing to make people feel good, but it can cost you a lot if you don't.

Be there when they need you most

Many families are struggling, experiencing fear and personal pain, from the uncertainty and fallout from the crisis. Acknowledge their pain, listen and learn how you can help or connect them with someone who can. Equip them with the [Corona Care Guide](#) to help them protect themselves & their family.

Inspire your team

Share stories of wars won together in the past, to assure them that we will win again and "this too shall pass". Share videos that inspire your team to use their time to constantly learn, grow and improve, personally and professionally. [View Sample Video](#)

"The day soldiers stop bringing you their problems is the day you have stopped leading them. They have either lost confidence that you can help them or concluded that you do not care. Either case is a failure of leadership."

Secretary of State & General Colin Powell

2 Effective Communication with EMPLOYEES & CUSTOMERS *(continued)*

State the facts

Connect employees to timely, accurate information from CDC, WHO and your State and County Health Departments. Provide clear instructions about what to do if employees suspect they have been exposed to COVID-19

Demystify the fear and outline the steps the organization is taking on behalf of its employees

Communicate the facts from authoritative resources on how COVID-19 is spread and how to avoid infection. Clearly articulate and communicate preventive actions the organization is taking to avert or contain transmission of COVID-19 at work (focus on technology and techniques for employee safety, hygiene, biohazard disposal)

Promote safety steps that employees can take at work

Use posters, memos, emails, intranet postings, supervisor talking points, FAQs, etc. to promote preventive actions employees can take (hygiene and avoidance) – see WHO and CDC recommendations

Describe the impact on the organization

Describe the potential impact of an outbreak on your operations, services, travel, supply chain, business, revenues, etc., so employees can plan accordingly.

Summarize company policies/positions

Describe health plan coverage (preventive and treatment), attendance, paid time off, payroll continuation, travel, and group meetings.

Articulate work-from-home policies

One of the most effective strategies for limiting the spread of contagion among employees is to reduce human-to-human contact. If your organization supports telecommuting practices, clearly articulate procedures and expectations that employees should follow.

Promote safe travel policies

Consider the organization's stance on employee travel and restrictions. Promote alternatives to travel, such as web conferencing and phone meetings. If employees must travel, offer clear guidance on safety protocols, augmenting with guidance from CDC and WHO.

Communications

3 Protect Your Employees & FAMILIES YOU SERVE

You are a leader in your community and your community needs you now more than ever. You can raise awareness for your employees, customers and the community at large by inspiring and educating them on how to protect themselves and their family. You can communicate with everyone through your website and social media pages to inspire and inform your stakeholders.

Below are some examples of steps you can communicate to your customers the steps that your business is taking:



Following the U.S. Center for Disease Control and Prevention (CDC) for Coronavirus (COVID-19)

This includes asking sick employees to stay at home in order to continue to maintain a healthy and safe environment.



Practicing Smart Personal Hygiene

Employees are being asked to frequently wash their hands often with soap and water. As well as use hand sanitizers that are located throughout the facility.



Cleaning and Disinfecting

Frequently touched surfaces are being cleaned and disinfected daily. This includes tables, doorknobs, desks, phones, keyboards, faucets, etc.



Avoiding close contact

Employees (Service advisors, Service Technicians, etc.) are being spaced out to ensure proper distancing from fellow co-workers to maintain the 6ft rule.



Corona CARE GUIDES

For Families & Businesses

The Corona Care Guide provides the information you need to protect yourself & those you love.

In the guide, you will find best practices to:

- Understand the COVID-19 virus
- Prepare your facilities, at work & home, to protect yourself & others from the virus
- Prevent yourself & others from getting & transmitting the virus
- Identify symptoms of the virus compared to the traditional flu
- Care for those who are sick

Communications

4 Communications ACTION PLAN

Action	Who	When
Schedule an all-hands meeting to review & distribute the Corona Care Guide for Businesses with your employees.		
Share Corona Care Guide for Families with all your employees, customers, vendors, partners, and community.		
Distribute Corona Care Guide for Families via email, text, website, social media, and other direct channels.		
Create a clearly defined communication plan to update your employees, customers, partners, vendors, and community.		
Make sure your employees know where to get up to date information, whether on a website, email, conference calls, video conferences etc.		
Conduct daily video conferences to inspire and inform your team and to gather feedback.		
Look for opportunities to recognize your team and celebrate victories publicly, to inspire others.		
Discuss challenges openly with your team, invite them to help you find the causes and solutions.		
Provide resources for employees that are experiencing hardship. Listen for ways you can help or connect them with someone who can.		
Share videos that inspire and inform your team on how they can use this challenging time to learn, grow and improve, personally and professionally.		
Carefully consider your messaging – state the facts, outline the impact, share safety measures with your employees		
Articulate work-from-home, time-off, and travel policies to your employees; update on an as-needed basis		
Create assets that outline to your customers the measures you are taking to ensure the safety of your employees and your customers.		

5 Communications RESOURCES

- ✔ [Corona Care Guide for Families](#)
- ✔ [Corona Care Guide for Businesses](#)
- ✔ [The Power of Good Communication in the Workplace](#)
- ✔ [20 Ways to Communicate Effectively With Your Team](#)
- ✔ [Managing Organizational Communication](#)
- ✔ [Getting your organization ready for COVID-19](#)
- ✔ [How to Plan for Workplace Emergencies and Evacuations](#)
- ✔ [Best practices for your internal communication strategy](#)
- ✔ [IABC COVID-19 Resources](#)
- ✔ [The U.S. Department of Labor \(DOL\) Services by Location](#)
- ✔ [The U.S. Chamber of Commerce Directory](#)
- ✔ [The International County/City Management Association](#)