



**Advisor**  
**ALERT**

SPECIAL REPORT

The Ammerman Experience®

Note: This is a time-sensitive communication, which is a supplement to our quarterly *Advisor* newsletter.

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Given world events, the next few weeks will be a time of uncertainty and concern for all of us. It is important to recognize this as a critical time to establish and reinforce lines of communication with various audiences.

Traditionally, communication diminishes in adverse times. Yet, it is necessary to show sensitivity, compassion and concern for those who are having difficulty. This is an opportunity to emphasize that you have a plan to manage challenging situations, and that your company or organization is ready to respond to the concerns of employees and others. It is critical for key managers and others to be visible and accessible during this period.

During the crisis that faced our country on September 11, 2001, we supported many of our clients who activated Crisis Management Plans to prepare for potential impact on business operations. Essentially every organization was affected in some way. And, one of the greatest challenges was managing employee concerns and providing a sense of calm at a time when emotions were volatile.

It is important to recognize these difficult situations as an opportunity to build solid lines of communication and credibility with various audiences; including employees, customers, vendors, analysts and others.

In light of the current emergency, consider many of the issues that could impact your organization and/or drive media contact. Below are some possibilities to consider:

- Security issues and threats to your company or employees
- Employees called to active duty in the armed forces
- Employee's family members deployed in the Persian Gulf
- Death or injury due to military or terrorist action
- Possible disruption of operations due to supply and raw material issues
- Transportation issues (including employees currently traveling domestically or overseas)
- Company ownership or business relationship issues (ownership or clients in nations not currently supportive of US military action)
- Staff reductions in uncertain times
- Protests by those who disapprove of your company's ties to the situation
- Product protection issues

In light of developing events, we want to invite you to review the Fall, 2001, special edition of the Ammerman *Advisor* and to share it with your co-workers and friends. It has many articles that prove relevant at this time. Included are such topics as **helping employees cope with tragedy, ensuring front line workers are an asset in an emergency, the heightened importance of internal communication, and the necessity of updating and reviewing your Crisis Management Plan.**

[Special Report: Communicating in Times of Crisis](#) is available in a printable 12-page Adobe Acrobat file.

In addition, we are providing two links to information provided by the National Association of School Psychologists containing information about how to communicate with children about the situation. From past feedback, we understand this is valuable information that you may want to provide to your workforce.

<http://www.nasponline.org/NEAT/helpingchildrencope.html>  
[http://www.nasponline.org/NEAT/children\\_war\\_general.html](http://www.nasponline.org/NEAT/children_war_general.html)

Please feel free to contact us during this time if we can support you in any way.

The Ammerman Experience  
800-866-2026  
[www.ammermanexperience.com](http://www.ammermanexperience.com)

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**Our firm is a pioneer in understanding the link between effective communication and professional success.  
What we've learned and what we teach can improve your performance . . . and that of others in your organization.**

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