



الجمهورية الجزائرية الديمقراطية الشعبية
People's Democratic Republic of Algeria

وزارة التعليم العالي والبحث العلمي

Ministry of Higher Education and Scientific Research

جامعة محمد بoudiaf بالمسيلة

University Mohamed Boudiaf of M'sila



كلية العلوم الإنسانية والاجتماعية
Faculty of Humanities and Social Sciences

Faculty of Humanities and Social Sciences
Deputy Dean in charge of Post-Graduation,
Scientific Research and External Relations

كلية العلوم الإنسانية والاجتماعية
نوابية العمادة المسؤولة عما بعد التخرج
والبحوث العلمية والعلاقات الخارجية

المسيلة في: 24 أبريل 2024

الرقم: 8 / ك ع ا ج ن ت ب ع ع خ / 2023

مستخرج من محضر اجتماع المجلس العلمي للكلية

لجلسة يوم: 06 مارس 2024

بخصوص الموافقة على الكتاب

اجتمع المجلس العلمي للكلية في دورته العادية بتاريخ: 06 مارس 2024 ووافق على الكتاب بعد ورود تقارير الخبرة الايجابية.

- للأستاذ (ة): سلامي اسعيداني
- عنوان الكتاب: Communication and Crisis Management
- موجه لطلبة السنة الثانية ماستر

سلمت هذه الشهادة للمعني (ة) بطلب منه (ا) لاستعمالها في حدود ما يسمح به القانون





دار المتنبي للطباعة والنشر شهادة لنشر

تشهد وتتشرف دار المتنبي للطباعة والنشر ب:
نشر وطباعة كتاب
الموسوم ب:

Communication and Crisis Management

A PEDAGOGICAL BOOK INTENDED FOR MEDIA AND COMMUNICATION
SCIENCES MASTER 2 STUDENTS. COMMUNICATION AND PUBLIC RELATIONS.

تأليف

Dr. Saldani Selami

المسجل إداريا برقم الإيداع القانوني

ردمك (ISBN): 978_9969_04_121_7

مدير دار النشر



دار المتنبي للطباعة والنشر



بتاريخ: 08 جانفي 2025

مقر دار النشر: حي تعاونية الشيخ المقراني
طريق اشبيليا مقابل جامعة محمد بوضياف - المسيلة
التواصل مع دار النشر: elmotanaby.dz@gmail.com
الهاتف: 0773.30.52.82 / 0668.14.49.75
فاكس: 035.35.31.03



Scan Our QR Code

Communication and Crisis Management

A Pedagogical Book intended for Media and Communication Sciences Master 2 students. Communication and public relations.

The book addresses the topic of crisis and how to manage it through a well-structured communication system and an organized planning process. It emphasizes the importance of having a clear strategy in place before a crisis occurs, during its escalation, and in the post-crisis phase. Crisis management involves an organization's ability to perceive current and potential risks and threats, working to prevent them or minimize their negative impacts. The goal is to restore balance to the system as quickly as possible, resume operations, and draw lessons from the experience to prevent future crises or improve crisis response strategies. Additionally, organizations can take advantage of opportunities that arise from crises. Some organizations do not embrace the concept of crisis management due to the inability of senior management to assess the severity of the situation, the presence of human errors that management often seeks to conceal, and the constant pressures from affected parties when making critical decisions to address the crisis. The book provides valuable insights for students by offering training on real-life crises that have been studied and addressed through scientific and practical approaches. These case studies demonstrate how a well-prepared crisis management team can positively impact an organization's reputation.



A Pedagogical Book intended for Media and Communication Sciences Master 2 students. Communication and public relations.

Communication and Crisis Management

Dr. Saidani Selami



2025 January

Dr. Saidani Selami

Communication and Crisis Management

A Pedagogical Book intended for Media and Communication Sciences Master 2 students. Communication and public relations.



1530.00 DA

أمرج الرمز



Scan Our QR Code



مقر دار النشر: حي تعاونية الشيخ المقراني
طريق اشبيليا مقابل جامعة محمد بوضياف
المسيلة - الجزائر
التواصل مع دار النشر: elmotanaby.dz@gmail.com
الهاتف: 0773.30.52.82 / 0668.14.49.75
فاكس: 035.35.31.03



Communication and Crisis Management

*Academic book intended for Media and
Communication Sciences Master 2 students.
Communication and public relations.*

Dr. Saidani Selami

- The title of the book:

Communication and Crisis Management

Academic book intended for Media and Communication Sciences Master 2 students. Communication and public relations.

- **Authors:** Dr. Saidani Selami
- **Internal format of the book:** Dar Al-Mutanabi pour l'impression et l'édition
- **Book size:** 17/25
- **First edition**
- **Editor:** Dar Al-Mutanabi pour l'impression et l'édition
- **The specified international number**
- **ISBN:** :978 _ 9969 _ 04 _ 000 _ 0
- **Dépôt légal:** January/2025
- **Rights:** Tous droits réservés ©
- **Seat:** Quartier coopératif Sheikh Al-Moqrani/Route Ichbilya
En face de l'université de Mohammed Boudiaf /M'sila-Alger
- **To contact the house:**
- **Email address:** elmotanaby.dz@gmail.com
- **WebSite:** <https://elmotanaby.com>
- **Phone:** 0773.30.52.82/ 0668.14.49.75
- **Fax:** 035.35.31.03



Dr. Saidani Selami

*Lecturer A in Information and Communication Sciences,
Specialization: Strategic Communication*

Communication and Crisis Management

*Academic book intended for Media and
Communication Sciences Master 2 students.
Communication and public relations.*

2025

TABLE OF CONTENTS

INTRODUCTION.....	9
-------------------	---

Chapter One **Crisis Communication:** **an Introductory Chapter**

1.1. DEFINITION OF COMMUNICATION	13
1.2. CRISIS CONCEPT	16
1.3. THE CONCEPT OF CRISIS COMMUNICATION	17
1.4. CRISIS AND SIMILAR TERMS	19

Chapter Tow **Crisis Management.** **Concept Basic**

2.1. WHAT ARE CRISES?	25
2.2. WHAT IS CRISIS MANAGEMENT?	27
2.3. CHARACTERISTICS OF CRISES	28
2.4. CRISIS CLASSIFICATIONS	30

Chapter Three **Crises and Strategies** **Addressing them in the Media**

3.1. TASKS AND DETERMINANTS OF THE MEDIA IN CRISIS MANAGEMENT.	37
3.2. MEDIA MANAGEMENT AND QUALITATIVE COMPATIBILITY OF THE CRISIS.	42
3.3. MEDIA STRATEGIES IN CONFRONTING THE CRISIS.	46

Chapter Four

The Crisis Between Planning and Methods of Management

4.1. THE RELATIONSHIP OF THE CRISIS TO OTHER SCIENCES.....	53
4.2. CRISIS MANAGEMENT PLANNING	56
4.3. CRISIS MANAGEMENT METHODS AND STRATEGIES.....	65

Chapter Five

Typical Media and Communication Processing

5.1. TYPICAL MEDIA TREATMENT OF THE CRISIS.	73
5.2. THE DIFFERENCE BETWEEN CRISIS MANAGEMENT AND MANAGEMENT WITH CRISIS	75

Chapter Six

Communication and Crisis Management through its Three Phases (Pre-, During, Post-)

6.1. COMMUNICATION IN THE PRE-"CRISIS STAGE.....	79
6.2. COMMUNICATION IS AT A STAGE DURING A CRISIS	102
6.3. POST-CRISIS COMMUNICATION	115

Chapter Seven

Communication Mistakes in Crisis

7.1. COMMON MISTAKES IN CRISIS COMMUNICATION..... 123

**7.2. FACTORS AFFECTING CRISIS MANAGEMENT
COMMUNICATION..... 125**

7.3. FORWARD-LOOKING TRENDS OF CRISES..... 126

CONCLUSION 131

REFERENCE LIST..... 133

Introduction

Crises typically unleash a barrage of questions primarily related to the policies of various organizations. Every media person, key stakeholders, government officials, interest groups, and the local community all want to know: What happened? How did it happen? Why did it happen? In most cases, organizations that delay in answering these questions face negative and severe consequences on the public's perception of the institution and their attitudes towards it.

The evolution in crisis management is closely linked to advancements in the field of public relations itself. Research trends in crisis management have been associated with the significant changes in societal structures and norms, with a focus on media highlighting these changes. As societies began to look beyond economic aspects to social issues, such as crimes and their nature, and childcare, organizations started placing greater emphasis on the quality of products and services provided to the public. Additionally, attention shifted towards caring for and valuing employees. The significant advancement in media played a crucial role in improving consumers' and investors' opportunities to obtain information about the organization's challenges.

Dealing with crises is both an art and a science, imposed by the necessities of our contemporary reality that has undergone numerous processes of evasion, deceit, and misinformation. What makes it both an art and a science is the modernity of the experience in these crisis management theories. The events unfolding in the corridors and closed chambers of conflict and tension management centers worldwide should find a way to the ears and minds eagerly seeking the truth. Many forces are now driven to push the world towards the abyss of conflict and disasters.

The science of crisis management has its characteristics, components, and principles. It works towards resolving situations, calming tensions, and preserving human life. Because dealing with crises is an ongoing process dominated by constant anxiety and tension, it can almost be considered an interaction with a virtual reality more than a tangible one. Therefore, its goal is to go beyond merely addressing crisis losses to reaping its benefits and investing them in establishing a new reality. Moreover, it aims to persist in this approach to the extent of reaching the seemingly unattainable and aspiring to achieve it even before the crisis occurs.

Chapter One

Crisis Communication: an Introductory Chapter

1.1. Definition of Communication

Communication is considered one of the most prevalent activities in human life. It occurs for every individual from birth to the end of their life. Through communication, interactions between individuals take place, leading to the exchange of ideas, sharing of information, and meeting needs.

What is Communication, and When Does it Happen?

Simply put, communication is the process of creating meanings and sharing them with others through the use of symbols. It occurs when a person sends or receives information, ideas, and feelings with others. This is not limited to spoken or written language but also includes body language, a person's style, and their way of expressing themselves to others. The exchange of information, body language, and expressing feelings engage humans in a series of activities when they communicate:¹

1. Brain Activity: The speaker or communicator must remember what the other person said to them or conveyed to them.

2. Psychological Activity: Every participant must understand the meanings of words or gestures and comprehend both themselves and the psychologies of others.

3. Social Activity: The mere exchange of information takes place in a social environment.

¹ Williams, David & olaniran, bolanle: expanding **the crisis planning: introducing elements of risk communication to crisis communication practice**, pub relations review, vol.24, no.3, 1998, p388.

4. Cultural Activity: Because there is a language used in exchanging information, and language is an essential element of culture.

The communication process begins when someone decides to use a linguistic symbol (a word, gesture, sign, or any symbol carrying meaning) to convey specific meanings to another person or group of people. By meanings, we refer to internal responses specific to the individual, such as mental images, interpretations, feelings, or concepts aroused by words whose meanings we understand. The communication process is completed when these internal responses to the meanings perceived by the recipient (the message) somewhat align with the meanings the communicator (message sender) intended to convey.

• **Elements of the Communication Process:**

Many experts agree that the elements of the communication process are numerous and diverse. Overall, we see them as follows:

Sender	<p>The sender is the message maker or originator, performing four tasks in the communication process:</p> <ul style="list-style-type: none">• Identifying the meaning they want to convey to the other party.• Putting this meaning into symbols (verbal or non-verbal).• Sending the message.• Interacting with the recipient's response to the message.
Message	<p>The message is the meaning created by the sender. It consists of:</p> <ul style="list-style-type: none">• Words and linguistic rules.• Visible form of the sender.

	<ul style="list-style-type: none"> • Body movements and sounds. • Personal aspects visible to the other party. <p>It also includes the impression a person gives of themselves (confident, fearful, hesitant) in their expression style</p>
Noise or Interference with the Message:	<p>This is the element that enters the communication process, altering the intended meaning to varying degrees. Anything that changes the intended meaning of any message is considered interference.</p>
Channel or Medium	<p>The channel is the pathway through which the message passes between the sender and the receiver. Natural channels for message transmission include light and sound waves that enable us to see and hear others.</p>
Receiver	<p>The receiver analyzes, interprets, and translates messages into specific meanings. The receiver can be an individual, a group, or even a large organization. The receiver may transform into a sender and receiver simultaneously.</p>
Feedback or Feedforward	<p>This is another important element of communication, represented by the response that the receiver sends back to the source. The importance of feedback lies in informing the sender whether the message has been received and understood as intended.</p>
Communication Environment or Context	<p>This refers to the general atmosphere represented by the psychological and material surroundings in which communication takes place. The environment includes situations, feelings, perceptions, and relationships between communicators, as well as environmental characteristics such as space, colors, arrangement, and temperature.</p>

1.2. Crisis Concept

The phenomenon of crisis is linked to a sense of danger, tension, and the crucial importance of the time required to make decisions and implement confrontational measures. A crisis is a situation that requires effort to understand its variables, interpret its phenomena, attempt to control its events, and avoid its risks. Dealing with this situation necessitates a deep understanding of past events to identify the causes of the crisis, the circumstances, and the fertile ground that allowed its existence. It also requires an open mind to comprehend all dimensions surrounding the crisis, and finally, a forward-looking vision to anticipate potential developments.

There is no universal agreement on the definition of a crisis, as definitions vary with different perspectives, areas of interest, and focus.

The term "crisis" has multiple definitions linguistically and idiomatically, allowing its usage in various political, social, economic, military, and security contexts.

1. Linguistically:

A crisis, linguistically, is expressed in the enlightened lamp dictionary as intensity and scarcity. Phrases like "The time is critical for us" signify its severity and diminished goodness, or "The year became a crisis for them," indicating an intensified scarcity. Specialized Arabic dictionaries in politics, sociology, or economics refer to a crisis as a turning point and a tense state of transition, describing it as a critical and dangerous period. It is a scientific state of evolution where a balance disruption occurs.

2. Idiomatically:

The term "crisis" refers to a sudden disruption resulting from unstable conditions, leading to unforeseen developments due to the inability of concerned parties to contain it. Often caused by human actions, a crisis, in its general and abstract sense, is a critical point and a decisive moment where its fate is determined for better or worse, life or death, war or peace, seeking a solution to a specific problem.

Mitroff defines a crisis as a tearing state that affects the entire system, threatening its fundamental assumptions, internal beliefs, and the essence of its existence. Byabar defines a crisis as a turning point from unstable situations that can lead to undesirable results if the concerned parties are not ready or able to contain and avert its dangers.

Bouchant and Dufail define crises as complex situations that challenge the entire organization or system, questioning commonly accepted fundamental assumptions. These crises usually require urgent and innovative actions, leading later to a meticulous examination of the system and its fundamental assumptions by its members.

1.3. The Concept of Crisis Communication

Firstly, Definition of Crisis Communication:

Crisis communication is the timely and responsive communication process among involved and affected parties during a crisis. This process involves understanding the situation, reacting to its developments, exchanging information, and providing necessary guidance. The goal of crisis communication is to facilitate the analysis of variables and interpretation of crisis-related phenomena, focusing on delivering information effectively to mitigate current and future crisis impacts.

Secondly, Purpose of Crisis Communication:

The primary objective of crisis communication remains to warn and reassure. This is typically done in hazardous and critical situations, such as terrorist attacks, conflicts, wars, natural and industrial disasters, or during pandemics and political crises. The aim is to avoid panic, reduce chaos and disruptions, and counter rumours that could complicate the situation. Crisis communication carries the meaning of influence and impact, encompassing essential elements of the communication process, including the organization as the communication source, comprehensive communication networks, the message addressing the crisis, and the reactions from both internal and external audiences of the organization. The purpose of this process is to modify the behaviour and attitudes of the public towards the crisis, exploiting it by transforming it into an opportunity for the benefit of the organization. Crisis communication accompanies the various stages of the crisis.

In today's era of immediate and universal media, control over the communication field remains a top priority for all stakeholders in all sectors without exception. Because a crisis is an exceptional situation characterized by functional imbalance and lack of clarity, it poses a significant risk to the life of the organization, structure, or state and its continuity. A crisis management team is appointed, trained, cohesive, and proficient in performing its tasks, including a communication cell tasked with establishing an effective working method to aid crisis resolution, including adjusting a clear communication plan and drawing up a precise communication strategy.

1.4. Crisis and Similar Terms

Firstly, Crisis and Disaster:

Some people confuse between a disaster and a crisis. Despite their commonality in being unexpected situations, a disaster differs from a crisis in the severe losses it causes, potentially leading to a direct negative impact on the state's interests. A disaster can occur due to natural causes or as a result of human intervention in natural patterns, and it is not a crisis in itself. However, a crisis may arise from the occurrence of a natural disaster such as volcanoes, earthquakes, and hurricanes. This happens when the disaster reveals the existence of some crises that were already present in society before the disaster, although they were in a dormant state. Therefore, some disasters highlight crises for us.

Comparison Element	Disaster	Crisis
Surprise	Complete	Escalating
Losses	Significant human and material losses	Moral and possibly human and material
Causes	Natural and sometimes human-induced	Human-induced
Prediction of Occurrence	Difficult to predict	Possible to predict
Pressure on Decision-Maker	Varies depending on the type of disaster	High pressure and tension
Morale and Support	Mostly and publicly	Sometimes and confidential
Confrontation Systems and Instructions	Local, regional, and international	Internal

Secondly, the Crisis and the Problem:

The crisis and the problem are two interrelated concepts, where the crisis is an evolution of the problem. If the problem is not addressed seriously, it will develop and transform into a crisis. Therefore, we can conclude that:

- A crisis is a situation that poses a direct and serious threat to the fundamental interests and objectives related to the state, institution, or family, while a problem is an unexpected and unfamiliar matter.
- A crisis does not turn into a problem, but a problem can turn into a crisis if not addressed and resolved.
- Unemployment is considered a problem at the state level, while the high rates of crime in society, theft, and drug abuse constitute a crisis that threatens the security of the state.
- Dealing with a crisis involves acknowledging it, controlling it through analyzing the situation, and effectively engaging all relevant parties. On the other hand, solving a problem requires understanding its causes and finding quick solutions.

In conclusion, if a problem is left unattended, it can escalate into a crisis. If a crisis is not addressed with well-thought-out plans and direct action, it can turn into a catastrophe.

Thirdly, the Crisis and the Incident:

An incident is a sudden, unexpected event that occurs rapidly and concludes as soon as the incident is over. It is characterized by its lack of continuity, and it does not have substantial extensions or consequences. The effects of an incident disappear with the disappearance of its results and repercussions. Therefore, a crisis may result from an incident, being one of its outcomes, but it is not the incident itself. For

example, we can discuss a car accident as an isolated incident that concludes when the accident is over, or we can talk about the crisis of traffic accidents as a general phenomenon characterized by continuity and extension.

Fourthly, the Crisis and the Shock:

Shock is a sudden, intense feeling resulting from an unexpected incident, combining anger, astonishment, and fear. Thus, shock can be considered one of the fundamental symptoms resulting from a crisis, occurring when the crisis explodes suddenly and rapidly without warning or preamble. Dealing with shock requires quickly understanding its impact so that the essence of what resulted from it can be reached. This differs from dealing with a crisis, which focuses on confronting its essence. Additionally, the feeling of shock is a quick and urgent sensation that disappears rapidly.

Fifthly, the Crisis and Conflict:

Conflict arises due to the conflicting goals and interests, whether between individuals or between different organizational and social entities. The concept of conflict is closely related to the concept of crisis, as many crises involve a fundamental conflict between two parties within an organization or between the organization and an external party. Crises result from the contradiction and conflict between these parties, but the essential difference between conflict and crisis is that conflict does not have the same impact and severity as a crisis. On the other hand, conflict is more apparent in terms of its goals, directions, dimensions, and parties, while these elements are not clearly defined and known in a crisis. Conflict is characterized by a semi-permanent nature within an organization, with conflicts shifting and changing between different parties and levels. In contrast, crises begin and end quickly, leaving behind a set of consequences.

Sixthly, the Crisis and Disagreement:

Disagreement indicates the existence of a state of contradiction, conflict, and opposition, a state of non-alignment in form or substance. Disagreement is often one of the main causes of a crisis or a facet expressing it, contributing to its emergence and continuation. However, disagreement itself is not the crisis.

Chapter Two
Crisis Management.
Concept Basic

2.1. What are Crises?

"The crisis" is a relatively modern term, although it has existed since the beginning of creation. Generally, a crisis can be defined as an event that deviates from what is planned, and it may or may not be expected. From a social perspective, a crisis is the interruption of organized and expected events, causing disturbances in customs and norms. This necessitates a rapid change to restore balance and establish new, more suitable habits.¹

In political terms, a crisis refers to a situation or problem that takes on dimensions of the political system, requiring a decision to confront the challenge it represents, whether administrative, political, systemic, social, economic, or cultural. However, routine institutional responses to these challenges are often insufficient, leading the problem to escalate into a crisis that demands governmental and institutional reforms if the elite is unwilling to sacrifice its position, and if society desires to endure.

On the other hand, some argue that it may take some time for a situation to acquire the characteristics of a crisis. "Nohman Stone" (1995) defines a crisis as a moment when an organization is in danger. This moment may result from some minor problems that are not recognized for their negative impact on the organization individually, but their accumulation transforms them into a crisis that threatens the organization and its reputation.

¹ Salah Abbas: Crisis Management in Commercial Establishments, University Youth Foundation, Egypt, 2002, p. 28.

"John Brent" (1998) emphasizes the same meaning, explaining that a crisis represents a connected series of events starting with a small incident, evolving into a larger event, resembling conflict, and culminating in reaching the crisis stage. Thus, a crisis is a kind of rupture and deterioration that significantly affects the organization's entire system, threatening its fundamental principles, self-perception, and identity.

Understanding and researching crises from all perspectives is a complex and multifaceted issue. Modern crises in today's science remain mysterious despite the clarity of their causes, aspects, and surrounding climate. The main component of these crises is still the mystery surrounding these aspects. Nevertheless, continuous and diligent efforts are ongoing to uncover and clarify their secrets. Therefore, accurately defining the concept of a crisis and its intended meaning is necessary to avoid confusion with concepts related to various phenomena that generally overlap.

Dealing with crises is a challenging task that requires an experienced expert. Those burdened with handling them must choose between two integrated approaches:

- Delving into the depths of the reality created by the crisis, seeking the general theoretical foundations of crisis management by tracing the history of the crisis from its inception, development, and the results it produces, along with the consequences and aftermath of its events.
- Utilizing prior knowledge about crises, accumulating theoretical knowledge, academic insights, and visions in an attempt to diagnose and describe the crises faced. This involves using pre-prepared interactive and therapeutic scenarios ready for application.

2.2. What is Crisis Management?

Most publications in the field of crises have made an effort to provide a definition for crisis management, resulting in a multitude of aspects, stages, and forms. This may necessitate defining this concept in the current study and the stages it relies on in studying various aspects of the subject. However, here we present some insights from theoretical heritage first and then move on to the procedural definition in the current study.¹

Some define crisis management as a function aimed at minimizing the damage caused by the crisis and its causes, whether in the physical capabilities of the organization or its public image. It also represents the ability to control the crisis situation. While this definition may be limited to the stage of crisis occurrence, others consider crisis management in an earlier stage, defining it as a form of issues management. They view it as a strategic issue, one of the most challenging to handle due to factors such as limited time, control, and significant uncertainty.²

Considering that public relations activities are part of the crisis management system, Garry Kreps defined crisis management as the use of public relations to mitigate the damages that an organization faces in crisis situations, negatively affecting its mental image and reputation among the public. Authors have approached the concept of crisis

¹ Caponigro, jeffrey, **the crisis counselor: a step by step guide to managing a business crisis**, contemporary books, 2000, New York, pp, 16-17.

²Burnett, j: **a strategic approach to managing crisis**, pub relations review, 1998, vol.24, no.4, p476.

management by studying it from both theoretical and practical perspectives, whether as a science or an art. They initially considered crisis management an art, relying on the competence of trainers, and later evolved its principles and foundations to become a science in American institutions.¹

2.3. Characteristics of Crises

Crisis is characterized by the following features:²

- Complexity, interconnection, and intertwining of its elements, causes, and the forces of supporting or opposing interests.
- Surprise and its dominance in capturing the attention of institutions and individuals.
- Lack of information and its inaccuracy.
- The source of danger, crisis, or disaster represents a crucial turning point in interrelated and accelerating events.
- It causes shock and a high level of tension at the beginning, weakening the possibility of an effective and rapid response.
- Its sudden escalation leads to high degrees of skepticism about the proposed alternatives to cope with rapidly unfolding events, given the psychological pressure and the scarcity or lack of information.
- Since a crisis threatens human life, property, and environmental resources, confronting it is considered a crucial duty.

¹ Pines, wayne: **myths of crisis management**, public relations quarterly, vol.45, no.3. 2000, p15.

² Salah Abbas: previous reference, p. 35.

- Confronting it requires breaking away from familiar organizational patterns and innovating systems or activities that can absorb and confront the new conditions resulting from sudden changes.
- Confronting crises requires a high degree of control over energies and resources, and their effective utilization in an organizational climate characterized by highly effective communication that ensures coordination and unified understanding among relevant parties

It is essential to clarify several characteristics of the crisis as presented by both Dr. Rasem Mohammed Al-Jamal and his colleague Khairat Moawad Ayyad. Some of these characteristics are drawn from previous definitions, while others add further clarification. The most important characteristics of the crisis can be summarized as follows:¹

1. A crisis may be a sudden event or an expected one, depending on the presence of a strategic management in the organization that considers crisis management. It can monitor the environment and predict crises expected to occur.
2. Crises vary, requiring diverse responses.
3. Crises often occur as a result of the accumulation of several unrecognized problems.
4. Crisis requires strategic planning to avoid undesirable developments.
5. Crisis represents a threat to the organization or its reputation. Failing to deal with it effectively leads to fundamental changes in the organization's structure.
6. Crises are defined by the perception of individuals and the core public more than the objective facts associated with them.
7. Crises are usually resolved in a short-term framework.²

¹ Rasem Mohammad Al-Jamal and Khairat Moawad Ayyad: Public Relations Department, Media Library, Egyptian Lebanese House, 2005, p. 334.

² Mohammad Shoman, Crises and Their Types, article published on the following website: <http://www.suhuf.net.sa>, dated 10/10/2023.

2.4. Crisis Classifications

The first step in effective crisis management is to identify the nature or type of the crisis. However, defining the type of crisis is not an easy process, as any crisis inherently involves several interconnected administrative, economic, human, geographic, and political aspects.

Therefore, crises can be classified based on the following criteria:¹

- **Type and Content of the Crisis:** Crises can fall into various domains such as economic, political, environmental, social, or media-related. Within each type, sub-classifications may emerge.
- **Geographic Scope of the Crisis:** Using a geographical criterion leads to the classification of crises into:
 - **Local Crises:** Limited to a specific geographic area, such as incidents in certain cities or remote provinces.
 - **National General Crises:** Impact the entire society, like environmental pollution or a military threat from an external enemy.
 - **International Crises:** Examples include global warming or the Y2K computer crisis.
- **Size of the Crisis:** The size or magnitude criterion is utilized in classifying crises as:
 - **Small or Limited Crisis:** Occurs within one of the organizations or institutions in society.
 - Medium Crisis.
 - Large Crisis.

¹ Rasem Mohammad Al-Jamal and Khairat Moawad Ayyad: Public Relations Department, Media Library, Egyptian Lebanese House, 2005, p. 334.

The size criterion relies on material standards like losses and damages, as well as moral criteria like the damage and effects on public opinion and the image of the community or institution facing the crisis.

○ **Timeframe of the Appearance and Impact of the Crisis:**

This criterion depends on the age of the crisis. In this context, there are two types of crises :

- **Rapid Explosive Crisis:** Usually occurs suddenly and disappears quickly. The outcomes depend on the efficiency of crisis management and learning from it. An example is a sudden massive fire in a chemical production factory.

- **Slow Long Crisis:** Develops gradually and surfaces despite numerous signals. These crises do not disappear quickly and may threaten society for several days. It requires adjusting the existing crisis management plan or creating a new one, dealing with the crisis quickly, decisively, and without hesitation. Every minute is valuable, and each minute brings challenges and pressures, providing an opportunity to test the crisis team's ability to act.

○ **The Nature of Threats Creating the Crisis**

The nature of threats that create crises varies, and thus crises can be classified based on the type and content of the threat. There are:

- **External Threats Targeting Information:** These threats may involve cyber attacks and information breaches.

- **External Threats Targeting the Organization's Economy:** Threats may be directed towards the organization's economic aspects, resulting in significant losses.

- **Psychological Threats and Occupational Diseases:** These threats pertain to psychological well-being and occupational health issues.

- **Causes of Crises:**

Depending on the causative factors, crises can be divided into:

- **Crises Resulting from Organizational Actions or Inactions:** These include managerial and technical errors.
- **Crises Resulting from General Trends in the External Environment:** Crises caused by broader societal trends and shifts in the external environment.
- **Crises Resulting from External Factors Unrelated to the Organization:** Crises arising from external events with no direct connection to the organization.
- **Crises Resulting from Natural Disasters:** Such as floods, earthquakes, and volcanic eruptions.¹

- **Nature of Crisis Parties:**

Based on the nature of the involved parties or their impact on the state, a distinction can be made between:

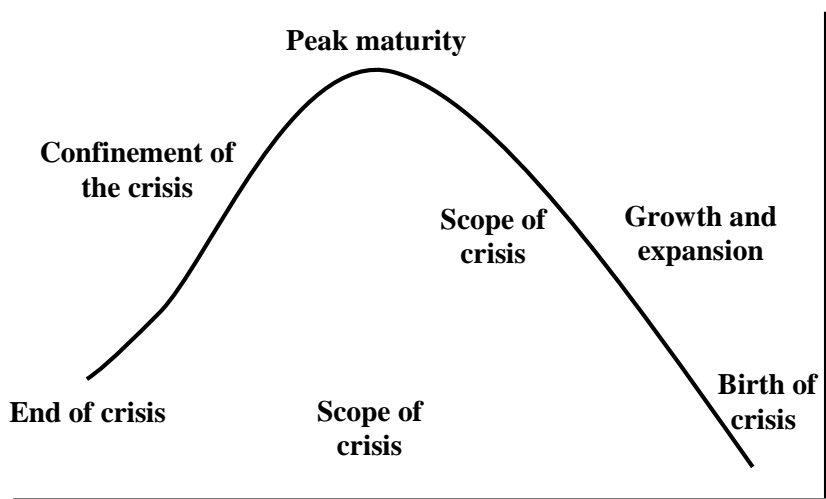
- Internal Crises
- External Crises

If the matter involves one of the aspects of external sovereignty of the state or the engagement of an external party in the situation, the crisis is considered an external international crisis, as is the case with land and air conflicts, wars, etc. On the other hand, if the matter is associated with interactions among political and societal forces internally, it is considered an internal crisis.

¹ Okil Nessima: Financial crises and the possibility of preventing them and mitigating their effects, PhD dissertation, Faculty of Economics, University of Algiers, 2007/2008, pp. 89-90.

○ **Classification of Crises According to the Formation Stage:**

The crisis undergoes its existence as a social phenomenon in a life cycle, similar to any living organism. This cycle is of great importance to monitor and encompass from the perspective of decision-makers. The quicker decision-makers are in being alert to the emergence of a crisis or the formation of its factors, the more capable they are of addressing and dealing with it. The life cycle stages of a crisis can be represented as follows:



An illustration showing the crisis life cycle¹

The previous classifications involve a significant degree of overlap, and any single classification cannot encompass all aspects of a crisis. Hence, among researchers and experts, there has been a widespread use of multiple criteria to identify crisis types, known as the composite criterion, which considers more than one criterion. Undoubtedly, the composite criterion is the most suitable for dealing with crises, whether in the planning stage for crisis prevention or in the stage of containing its damages.

¹ Mohammad Shoman: Media and Crises: A Theoretical Introduction and Practical Practice, Dar Al-Kutub Al-Ilmiyyah, Cairo, 2002, p. 156.

Regardless of the nature and scope of a crisis, it affects society as a whole. For instance, a crisis in a remote village may impact the entire society. Similarly, a financial crisis, for example, doesn't only affect the economic system but influences the entire society. Therefore, dealing with any crisis should be approached from a comprehensive societal perspective. There is an agreement among experts and researchers on this perspective, which is reflected in the composition of crisis management teams. These teams consist of experts and specialists from various fields related to the crisis.

From the above, the integration and overlap between crises become evident. For example, an economic crisis in a limited geographical region can transform into a general crisis depending on the speed of its social and psychological impacts. At the same time, the direction of the arrows in the figure reveals the interdependence between types of crises and the material and psychological effects they entail. It also illustrates how a crisis can transform into the cause of another crisis or be a result of another crisis or disaster.¹

¹ Ibid., p. 100.

Chapter Three

Crises and Strategies

Addressing them in the

Media

3.1. Tasks and Determinants of the Media in Crisis Management.

Modern scientific studies that have addressed the relationship between the media and crises have focused on monitoring general characteristics of the role that media should play during crises. This involves identifying some general elements that help understand the dimensions of the crisis, contain its effects, and raise public awareness on how to deal with it. These elements include:

- Immediacy in conveying the event in-depth and comprehensively from its location.
- Attention to reports, analyses, and news commentary on the crisis and its developments.
- Focus on accompanying documentary material for media coverage.
- Avoiding the principle of withholding or concealing information, making the media the link between decision-makers in the crisis and those responsible for dealing with it, and the public.
- Attention to reaching the event's location, conducting interviews with witnesses, officials, and public figures, as well as experts and thinkers, to connect the information and help the public form an opinion on the crisis.
- Attracting the audience to media coverage, given the intense competition from international media during crises.

Researchers also believe that there are some controls governing the media's role in crisis management related to public opinion, including:

1. Considering accuracy and providing the public with detailed facts.
2. Focusing on political and official statements that contribute to shaping public opinion toward the crisis.

3. Acknowledging errors that may occur during warning and relief operations, especially in natural crises.
4. Dealing objectively and not emotionally with public opinion agencies.
5. Quickly disseminating necessary facts to create a healthy climate containing the effects of the crisis.

Accordingly, media coverage of crises should pass through three stages, each with a specific role for the media:

- **Information Dissemination Stage:** At the beginning of the crisis, the media should keep up with the public's desire for more knowledge, clarifying the crisis itself, its effects, and dimensions.
- **Information Interpretation Stage:** In this stage, the media analyze the crisis elements, investigate its roots and causes, compare it to similar crises, by clarifying the facts and explaining them through illustrative materials, analyses, expert opinions, and the positions of officials and decision-makers towards the crisis.
- **Preventive Stage:** This is the post-crisis and recession stage. The role of the media does not stop at just interpreting the crisis and dealing with its elements. It must go beyond this media role to provide the public with prevention methods and how to deal with similar crises.

Studies on "The Role of Media in Crisis Management" indicate that the media has a dual role in crisis management:

- **Informative Aspect:** Through monitoring crisis news, defining the results of facing it, and attempts to counteract it, as well as assessing the development or success in doing so.

- **Directive Aspect:** This aspect is the most important and dangerous part of the media process. Decision-makers in the administrative entity urgently need support and endorsement from all forces surrounding the crisis. Through well-planned knowledge or positive influence on shaping the individual and societal culture and developing awareness of the danger and dimensions of the crisis, individuals in society form a certain conviction that leads them to adopt specific behaviour.

In this context, other studies have attempted to emphasize the dimensions of the relationship between the media and political power during crises. This relationship is considered a crucial determinant of the media's role during crises. Regardless of the political system of a state, the relationship between the state and the media is a closely linked one. The media serves as the primary means of communication between political authorities and the public, making the media an instrument controlled by power in various political systems. This control tends to increase during times of crises.

Furthermore, other studies have highlighted the importance of the media role in protecting the internal system, especially during crises with social dimensions. This involves creating the necessary atmosphere, awareness, and conviction to unite the popular forces against the crisis. In this context, the media has two fundamental functions:

- To be an expression of the aspirations and hopes of the members of society, reflecting the society in crisis, thus achieving credibility, increasing interest, and attracting attention.

- To be directed towards the crisis community, meaning to align with the leaders of the community. During a crisis, the media can transform each individual from a mere recipient of media messages into an engaged and responsive participant, achieving its goals through specific behaviour. This also helps in creating unity of thought within the community and shaping a commonly agreed-upon direction.

Moreover, other studies have identified the theoretical foundations for the media's handling of crises. They propose a conceptual framework for crisis media management, emphasizing the need for a media team capable of dealing with crises. Such a team should adhere to strategic defensive elements, prioritizing media over vital interests and domestic security. It should maintain media credibility by providing accurate information in a timely and appropriate manner, without compromising national security objectives, while preserving an acceptable level of freedom of opinion and expression.

On the other hand, recent media studies addressing the "Roles and Tasks of the Media in Crisis Management" have identified a set of obstacles and problems facing the roles and tasks of the media during crises, including:

- **Imbalance in Roles and Tasks:** There is often an imbalance between the roles and tasks of the media and the various stages of a crisis. Media efforts tend to focus on preparedness, prevention, and damage containment or crisis confrontation. However, attention to the other stages and phases of the crisis tends to diminish. Media efforts during preparedness and prevention usually involve disseminating information, enhancing public awareness, changing behaviors and attitudes, building meanings and images, as well as issuing warnings and containing negative emotions among the public.

- **Multiple Actors Engaging in Media Activities:** Different entities engage in media activities during crises. Local media outlets perform informative roles, while public relations and media departments in crisis-related organizations conduct communication activities. Simultaneously, international media outlets carry out media activities. The lack of coordination often complicates matters due to the confusing nature of the crisis.

Studies have addressed the issue of media coverage and the similarity of news coverage during international crises. This is a result of fierce competition, with local media striving to match international media. This competition often leads to duplication of content. Additionally, the growth of international media further intensifies the control exerted by limited poles over information sources and news distribution. When covering crises, media outlets tend to treat them as separate and exceptional events rather than as natural occurrences. Moreover, those responsible for media coverage often have less experience and rely on sources that are generally less experienced in providing information compared to official authorities.

In light of these challenges, scientific studies emphasize that the development of media roles and tasks in crisis management requires considering two crucial aspects:

- **Balancing Media Tasks Across Crisis Stages:** Achieving a balance in media tasks during different crisis stages, considering both cognitive and emotional aspects in media messages. Media, when disseminating crisis news, can evoke emotions, thoughts, values, and human principles. Therefore, it is essential for the media to balance between the different aspects of the crisis, including its outcomes, causes, and proposed solutions.

- **Accurate and Coordinated Information Transmission:** Ensuring that media outlets accurately and consistently transmit all information related to the crisis, aligning with the realities and context of the events.

3.2. Media Management and Qualitative Compatibility of the Crisis

Most studies and research that address this point, related to crisis management, reveal variations in the nature of handling and defining the role of the media during crises, depending on the type and nature of the crisis.

In natural disasters and crises, especially under time constraints and threats arising from imminent danger, and due to insufficient information about natural disasters and crises, the role of the media becomes crucial. It plays a significant role during these crises, reducing the losses from natural disasters and ensuring the availability and rapid dissemination of information, making it a key element in crisis management.

Regarding the role of the media in managing industrial and economic crises, researchers have outlined some considerations that media management should be based on:

1. **Accuracy and Providing Accurate Information:** Ensuring precision and providing accurate information.
2. **Timing Consideration in Media Handling:** Considering the element of timing in media dealings with the crisis, providing information to the media at the right time.
3. **Maintaining Credibility:** Ensuring credibility in what the media publishes.
4. **Utilizing Modern Communication Technology:** Using modern communication technologies to clarify the position on the crisis.

As for the role of the media in managing environmental crises, scientific studies addressing the concept of environmental crisis management have highlighted certain considerations at the media level, including:

- Ensuring that the public is fully aware of the dimensions of the crisis.
- Assisting in activating local entities and strengthening the role of government agencies and civil institutions in confronting the crisis and containing its effects.
- Encouraging and motivating effective relief and rescue efforts according to the needs dictated by crisis conditions.

Concerning the role of the media in managing social crises, there are some basic principles governing social crisis management, including:

- Delegating authority.
- Using a reward and punishment approach.
- Paying attention to the element of time.
- Thinking creatively when facing the crisis and making decisive decisions to confront it.
- Building a comprehensive system of communications and information exchange, in which the media plays a fundamental role in defining the crisis, its dimensions, how to confront it, and raising awareness about its dangers and how to deal with it.

On the front of political and military crises, it is evident that the study of such crises from a media perspective has formed within the framework of media coverage of political and military crises. Media outlets play a crucial role in shedding light on international political issues, and this role has increased significantly with the tremendous technological advancements in communication and information worldwide. The media's

role intensifies during international crises, regional conflicts, and wars by shaping debates, offering impressions and perceptions about the involved parties, legitimizing some and delegitimizing others, highlighting specific sub-issues, and neglecting others.

Dealing with such types of crises reveals some obstacles facing the media management of political and military crises, such as the restriction of oversight on the media's ability to act, control over information sources, the absence of objectivity, and the lack of balance in the functional levels of the media throughout different stages of the crisis. Additionally, there is a lack of prior experience in covering political crises and wars.

Challenges faced by media management in political and military crises include:

1. Objective Challenges: Dominance of political and military sources over journalists, lack or scarcity of knowledge-related sources regarding various aspects of the crisis, and the absence of coordination among the parties involved in the crisis.

2. Self-Imposed Media Challenges: Pressures imposed on the media, imbalance in presenting different opinions and attitudes towards the crisis, inability to devise plans and programs that align with the medium and the audience, and a lack of media professionals with high professional standards. Furthermore, bureaucratic control of the media during crisis management poses a significant challenge.

On the other hand, many researchers have focused on studies concerning the determination of the role of the media based on the type and nature of crises. Others have been interested in presenting and outlining the role of the media in managing internal and external crises within both pluralistic and non-pluralistic systems.

In his book "Media and Crises," the writer Adib Khaddour distinguishes between two types of internal crises in pluralistic systems:

- **Crises related to specific issues:** These crises pertain to specific and defined "social, economic, political, ethnic, or cultural" issues. Despite the complexity of contradictions, conflicts, and disagreements surrounding the diagnosis, evaluation, and determination of strategies to confront this type of crisis, it falls within the general framework of the prevailing system. Pluralistic systems, characterized by flexibility, extensive resources of institutions and agencies, and rich experience in formulating confrontation strategies, possess a high level of self-confidence enabling them to face such crises.
- **Deeper and more extensive internal crises:** These crises may escalate and evolve to the extent of affecting the fundamental foundations of the prevailing system. In such cases, a rapid alignment occurs among social, economic, political, and consequently, media forces. The primary bloc of local media affiliated with dominant forces that express their ideas and serve their interests quickly unifies politically, journalistically, and establishes strategies to confront the crisis.

On the contrary, in non-pluralistic systems, the media is often state-owned, with its mission being to serve the existing regime. The media management during external crises in such systems is characterized by the following features:

1. Adopting and determining the position on the crisis through channels and via entities not widely known to the majority of the public.
2. Exclusion of experts, specialists, and the public from the process of determining the position, and a lack of presentation for public discussion in the media.

3. Failure to provide diverse media content capable of clarifying the position and convincing the public.
4. Uniform, formal, and official presentation of the media discourse.
5. Neglecting to monitor the crisis's development, observe its interactions, and keep up with its complexities.
6. Disregard for the privacy of media work as a whole, the specificity of each medium, and the presentation of media material that exaggerates slogans and deviates from tangible analysis of reality.
7. Failure to follow and keep up with the "enemy" media, confusion in refuting its positions, and countering its campaigns.
8. Failure to achieve the required level of coordination and integration in the work of various media channels and outlets.

3.3. Media Strategies in Confronting the Crisis.

Scientific literature in the field of crisis media management has identified several media strategies used in facing crises. These include:

- **Suppression and Reserve Strategies:** This strategy involves monitoring attempts by external parties to obtain information and controlling the release of information.
- **Legal Strategy:** In this media approach, communication relies on expert opinions and legal advisors for the state. It involves mentioning minimal information, denying accusations directed at the state, and shifting responsibility to another party.
- **Response and Defense Strategy:** This strategy involves preparing a defense that includes truthful information presented by the state's official spokesperson, whether representing the Ministry of Foreign Affairs, the Presidential Diwan, or the Royal Court. It utilizes the opinions and expertise of advisors concerned with the crisis.

- **Offensive Defense Strategy:** In this strategy, the media leverages the crisis to create a positive public opinion that supports the state, its position, and its crisis management approach.

During a crisis, the local public opinion is often exposed to rumours. The media plays a powerful role in the emergence and circulation of rumours, as well as the possibility of preventing or containing them and eliminating them. Rumours are objectively within the scientific frameworks of psychological warfare, propaganda, and counter-propaganda. According to the famous definition by Albert and Postman, a rumour is a term used for a subject of importance that spreads from person to person through oral communication without requiring proof or evidence. This definition implies that the content of the rumour, despite variations in its forms and contents, is false information or news that responds to psychological or social needs of individuals or groups.

Rumours tend to spread during times of crises faced by society. They proliferate when two conditions are met, as suggested by Albert and Postman: importance and mystery. This means that the power of a rumour is determined by the importance of its subject to the individuals it is directed to and the intentional and deliberate mystery surrounding its content.

The effectiveness and vitality of the media system, along with its speed in responding to events by conveying and interpreting news, diminish the weight and impact of these conditions, either individually or together.

In light of the above, crisis communication literature identifies several communication strategies used during crises to counter rumours, as follows:

1. Concentration Strategy:

This involves using multiple media outlets to convey messages to dispersed audiences in geographically distant regions. It is only feasible when significant resources are available to utilize more than one medium.

2. Dynamic-Psychological Strategy:

This strategy relies on psychological assumptions regarding stimulus and response in individuals. It emphasizes cognitive or emotional factors to influence individuals and communities, aiming to generate emotional appeals or evoke feelings and fears. It has been refined to focus on the importance of beliefs, attitudes, behavioural intentions, and behaviour in persuasion.

3. Cultural-Social Strategy:

This strategy proposes presenting persuasive media messages that identify or redefine cultural requirements and behavioural norms for individuals and groups within society. The underlying idea is that an individual's behaviour is controlled by social expectations and controls within social systems. Therefore, persuading individuals involves modifying social and cultural controls within the community and reshaping them.

4. Meaning-Building Strategy:

This strategy assumes that media influence or persuasion occurs when the media succeed in modifying the meanings, images, and symbols surrounding humans and imbuing them with new meanings. This strategy starts with the acknowledgment that the media create false images of the world in people's minds, but individuals interact based on these images and symbols. Therefore, modifying or changing these images and symbols is crucial for persuasion.

Dr. Amer Msabbah, in his book "Social Persuasion: Theoretical Background and Practical Mechanisms," sees this strategy rooted in the concepts of anthropologists regarding human cultures. According to these concepts, meanings are directly linked to language, which is the medium through which humans express their inner meanings. Thus, individuals act towards the external world based on the meanings they carry. This anthropological perspective has been employed by communication scholars to explain how the content of mass communication messages influences behavior.

5. Realistic Communication Strategy:

This strategy is characterized by its defensive nature. Consequently, there has been a growing emphasis on the importance of developing a preventive strategy that utilizes all media channels to raise awareness among citizens about the concept of rumors, the conditions associated with their origin and development, and the risks they pose. The objective of this strategy is to achieve long-term educational goals, maintaining a society and its institutions in a state of awareness and vigilance regarding the climate of rumors and the methods of their dissemination.

Chapter Four

**The Crisis Between
Planning and Methods of
Management**

4.1. The Relationship of the Crisis to Other Sciences

1. Crisis and Management:

The crisis has gained significant importance in management sciences. Crisis is related to all administrative aspects and conditions for the success of management, ranging from crisis management to crisis planning and preparedness, decision-making during crises, and studies addressing the provision of information and communication processes during a crisis. J. D. Ford defines a crisis as a situation characterized by two aspects:

- The first aspect involves a serious threat to the interests and fundamental goals that the manager seeks to achieve. This threat includes the magnitude and value of potential losses, in addition to the likelihood of realizing these losses.
- The second aspect is the short time or time pressure, where the time available for the decision-maker is very short, causing confusion for the manager or decision-maker. This depends on the manager's awareness and personality.

At the same time, "Muller" believes that a crisis is an undesirable event as it poses a serious threat to the organization's continuous existence.¹

¹ Hadeer Mohammad: Media and Communication Crisis Management, Master's Thesis, Media and Communication, University of Algiers, 2004-2005, p. 22.

2. Crisis and Sociology:

Sociologists have shown interest in crises from the perspective of the social structures undergoing crises, impacting prevailing social relationships and their repercussions on various groups. Sociological studies have focused on social reactions and behavior during crises and disasters, leading to the emergence of studies on the sociology of crises and disasters as a new scientific field in the twentieth century. Anthony Giddens believes that crisis and risks are two sides of the same coin. He sees the new importance of risk in the individual's reasoning, coupled with the dominating influence of scientific and technological change.

On the other hand, risk draws attention to the dangers we face, many of which we have created, and it also highlights the opportunities we derive from them. Risk is not merely a negative phenomenon, meaning it is not something to be avoided or minimized; rather, it simultaneously serves as a driving principle for a society that has broken with tradition and class.

3. Crisis and Psychology:

Psychology focuses on the psychological aspect left by a crisis on individuals or groups, manifesting in various forms such as anxiety and stress. Janosik argues that crises cause individuals to experience depression, shock, and imbalance, resulting in significant disruption in their lives. Coping methods with stressors and crises are greatly affected, and crises typically involve feelings of fear, shock, and pressure, with the crisis period being limited to a few weeks. On the other hand, Jolan suggests that crisis theory is based on seven fundamental assumptions:

1. Individuals go through a state of imbalance, emotional breakdown, and the breakdown of the social system, with the presence of pressing obstacles and complex events in their lives.
2. Severe situational pressure is considered a normal life experience and emotional disappointment in a normal state, usually occurring for everyone at some point in their lives.
3. All individuals experiencing emotional breakdown attempt to prepare for emotional balance.
4. During the period when an individual seeks to regain emotional breakdown, there is a phase of emotional weakness.
5. Individuals are susceptible to psychological intervention during this period.
6. The emotional response resulting from such crises can exhibit general stages of reaction that all individuals may go through, regardless of their socio-economic status.
7. Finally, such crises can grow, evolve, and produce negative outcomes. Based on these foundations, psychologists see a crisis, as a disturbance in the stable relationships required for an individual, occurring when these relationships are significant, and individuals perceive the collapse or deterioration of these relationships.¹

4. Crisis and Media:

Previous studies indicate that communication and media scholars have focused on studying crises from a media perspective. These studies emphasize the importance of communication in crisis warning, containment of the negative effects of crises, provision of data and information for efforts, and the establishment of guiding principles for media coverage of crises and disasters. The goal is to ensure that media coverage does not lead to negative thinking, positions, and

¹ Ibid., p. 23.

reactions. Additionally, efforts are made to enhance the capacity of media organizations to rapidly produce and disseminate media messages clearly and effectively to prevent the spread of rumours.¹

5. Crisis and International Relations:

Crisis has taken a significant role in international relations, capturing the attention of scholars in international and political relations. International relations continually experience crises, exposing themselves to all foreign policy and international relations practitioners. Former U.S. President Eisenhower, in his memoirs, stated, "Since Nasser nationalized the Suez Canal in July 1956, the world has witnessed almost daily an international crisis, whether major or minor." President Nixon remarked, "Life is a crisis after another, and so is politics." In 1996, former U.S. Secretary of State Dean Rusk told a Senate committee that the world had witnessed forty-seven international crises from January 1961 to mid-1966.²

4.2. Crisis Management Planning

1. Concept of Planning:

Planning is an organized and continuous process aimed at achieving the maximum possible efficiency in directing available resources to effectively deal with potential crises at all stages. It involves preparing to face unplanned emergency situations that often accompany crises, mitigating their effects,

¹ Hassan Mohammad Wagih: Negotiation and Crisis Management, first edition, Dar Al Mahrousa for Publishing and Printing, Cairo 1997, p. 27.

² Mostafa Alawi: Egypt's international behavior in the May 1967 crisis, unpublished doctoral dissertation, Faculty of Economics and Political Science, Cairo University, 1981, p. 39.

and directing them to achieve national interests. Planning serves as the general framework within which crises are managed. It involves pre-determining what needs to be done, how to do it, when, and by whom. Therefore, planning is typically associated with the facts of crises, anticipations of their future conditions, forecasting events, and preparing for confrontation by developing scenarios that guide activities and actions aimed at addressing crises with the utmost effectiveness.

- **What is Crisis Planning?**

Certainly, planning is the cornerstone of the crisis management process, and without it, there can be no effective and successful crisis management. Planning can contribute to preventing the occurrence of a crisis and addressing the element of surprise that may accompany it. It enables the crisis management team to have an organized and effective response to confront and manage the crisis with the utmost efficiency and effectiveness, especially if the measures taken to prevent the crisis fail. Planning should be carried out with clear goals, strategies, and priorities.

The purpose of crisis planning is to enhance efficiency in managing and achieving the best results in a changing environment. Time is a crucial element when crises occur, so early crisis planning ensures a swift response. Investing time and handling it carefully undoubtedly play a significant role in the success of efforts to manage crises.¹

¹ Robert F. Little John, **Crisis Management: A team Approach**, new York ama, management briefing, p 46.

2. Considerations for Crisis Planning: ¹

The public policy of the state, which establishes the general framework of values and principles specific to the state, and the standards that the management team and decision-makers should adhere to:

- The available resources and capabilities that can be directed in favor of crisis management.
- The form and nature of the expected risks and their potential impact on the vital interests of the state.
- The extent of the availability of a working system within different sectors of the state, including leadership elements, control systems, information systems, and specialized expertise in crisis management.
- The time available to deal with the crisis, and the personal qualities and experiences of decision-makers and crisis management teams.
- The environmental and social conditions in the crisis area.

3. Objectives of Crisis Planning:²

The objectives of the crisis planning process are as follows:

- Avoid the element of surprise accompanying the crisis by continuously and accurately monitoring potential threat sources and detecting early warning signals, ensuring their timely delivery to decision-makers.

¹ Abbas Rashad Al-Ammari: The most appropriate method for coordination between the armed forces and the main state agencies to confront national disasters, Center for Strategic Studies, Cairo 1993, p. 22.

² Jack Karta and Michael K ; **Lindell planning for uncertainty the case of local Disaster planning** journal of the America planning Association Vol. 53Aug 1987 p 487.

- Timeliness, meaning the time required for information circulation, analysis, study, and decision-making in addition to the time needed for taking counteractive measures.
- Develop a list of potential threats and risks, assess them, and prioritize them based on their importance and the extent of their threat to the system.
- Minimize randomness, confusion, and emotional reactions often associated with crises.
- Efficiently utilize available resources and ensure their rapid deployment to deal with the crisis.
- Develop the capacity to proactively handle the crisis rather than reactively responding.

Any practical crisis planning program should take into account the following considerations:

- Develop a vision of the risks and crises that may occur due to internal and external environmental changes.
- Classify, analyze, and evaluate potential risks and crises based on the probability of occurrence, severity, and the degree of control by the system to face the crisis.
- Identify the most likely and dangerous crises, prioritize them, and prepare to prevent them or deal with them in what is known as the "Crisis Portfolio."

A practical crisis planning program should include:

- Preparedness to face and plan for recovery after the crisis.
- Continuous and organized reassessment of those risks and crises.
- Identification of indicators and evidence that indicate the proximity of a crisis.
- Assignment of responsibilities and authorities granted to members of the crisis team.
- Identification of the crisis management team leader.

- Identification of internal and external entities that need to be informed of the crisis and methods of communication with them.
- Precise identification of entities that can be called upon to assist in facing the crisis.
- Identification of human, material, and technical resources needed for the implementation of the crisis response plan.
- Development of methods for providing and delivering the necessary data and information to team members and external parties.
- Ensure the existence of an effective communication system with internal and external stakeholders.
- Ensure business continuity and activities within the organization as much as possible while maintaining control over the situation. To achieve this, isolate the crisis from the rest of the activities in the system.
- Develop crisis scenarios, "worst or best-case scenarios," based on expected crisis developments, and identify roles and responsibilities to achieve leadership efficiency and crisis control.
- Coordinate between the crisis management team and other functional departments in the system.
- Train on the established plan and evaluate the training process to make adjustments as needed.

Secondly: The Main Pillars of Crisis Management Planning

1. Identification and Assessment of Risks and Potential Threats:¹

The importance of prioritization becomes evident when assessing risks, as planning is closely tied to these assessments. It is crucial to continuously divide risks and threats and prioritize them based on any new variables.

2. Defining the Plan's Objectives and Priorities:

This involves establishing a set of precisely defined strategic guidelines that crisis management teams will follow during the actual crisis management. It includes determining the execution method of these guidelines through key points:

- Establishing the foundations to address the crisis when it occurs.
- Identifying the responsibilities, entities, and teams that will participate in crisis management according to the established plan.
- Specifying the roles and responsibilities of any other institutions or entities.

3. Identifying and Managing Necessary Resources for Planning:

Identifying the necessary resources for planning and implementation involves listing the requirements of all specialties involved in the plan, taking into account the realistic assessment of available capabilities, not just those expected or possible. This applies to both resources and information. The importance of cooperation and coordination between different government agencies involved in the plan is emphasized.

¹ Abbas Rashad Al-Amari: Previous reference, pp. 26 and 27

4. Identifying Necessary Information for Planning:

The essential information for crisis management planning includes:

- Background of the crisis.
- The extent of the crisis's impact on the country's interests.
- Its effectiveness in achieving its goals.
- Personal characteristics and political orientations of the leadership.

5. Continuous Coordination Among Different Sectors and Entities in the State: ¹

Ensuring that different sectors of the state comprehend the scientific concept of crisis management, familiarizing them with the advantages of pre-planning to confront crises, and fostering active cooperation between these sectors and entities for the benefit of crisis planning. This also involves achieving a more extensive provision of support in terms of material and human resources from various specialties. Coordination among state agencies is a fundamental principle for the success of a crisis management plan. It aims to unify concepts, confirm the availability of accurate information about the situation, and ensure no conflicts, overlaps, or duplications during its execution, thus achieving the plan's objectives with minimal resources and optimal performance.

The responsibility for planning to confront crises falls on the crisis management team and the senior management members of the system. Planning is guided by the society's goals in crisis management, the system's strategies, policies, culture, and organization, and based on the fundamental assumptions of emergency plans.

¹ Ibid., p. 30.

6. Considerations for Crisis Planning:¹

The considerations upon which crisis planning is built can be summarized as follows:

- General organizational and political objectives of society, its strategies, prevailing organizational values, and community-specific standards.
 - Available resources, whether internal or external and possible assistance.
 - The extent of expertise available in crisis management.
 - The time available to deal with crises.
 - The prevailing organizational culture in society.
 - The strength and impact of the parties involved in the crisis.
- Among the most significant obstacles that can affect the efficiency of crisis planning are:

- Lack or insufficiency of necessary information to predict possible crises and anticipate their different courses.
- Poor processing and analysis of data or misunderstanding or misinterpretation of warning signals, resulting in false indicators or alarms, leading to mishandling the crisis or the occurrence of another crisis.
- Failure to establish a properly configured crisis management team, which can manifest as:
 - Representation of inadequate specialties to face the crisis within the team.
 - The team's size being too large or too small, leading to either excessive divergence of opinions in the first case or a severe shortage in the second.

¹ Mostafa Alawi: previous reference, p. 76.

- Lack of coherence and a lack of team spirit among members of the crisis management unit or team.
- Failure to implement emergency plans developed properly and delays in executing emergency plans.
- The crisis taking unexpected and sudden turns during plan development.
- Changes occurring in the assumptions and yesterday's conditions on which the planning was based.
- Inadequacy of available resources for plan execution.
- Ambiguity and lack of clarity in some decisions causing confusion and disarray during execution.
- Lack of flexibility in the plan to accommodate changes for new and unexpected paths that the crisis may take.

A crisis management plan is the product of the planning process, and its primary objective is to attempt to prevent a crisis by taking preventive measures or, at least, to prepare efficiently and effectively to deal with the crisis in case of failure to prevent it. It ensures the return to normal conditions and the restoration of activity as soon as possible with minimal possible losses. The crisis management plan may be detailed, outlining specific actions for each individual, or it may be documents outlining a general picture of areas of responsibility and any changes that must be made in procedures, methods, and organizational structures in case of a crisis.

4.3. Crisis Management Methods and Strategies.

Different methods and strategies of crisis management vary and diversify at the organizational or state level. These methods and strategies represent the most important factors influencing the development or resolution of a crisis. They are embodied in the following two points :¹

- **Crisis management methods** are outlined in scientific studies as follows:

- 1. Coercive Negotiation Approach:** This involves a set of statements and actions carried out by an organization or state to demonstrate firmness towards the other party through the threat of the use of force. When employing this approach, a level of flexibility in statements should be provided, and its use should be calculated; otherwise, its impact might have adverse effects on the other party.

- 2. Conciliatory Negotiation Approach:** This method involves statements or actions seeking to reconcile the interests of the parties involved in the crisis. It aims to find a middle ground or mutual concessions, with the goal of reaching a sound resolution for all parties involved. This approach is used when:

- The cost of escalating the crisis is higher than what the organization or state can bear.
- Changes occur internally and externally, making the continuation of crisis escalation undesirable.
- The organization or state fails to achieve its objectives through crisis escalation.

¹ Jamal El-Din Ahmed Hawash: The role of the tasks of the Egyptian Armed Forces and their relationship with the rest of the state agencies in managing crises at the national level, unpublished doctoral dissertation, National Defense College, Cairo, 1994, pp. 46-47.

3. Persuasive Negotiation Approach: In this approach, leadership deals with crisis management by combining the coercive and conciliatory approaches coherently. This is known as the persuasive negotiation approach, which significantly contributes to the speedy resolution of the crisis.

Other studies highlight several other crisis management methods as follows:¹

1. Escape Approach (Ostrich Style): This results from a sense of helplessness in dealing with the crisis, leading to an escape from the situation. Forms of escape vary and may include direct escape, such as leaving the crisis area and acknowledging the inability or failure to confront the crisis. Indirect escape involves creating situations that portray the responsible leader as distant from the events during the crisis and subsequently shifting responsibility to others.

2. Jumping Over the Crisis Approach: This approach focuses on pretending that the crisis has been controlled by dealing with familiar aspects where there is expertise. This leads to ignoring and forgetting new and more ambiguous factors, with the belief that the crisis has been brought under control while it may reappear.

In this regard, Theodore Levitt presents the scientific approach to crisis management, considered the most secure for controlling and directing crises in favour of crisis society. This approach is used within three main stages as follows:

- **Preliminary Study of Crisis Dimensions:** Aims to identify common factors in the crisis, determine the friction points that ignited the situation, assess the extent to which the situation has escalated, rank common and influential factors by their severity, identify supporting and opposing forces, determine the starting point for confrontation. This stage depends on the nature and severity of the crisis and the available time.

¹ Adel Sadiq Mohammad: previous reference, p. 99.

- **Analytical Study of the Crisis:** Aims to clearly distinguish between phenomena and causes, ensure certainty about the causes, understand the role of the human or natural component and its impact on the crisis emergence, identify the causes of the malfunction that led to the crisis, identify common elements in crisis development, and determine available resources for use.

- **Planning for Confrontation and Crisis Management:**
Aims to:

- Identify a set of necessary actions.
- Organize communication operations within the crisis area.
- Halt the deterioration of the situation.
- Minimize losses and gain control.
- Direct the situation in the right direction.
- Address psychological and social effects of the crisis.
- Improve performance better than before.
- Use preventive and immune systems against similar crises.

- **Crisis Management Strategies:**

Crisis management strategies represent a set of approaches that can be employed to deal with crises. The choice of strategy depends on personal capabilities, objective circumstances, and available resources. Selecting the appropriate strategy is of great importance in the speed and efficiency of crisis management.

In this context, crisis management literature identifies fundamental strategies and tactics associated with each strategy in dealing with crises as follows:¹

1. Violence Strategy in Dealing with Crises: This strategy is used when there is insufficient information available about the crisis or when the crisis has spread in multiple directions. Two tactics are employed:

- The first involves internal destruction of the crisis by breaking the components that ignited it or creating internal conflict among the forces responsible for it.
- The second involves external destruction of the crisis by besieging the external elements causing the crisis, gathering external opposing forces, and pushing them into the crisis area.

2. Freeze Growth Strategy: This strategy focuses on accepting the current situation and making efforts to prevent its deterioration. It is used in crises confronting large and complex forces, public opinion crises, and mass crises. The tactic used in this strategy involves intelligent and careful dealing with the forces causing the crisis, meeting some requirements, making concessions, and providing aid and assistance to opposing forces for consultation, thinking, and direct negotiation.

3. Fragmentation Strategy: This strategy relies on studying and analyzing the components and influential forces in major crises. It focuses on breaking the consolidated links of the crisis, transforming them into conflicting elements, and turning united elements into conflicting ones. The tactic used in this strategy is to create a kind of conflict of interests between the major components of crisis alliances or to help some leaders emerge and compete for the leadership of one of the parts.

¹ Laurance barton; **crisis management planning; the use of scenario based planning for management executives**, las Vegas; university of Nevada, 1991, pp, 123-129.

4. Abortion of Crisis Maker's Thought Strategy: This strategy aims to weaken the principles or foundations upon which the crisis maker's thought is based. The tactic focuses on casting doubt on the components of the thought, approaching weakly related categories, or aligning with the thought leading the crisis, then abandoning it and creating division.

5. Push Crisis Forward Strategy: This strategy aims to expedite the forces involved in creating the crisis to an advanced stage. It highlights their disagreements and accelerates the presence of conflict among them. This strategy is suitable when diverse and conflicting forces unite to create the crisis. The tactic used focuses on pretending an inability to resist, leaking false information about collapses resulting from the crisis, or offering tactical concessions to be a source of conflict.

6. Change Path Strategy: This strategy attempts to achieve positive results to compensate for the losses produced by the crisis by changing the natural course of the crisis and redirecting it to distant paths. The tactic used focuses on creating sub-paths for the crisis, exporting the crisis outside the crisis area, or investing in the new form of crisis results to compensate for previous losses.

Here, it is noteworthy to mention researchers' attempts to identify the key elements for proposing a crisis management strategy based on specific principles, including:¹

- Achieving integration among various political, economic, and administrative activities.
- Cultivating an administrative climate based on understanding and participation at all levels and functional specialties.

¹ Hadeer Mohammad: previous reference, p. 115.

- Flexibility in the organizational structure of institutions and organizations.
- Establishing general policies for all crisis management-related issues.
- Enacting legislation related to crisis matters.
- Setting priorities and directing the group and individuals' attention to major problems.
- Building and enhancing an effective communication network that provides information at the required speed.
- Identifying the best methods to raise public awareness of the risks and challenges of the crisis.
- Encouraging studies and research related to crisis management.
- Emphasizing the importance of public relations and effective participation in crisis management, which is one of the essential strategies in facing a crisis.

Chapter Five

**Typical Media and
Communication
Processing**

5.1. Typical Media Treatment of the Crisis.

At this point, researchers agree that there are two types of media processing:

- **Sensational Processing:** This approach relies on coverage that tends to exaggerate and adopt a superficial treatment, with interest fading as soon as the event concludes. It is a truncated processing that leads to distortion and manipulation of public awareness.
- **Integrated Processing:** This method examines various aspects of the crisis, including specific parties' positions, causes, context, developments, and prospects. This approach is characterized by depth, comprehensiveness, and meticulous follow-up.

To achieve this, one of the following two styles is employed:

- 1. Rational Style:** This style is based on presenting factual and documented information, starting from the realistic level of public awareness, and linking the processing to the interests and concerns of the audience.
- 2. Providing a clear,** consistent, and comprehensive picture of the various facets of the crisis, offering a history and context of the crisis, as well as presenting the perspectives of its evolution. It considers the different levels of the audience and relies on qualified and well-known media personnel.

However, media processing in its applications faces several difficulties, among the most important of which are:¹

- **Lack of Crisis Clarity:** The absence and scarcity of reliable, permanent, and updated sources, and the absence of coordination between the various parties involved in the crisis.

¹ Adel Sadiq Mohammad: previous reference, pp. 33-34.

- The Quality and Nature of Media Policy Determined by Decision-Making Circles.
- The Scientific and Professional Level of Journalists and Media Practitioners involved in media coverage.
- Professional performance shortcomings of journalists and their subjection to media bureaucracy.

There are other media studies that have monitored the stages of media coverage of political crises, viewing the media coverage of political crises as a dramatic scenario that goes through three stages as follows:

1. **Random Coverage Stage:** This refers to the efforts made to cover the event, which are proportional to the early stages of its occurrence. The media has not yet reached the level of integrated coordination and organized work to cover it. The media's attention is divided between this event and other more immediate events because the crisis is still in its early stages, and the scenario of event sequencing has not reached its peak, which attracts the full attention of the media.

2. **Organized Mobilization Stage:** In this stage, the media mobilizes all its efforts, expends all its energies, and harnesses all material, human, and technological resources. Media coverage reaches its highest levels of coordination, organized work, and integration that rise to the level of the crisis.

3. **Adaptation Stage to the "Post-Crisis Reality":** At this point, it is emphasized that the media must adapt to new changes. After the primary function of the media was to keep up with the fast pace of the crisis, we find that this function has shifted to participating in the formulation of the new reality produced by the crisis. The media now accepts the new situation, as a result, media outlets turn to specialists to comment on the results of the crisis, participate in crystallizing new concepts for this reality, and bring them closer to public opinion.

5.2. The Difference between Crisis Management and Management with Crisis

In the lecture, we present some distinctions that are deemed suitable for differentiating between the two similar expressions:

First, in Terms of the Essence of the Definition:

Crisis with Management: It involves creating a specific crisis (fabrication) at a certain administrative level (or levels) to achieve personal or specific public interests. This is done by manipulating crisis elements to serve the strategic goals and specific interests of the crisis fabricator (individual, organization, or state). A relevant and realistic example of this term is the current phenomenon of creative chaos.

Crisis Administration: In this term, the field of management science focuses on studying crisis administration. This process requires assessing unexpected situations and anticipating alternative developments. In this context, crisis administration is concerned with the methods, techniques, and plans for dealing with crises, finding solutions, and working to mitigate them to prevent their escalation, making them difficult to control or manage. Examples include state economic, legislative, and financial policies, workplace conflicts, supply and supplier issues, liquidity, economic problems, environmental obstacles, natural disasters, and so on.

Second, in Terms of Performance:

Crisis management is the process of overcoming crises using various scientific and managerial tools, avoiding their negatives, and capitalizing on their positives. This is what every organization needs in this era filled with crises. On the other hand, crisis administration involves intentionally creating crises and fabricating them as a means of covering up and disguising existing problems faced by the administrative entity.

Thirdly, in Terms of Addressing the Causes of Occurrence:

Crisis management is the endeavor to understand the underlying causes of a crisis and implement effective measures, including:

1. Containment to prevent it from spreading.
2. Elimination by resolving it and preventing its recurrence.

On the contrary, crisis with administration is an entirely different approach. It involves:

1. Fabricating a crisis.
2. Aggravating and transforming this crisis into a dilemma that preoccupies all parties.
3. Controlling all aspects related to it and preventing its resolution.
4. Ensuring that the sole solution lies in the hands of the crisis fabricator or the crisis manager.
5. The purpose of this is to achieve highly specific benefits for the crisis manager, which can only be obtained by creating this crisis.

Chapter Six

**Communication and Crisis
Management through its
Three Phases
(Pre-, During, Post-)**

6.1. Communication in the Pre-“Crisis Stage

The cornerstone in preparing and planning for crises lies in forming a crisis management team and assessing its readiness on paper, whether a crisis has occurred or not. The institution continues its daily operations, as the various dimensions and aspects of a crisis, when it occurs, require the assembly of a team with diverse specialties capable of efficiently and quickly addressing crisis aspects. These specialties vary depending on the type of institutions and the nature of the crises they may face.¹

A crisis management team is characterized as a small group of individuals gathering to assist in planning for crisis management. Their role is crucial in planning for potential crises, dealing with them when they occur, and extracting lessons from them. This group should possess a set of characteristics and experiences that qualify them to manage the crisis, starting from sensing the crisis before it occurs to facing its effects when it happens and learning from the experience.²

It is crucial to distribute roles and responsibilities within the crisis management team to overcome confusion and chaos accompanying a crisis situation. In this regard, the crisis management team carries out several tasks, including:

- Setting crisis objectives and strategies, making decisions, and assigning responsibilities and roles.

¹ Gottschalk, Jack: **crisis response in side stories on managing image under siege**, ink press, 1993, London, p398.

² Sherif Mona: **Crisis Management: The Means to Survival**, Cairo, 1998, p. 238.

- Examining and discussing criticisms and areas of dysfunction within the institution, prioritizing them.
- Reviewing and preparing crisis management plans, making improvements, and providing advice to officials and executives within the institution.
- **Crisis Team:**

It is widely agreed that the success of crisis management depends on the efficiency and experience of the crisis management team and their cohesion in various specialties represented by a group of core key figures and a set of supporting personalities in crisis management. This depends on the nature of the crisis and the organization's stance towards it.¹

The key elements and their support for the crisis management team in the following roles:

1. **Team Leader:** Responsible for selecting team members, assessing the crisis situation, and overseeing its management.
2. **Spokesperson:** Deals with the organization's audience and media, speaking on behalf of the organization.
3. **President:** Interacts with the team leader and legal advisor, reviews and improves the plan, and reviews statements provided to the media.
4. **Legal Advisor:** Participates in preparing messages to avoid legal errors.
5. **Team Manager, working with the Communications Officer:** Classifies and prepares incoming calls from the public and presents them to the spokespersons, assessing their importance.

¹ Al-Hamalawi, Mohammad Rashad: Crisis Management: Local and International Experiences, 1st edition, Cairo, Ain Shams Library, 1993, p. 249.

6. Call Receivers: Receive incoming calls and present them to the team manager, ensuring readiness for the spokesperson.
 7. Public Relations Officer: Studies communication aspects with the public and media, supporting the spokesperson.
 8. Specialists in insurance, financial, and labour aspects.¹
- **Official Speaker:**

It can be said that the spokesperson is one of the most crucial elements, as they are the official speaker representing the organization. The spokesperson handles communication tasks with the public and media, serving as the official face of the organization. They interact with the public and crisis parties, conveying messages to respond to public inquiries and meet the demands of various media outlets. The spokesperson prepares diverse messages that cater to different audience segments.

Typically, the spokesperson during a crisis is the organization's CEO (Chief Executive Officer), possessing the ability, courage, and responsibility to communicate effectively. In cases where these qualities are not present in the CEO, an individual with the ability to handle media and understand its trends is chosen. This person should have the capacity to answer various questions from media representatives. This capability may be found in public relations officials within the organization.²

¹ Ried, Janine : crisis management: **planning and media relations for the design and construction industry**, John Wiley & sons, inc, New York and London, 2000, p-19.

² Kitchen, Philip: **public relations principles and practice**, international Thomson publishing company, New York, 1997, p-218.

Lawrence Barton suggests that public relations practitioners may find themselves in a crisis, facing questions from the media as official spokespersons for their organizations.¹

The selection of a spokesperson is based on skills and characteristics, including:

- Rapid information acquisition and effective expression.
- Persuasion and credibility-building abilities.
- Strong listening skills.
- Expressing various positions with enthusiasm, patience, and accuracy.
- Influencing the public with specific attitudes.
- Flexibility in handling challenging situations.
- Commitment to calmness and composure in high-pressure situations.
- High capacity to work for extended hours.

The selection of the spokesperson is based on several objective considerations, including a thorough understanding of the organization, the ability to convey a positive image, a clear appreciation of the importance of media relations, and possessing effective communication skills and broad experience to handle crises. Additionally, the nature and severity of the crisis and its scope, whether at the organizational, state, or multi-national level, contribute to determining the official spokesperson, aligning their responsibilities with the magnitude of the crisis.

¹ Youssef Mahmoud: Studies in Contemporary Public Relations, Cairo, Faculty of Information, 2002, p. 98.

Therefore, the spokesperson is a fundamental pillar within the crisis communication team or crisis management committee. They play a crucial role in handling communication procedures with the public and media, representing the organization and articulating its role in crisis management. The spokesperson communicates the actions taken by the organization and must be selected, trained, and prepared for modern communication methods.

As mentioned earlier, comprehensive crisis management planning involves assembling a team with diverse specialties within the organization. Among this team, the Public Relations Officer and Media Relations Officer play key roles. It is possible for the Public Relations department to form a sub-team dedicated to crisis communications, with the Public Relations Manager as the team leader. The roles and responsibilities can be distributed among Public Relations and Media specialists within the organization. This includes managing communications with the media, internal communication with employees, crafting communication messages, and monitoring their resonance with the public. Another group may focus on monitoring crisis events, determining their dimensions, and providing the top management with on-site crisis information.

Furthermore, there should be specialists dedicated to receiving external public opinions and inquiries, responding to them, and communicating with officials and stakeholders involved in crisis management.¹

¹ Ibid., pp. 118-119.

- **Hire Experts and Consultants:**

The utilization of experts and consultants is a crucial measure taken by organizations in crisis management. The crisis consultant is the one who establishes a highly competent crisis management philosophy. This philosophy encompasses a series of procedures and activities aimed at preventing crises, preserving the organization's image and reputation before, during, and after a crisis. Major organizations facing significant crises often seek the assistance of specialized consultancy firms in public relations to manage crisis communications. The importance lies in the fact that a crisis management consultant performs several tasks, including:

- Identifying and assessing criticisms, deficiencies, and faults within the organization.
- Attempting to prevent criticisms, responding to public opinions and complaints before they escalate into crises, and addressing internal shortcomings.
- Predicting the timing of a crisis and outlining the actions to be taken, based on the study of previous crises and anticipating potential crises. This involves efficient communication during crises and planning for latent and hidden crises.
- Evaluating, measuring, and implementing reforms and adjustments to the pre-established and tested crisis management plan.
- Preventing the organization from encountering various crises through activities that aim to enhance its image, credibility, and reputation among the public.

Selecting a public relations consultant requires possessing a set of cognitive and sensory characteristics in dealing with crises and demonstrating flexibility in managing the crisis plan. Among these qualities are:

- Previous experience in crisis communication for government and private institutions.
- In-depth knowledge of local and international media outlets and their needs.
- Ability to conduct interviews with the public, write reports, and produce supporting press materials to present the organization's position positively.
- Proficiency in utilizing technological means to disseminate the organization's message to the public.
- Capability to act quickly to achieve a balance and alleviate conflicts between the media and the organization's spokesperson, providing advice on how to answer questions and organize them before the official spokesperson.

It can be said that relying on experts and specialists significantly contributes to effective crisis management preparation and planning, damage containment, and even crisis prevention before it occurs. However, it is also important to note that seeking external expertise can be costly and a financial burden on the organization. Therefore, it is essential for the organization to form an in-house crisis communication team with public relations practitioners as a cornerstone. This team should be trained and equipped to handle crises, utilizing modern training methods that align with societal developments and the complexity of institutions.

Effective principles included in a crisis communication plan involve the nature and contents of the plan:

1. Flexibility and integration in presenting new ideas and promptly dealing with special cases.
2. Comprehensive and cohesive plan, continuously studied for different events and regularly updated.
3. Preparation and examination of the legal report.
4. Crisis communication team training.
5. Preparation of the crisis management brief (crisis manual).
6. Legal testing of a crisis situation and preparation of a list of essential points.
7. Ensuring every team member is well-versed in the plan and its procedures.
8. Regular reports to the institution, including the legal report and communication procedures.
9. Performance evaluation and assessment report for the team at all management and communication levels.
10. Preparedness for any changes that may occur.

In addition to the foundations and elements that highlight the importance of the crisis communication plan, it is crucial for the plan adopted at various strategic stages of crisis management to be based on a strategy for monitoring internal and external environmental research. This involves collecting information about the organization's environment, managing various issues, and resolving them before their escalation. These aspects represent preventive strategies in crisis communication management. Additionally, attention should be given to addressing the crisis when it occurs, considering the type of media discourse directed towards the public to align with its different nature and levels. Strategies for dealing with the media, monitoring the crisis until its conclusion, and evaluating and analyzing the communication and management plan are also essential.

It can also be said that the success of a crisis communication plan is based on the extent to which the senior management of the organization is convinced of the importance of preparing and evaluating a communication plan for crisis management. This plan should be based on the principle of social responsibility, allowing public relations to operate within that responsibility framework and ensuring commitment to functional tasks. This conviction can only be achieved if the organization has an organizational culture that prioritizes crisis management, preparation, and planning from all specialties within the institution.

Preventive measures taken by institutions in anticipation of crises include preparing the crisis communication team, establishing a database, communication tools, designing plans, and training on them. These measures are as follows:

First, A Comprehensive Analysis of the Organization, its History, the Nature of its Work, its Problems, and its Relationship with the Public:

All of this data is prepared through conducting research and studies that focus on gathering necessary information about the organization's internal and external environment, including changes and events. Conducting such research is considered one of the fundamental tasks of public relations, serving as a strategic function seeking to research, study, and analyze the internal and external environment of the organization. These research efforts aim to provide a comprehensive analysis of the organization, its history, nature of work, problems, and its relationship with the public and top management.

As the senior management increasingly relies on public relations to obtain information that helps clarify economic, political, and social changes in society, these analyses and studies play a crucial role. They help in understanding and analyzing the effects of these changes, storing them in dedicated files.

In this regard, some authors have provided models for the necessary information and data when preparing a database, including:

1. Nature and historical background of the organization, its role in society, and the type of products or services it offers.
2. Stakeholders and clients of the institution.
3. The organization's nature, whether it is profit-oriented or otherwise.
4. Different departments within the organization.
5. Knowledge of experts working in the organization and aspects of their specialties.
6. Identifying weaknesses and faults within the organization and attempting to resolve them.
7. The organization's relationship with the media, as well as the relationship with the internal public (employees).
8. Publications and newsletters issued by the organization through media or internally.
9. Reports, decisions, regulations, laws, and systems within which the institution operates, which may affect its operations.
10. Studying the public's trends, interests, and communicating with opinion leaders in the community.

It is essential for the database to include informative brochures covering various topics that are easy to navigate and serve as user-friendly references. Additionally, the database should encompass crises previously experienced by the organization, along with crises encountered by organizations engaged in similar activities. Analyzing and managing these crises aims to mitigate and prevent negative effects upon the recurrence of such crises. Typically, studying these crises involves understanding their nature in terms of their extent, how management dealt with them, the effectiveness of administrative and communicative aspects, actual and efficient responses taken, shortcomings in crisis management, resulting consequences, and the lessons learned.

Therefore, it is crucial for the organization to have an information and documentation center responsible for collecting all data and information about the organization and its internal and external environment. This center should be equipped with modern technology to store data using computers, facilitating the retrieval of required information accurately and quickly, aligning with the unexpected nature of crisis situations. It is important to note that recording and documenting this data should be done in written records stored at the center, considering the possibility of any emergencies with computer systems.

It can be said that the organizational database contains the following:

1. Information about the organization, its employees, related regulations, and laws.
2. The general audience of the organization, including various categories such as media outlets, opinion leaders, and the audience the institution aims to reach. It also includes aspects related to the organization's activities, the nature of its work, and its objectives.

3. Past crises in the organization's history and in other organizations engaged in similar activities, along with the methods used in crisis management and the evolving strategies for handling such crises.

4. Data related to the officials in the organization, the crisis management team, and external entities such as ministries, authorities, facilities, relief aspects, and rescue operations.

5. Updated information about the external world relevant to the organization, utilizing modern communication technology, particularly the Internet, as it represents one of the fastest means for sending, retrieving, and storing information. It also involves staying informed about developments in various local and international organizations.

6. Daily media coverage and news about the organization, collected, stored electronically, and easily retrievable.

Third, Managing Issues and Anticipating Crises:¹

This is the stage of anticipation and foresight for potential crises. Issue management is based on two fundamental principles:

- Identifying issues and problems that could be a source of concern for the organization and may occur at a later time.
- Working to resolve these issues and problems before they pose a threat to the organization's goals. The organization's focus on managing various issues it faces and studying them at different stages of crisis occurrence significantly contributes to mitigating their severity. It may even prevent them altogether, turning them into routine matters through swift handling, controlling the levels of impact, and engaging with diverse audiences.

¹ Al-Saeed Al-Sayid: Crisis and Disaster Management Strategies, Dar Al-Ulum for Publishing and Distribution, Cairo, 2006, pp. 221-222.

The issues that serve as warning signs for potential crises require study, research, and analysis. The role of communication becomes evident in conducting field and analytical research on the aspects of dysfunction within the organization and the potential risks that could develop and threaten its interests. This is accomplished through communication with the internal and external audience of the organization and the media. Documenting relationships with these audiences helps understand their attitudes toward the organization and the services it provides to them. Additionally, communication plays a role in examining risks based on its connection with the organization's activities, nature of work, and its relationship with top management.

Through issue management, the role of negotiation in crisis and risk management for the organization becomes apparent. The importance of public relations and its role in negotiating between crisis parties relies on persuasive techniques available to communication practitioners. It also relies on their expertise, knowledge, and understanding of the organization's environment, nature of work, and any past events or crises it has experienced.

If organizations are concerned with issue management and attempting to resolve them before they escalate into crises, it is crucial to prepare and plan for possible crises in the future. This is determined by the organization's activity and nature of its work, requiring an examination of the environment, the organization's reality, and its relationship with society. Regular data collection, awareness systems, and administrative and organizational development are necessary in light of modern societal developments.

Many authors in the field of communication and crisis have classified crises into three types based on their nature:

- **Sudden Crises:** These crises occur rapidly and do not allow for research or planning due to their swift onset. Examples include earthquakes, volcanoes, floods, and others.
- **Emergent Crises:** These crises provide some time for research, thinking, and planning. They can occur suddenly if their causes accumulate over time.
- **Chronic Crises:** These crises persist for months or even years, allowing for the spread and circulation of rumours. They assist media outlets in disseminating and exchanging these rumours. The classification of crises is based on the nature of the organization's work and its activities, determining the types of crises that may occur. Subsequently, their severity, danger, spheres of influence, and the necessary procedures to deal with them are defined. The causes leading to their occurrence, the scope in which they occur, and potential risks and crises are typically identified by answering several questions, including:
 1. What happened to the organization in the past?
 2. What happened to other organizations practicing the same activity? (What happened to them could potentially happen to the organization at any time).
 3. What has the organization done for future crisis planning?
 4. To what extent are decisions influenced in examining and reviewing these risks?
 5. What latent issues threaten the organization and could turn into crises?

When identifying the nature of these risks and crises, it is crucial to anticipate the form they will take, the scope of their impact, the topics that will be more provocative when they occur, and to know the responsible parties for dealing with the crisis. Understanding the legal, administrative, economic, environmental, and other consequences is also essential, along with assessing the extent of its impact on the institution's public image.

To achieve success in crisis communication management and maintain a positive public image, it is imperative to first establish a strong relationship with both internal and external stakeholders. They should be engaged and aligned in crisis management when it occurs. Several measures must be followed when establishing these relationships, including:

- The organization operating within the framework of social responsibility.
- Attempting to train the public on the preferred communication style and objectives.
- Utilizing public relations programs to strengthen relationships and build credibility with the public.
- Adopting methods that make communication with the public easy, allowing for questions and suggestions in favour of the institution.
- Reinforcing warning signals and promptly informing about them with seriousness.
- Working on measuring and evaluating communication activities, collecting opinions and judgments to enhance relationships with the public.

Therefore, it is essential to communicate with this audience in times of crises. There should be channels and means of communication that are equipped, prepared, and capable of crisis management, with communications providing the public with quick and truthful information. The selection of these communication methods and approaches depends on the suitability of the means for the type and nature of the targeted audience.¹

¹ Farid Kariman: Evaluating the efficiency of communications in crisis management, Egyptian Journal of Media Research, No. 6, 1999, p. 15.

The communication channels and means include:

- Conducting press conferences
- Preparing press releases
- Conducting interviews
- Advertisements
- Visual newsletters
- Public correspondence
- Television communications
- Memos and reports
- Modern communication technologies via the Internet, enabling knowledge exchange for the best crisis solutions
- The ability to monitor crisis events quickly, broadcasting news, determining public opinion, and tracking media coverage trends, allowing the institution to issue press releases that align with public sentiments. Additionally, the Internet is one of the best communication methods during crises outside the country, facilitating communication, achieving a high level of accuracy, and speed.

If the crisis management team convenes during a crisis, it is imperative to establish a crisis management center that includes a media center to handle media and public relations. It should incorporate all modern communication devices and include essential information about the organization, crisis management team, various institutions, officials, and communication devices. It is widely agreed that the effectiveness of a communication message depends on its content and the procedures it contains. In this regard, there are five procedures for the content of the message:¹

- Identify the problem, its source, and its impact.

¹ Shoman Mohammad Ali: previous reference, p. 86.

- Describe how the public can avoid the problem and mitigate its severity.
- Describe how crisis management is handled and monitored.
- Determine the appropriate time to make decisions.
- Identify the positive and crucial points in addressing the crisis.

The content of the message depends on the audience's acceptance of the type of content. Therefore, several aspects must be considered when designing the communication message, related to the audience:¹

- **Humanitarian aspects and apologies:** This involves repairing the mental image by emphasizing humanity, offering apologies, and expressing compassion to the audience. However, apologies may pose a legal obstacle as they acknowledge the organization's wrongdoing. Still, they can be effective in public relations programs.
- **Reassuring the public:** During a crisis, the audience may fear the extension and recurrence of its impact. It is essential to reassure them that everything is under control, and the crisis will not happen again. This includes being transparent with facts and intensifying awareness programs.
- **Background information about the organization:** Building an informational database about the company or organization helps the communicator prepare the communication message and interact with the media and the public effectively.

¹ Youssef Mahmoud: previous reference, p. 112.

Therefore, the communication practitioner must study the audience related to the organization, whether internal or external. The audience should be categorized into groups based on different classification levels, considering the educational level, the degree of engagement in the crisis, and the type of communication medium through which messages are conveyed to the audience. Several considerations must be taken into account when preparing a crisis communication plan.

When the communication officer is involved in preparing and planning for crises, it depends on several considerations as they work within the organization and are subject to different leadership and administrative regulations within the institution. These considerations relate to organizational culture and its relationship with the internal and external environment of the organization, its connection to public relations, and the nature of the role it plays inside and outside the organization. This is in addition to the culture of the organization itself in crisis management and its willingness and ability to develop and update organizational and professional aspects within the institution.

Regarding the preparation of procedures and the content of the communication plan, the following should be considered:

- Crisis communications should be related to the structure and nature of the work and activities of the institution where the plan is applied, through a team trained to deal with crises in various communication aspects.

- The plan should be based on procedures taken to resolve the crisis, alleviate its effects, and the institution's preparedness to deal with the media, public expectations, and their attitudes towards the management style in crisis situations.
- There is a need for collaboration and solidarity between communication and public relations officers to manage crisis communications, provide solutions, establish strong relationships with the public, and maintain the institution's activity and mental image among the public.
- It is essential to have a crisis communication plan continuously available with a crisis guide for quick handling when it occurs.

The guidance manual is one of the effective procedures that help ensure the efficiency and successful management of crisis communications. Its importance is derived from the following aspects:

- It provides insights into the aspects and topics that require prompt attention, such as dealing with the media and the internal and external public.
- The crisis management team is not bound by the conditions of crisis management stages. It allows dealing with the crisis in its early stages, taking into consideration the priority list of confrontations.

The crisis guidance includes several procedures for crisis situations that may impact the organization and how to handle them through communications with the institution's audience. The crisis guidance consists of several steps when preparing it, as outlined by Bland:¹

¹ Caponigro, Jeffrey, **op.Cit**, p, 111.

- Introduction and a brief description of what crisis management expects and how to use the crisis model.
- The procedures followed and a summary of the institution's crisis management procedures.
- The crisis team, including all specialties and data about the members.
- Preparing a list of the audience, categorizing them based on their nature, and providing them with emergency contact information and other aspects related to the institution's services.
- Various types of communication messages to ensure the effectiveness of communication in crisis management.
- Resources and the establishment of a crisis center to facilitate communication procedures with the public.
- Media outlets and preparing a list of interviews with various media outlets.
- Background information about the institution, its activities, and its role in serving the community and the public.
- Important numbers, addresses, and phones.
- Any vital information such as media reports, programs, etc.

It is evident that the crisis guide includes the fundamental procedures of the crisis management plan, as it is circulated among the crisis management team for ease of reference. As for the comprehensive plan, it is positioned at the crisis management center, serving as the basis for preparing guidelines for each specialization within the crisis management team. It delineates tasks and responsibilities for each team member. Therefore, it is essential for this guide to be accessible to all members in various locations, including their homes. Additionally, it should be available within the institution, at the senior management level, and in the public relations department.¹

¹ Bland, Michael, **op.cit.** P, 48.

• **Training on Crisis Management Plans**

Training is considered one of the effective tools when planning for crises; in fact, it is one of the most impactful and measurable elements for crisis management efficiency. This strategy includes training all specializations in crisis management, including communication officers, and thus, the forms and types of training vary according to each specialization. The organization's interest in training programs and conducting experiments is attributed to several goals and benefits, including:

- Training on crisis management plans provides an opportunity to assess the institution's material and human capabilities, and its readiness to face crises.
- It contributes to reviewing and updating information and data related to anticipated crises, which represent possible scenarios.
- Reviewing the effectiveness of roles and responsibilities for each member of the crisis management team and the speed at which they are achieved.
- Training is an opportunity to introduce improvements and modifications to the crisis management plan and identify its shortcomings.

Training on crisis management and conducting experiments contributes to strengthening the organization's crisis management culture. It creates a kind of promotion and dissemination of the crisis culture among employees and other organizations. This may instill in each individual in the organization a sense of responsibility towards their organization, motivating them to boost their morale and develop a sense of professional and functional duty when facing any threat that poses a risk to the organization.

Training also helps build confidence, self-control, and the ability to confront within the crisis management team. As a result of repetitive training on scenarios of expected crises, the execution of procedures takes on a realistic form. Each team member desires to prove their competence and, at the same time, demonstrate their ability to coordinate with colleagues. Additionally, training plays a role in acquiring new managerial, communicative, and technical skills and experiences. It facilitates the emergence of unconventional solutions that prove effective when introducing improvements and modifications to the plan. When facing any crisis that requires technical skills not included in the crisis management plan, training prepares individuals to handle it effectively.¹

In order for training to be effective and distinguished, it should take various forms and methods, including:

- 1.** Conducting scientific experiments and simulating scenarios for potential crises, monitoring the methods and procedures used in managing the crisis under experimentation. Here, the public relations team is trained on information gathering methods, dealing with employees, media handling, preparing press releases and communication messages, and conducting press conferences.
- 2.** Holding training sessions and lectures, seeking the expertise of specialists and consultants in envisioning the occurrence and development of crises, and future thinking in planning for them.
- 3.** Quantitative and qualitative methods for testing crisis management plans. Qualitative methods focus on identifying strategies dedicated to crisis management and their types, while quantitative methods concern testing the social impacts of these strategies when applied to specific crises, and their acceptance by crisis managers and the public.²

¹ Shoman Mohammad Ali: previous reference, pp. 93-95.

² Ibid.: p. 95.

4. Conducting theoretical training courses on the fundamentals of crisis management and the theoretical approach in this field, along with designing crisis communication plans. Trainees are exposed to the scientific heritage with presentations of crisis models in different institutions and how to manage them.

5. Courses to equip PR professionals with the latest communication technology and innovations, and how to use them in crisis situations. This includes crafting communication messages, as well as providing PR officers with information about the organization, its environment, activities, and clients.

Therefore, training is not limited to the stage of crisis occurrence alone; it also encompasses how to deal with the crisis in its later stages. This includes intentional crises managed according to a pre-prepared plan, as well as crises without a set plan to confront them. However, the crucial aspect when conducting experiments and training on crisis management plans is to coordinate between communication plans and the comprehensive crisis management plan. This ensures seriousness, speed, and efficiency in managing crises. In this regard, Kabonjiro presented a set of requirements and elements during experiments and scenarios, including:¹

- Effectiveness of training is ensured when it includes a real crisis that the institution has previously experienced and is simulated seriously.
- Consideration of crisis scenario handling through prioritized procedures taken by all specializations when it occurs.
- Taking into account the stance of the internal (employees) and external public in its various categories during experiments.

¹ Black, Sam : **the practice of public relations**, 4th ed, butter worth Heine manne, New York, 1995, p161.

- Consideration of media interest in the crisis, conducting interviews with journalists and media personnel.
- Availability of necessary equipment, resources, and various communication devices for conducting experiments.
- Developing a comprehensive evaluation mechanism and paying attention to the suggestions of both internal and external audiences in crisis assessment.

The spokesperson is considered one of the most important elements in communication aspects, necessitating their training and preparation on how to deal with the public and media. As mentioned, training should be conducted for all specializations within the institution, considering them as complementary to each other. Therefore, it is not limited to the crisis management team alone but extends to all members of the institution. It starts with prioritizing training for the crisis team, followed by officials and senior management, and then training employees to instill a crisis culture in them. This prepares them to face any crisis that requires collective confrontation based on the scope, limits, and impact of the crisis.

6.2. Communication is at a Stage during a Crisis

This element represents the planning procedures for the crisis occurrence stage and what the communication officials in the facility execute. The procedures focus on aspects of dealing with the internal and external public in its various categories, as well as gathering information about the crisis. We will discuss these procedures as follows:

• **Dealing with the Crisis when it Occurs:**

It is assumed that the communication department has ready plans to deal with crises when they occur. These plans include all types of communications with the internal and external public, as well as the media. They also include the spokesperson who interacts with these audiences, as we have discussed in previous lectures. Therefore, the first step is to present the communication plan and prepare it for execution, given the urgency and pressure from the media and the public to know information and updates about the crisis.

When a crisis occurs, communication officials are primarily concerned with gathering the necessary and essential data about the event and implementing the prepared communication strategy for potential crises. When executing this strategy, the communication professional must ask several questions, including:

- What is the crisis? What events does it involve? What is actually happening?
- Is there an underlying and fundamental problem? What is its impact on the institution's image, activities, and audience?
- What is the level of danger and its escalation?
- What is the worst-case scenario for the crisis and how to deal with it?
- What is the real risk to the institution and its impact? What is the media coverage of the crisis and its impact on the institution's image?
- What are the public sentiments related to the crisis? What do they believe about what happened?
- When is the appropriate time to deal with the crisis stages?
- How to contain the crisis in the face of its rapid development and media coverage?

When a crisis occurs, it is essential to inform the authorities and verify the number of casualties, injuries, and fatalities in the case of crises of this nature. Additionally, ensuring the availability of relief efforts and informing the relatives of the victims is crucial.¹

Communication plays a significant role in supporting senior management by gathering data that supports the institution's stance in serving the public. It involves collecting information about the crisis in the field, analyzing the positions of the internal and external public, and media. This is achieved by studying the media releases and determining their stance on the institution. Communication professionals provide senior management and officials with updates on the crisis's developments. The effectiveness of these actions depends on the organizational relationship between senior management and public relations practitioners. Temsen and Sherman outlined several measures to be taken when dealing with crises, including:

- 1.** Identifying and understanding the facts related to the crisis.
- 2.** Distributing and organizing sources of strength in crisis management.
- 3.** Preparing and organizing pre-crisis press releases.
- 4.** Identifying the victims and their relatives.
- 5.** Identifying entities collaborating with and supporting the institution.
- 6.** Dealing with media inquiries.
- 7.** Controlling media coverage of crisis events.
- 8.** Organizing and coordinating meetings and conferences, including meetings with employees.
- 9.** Anticipating and monitoring any developments in the situation.
- 10.** Avoiding blaming the institution.²

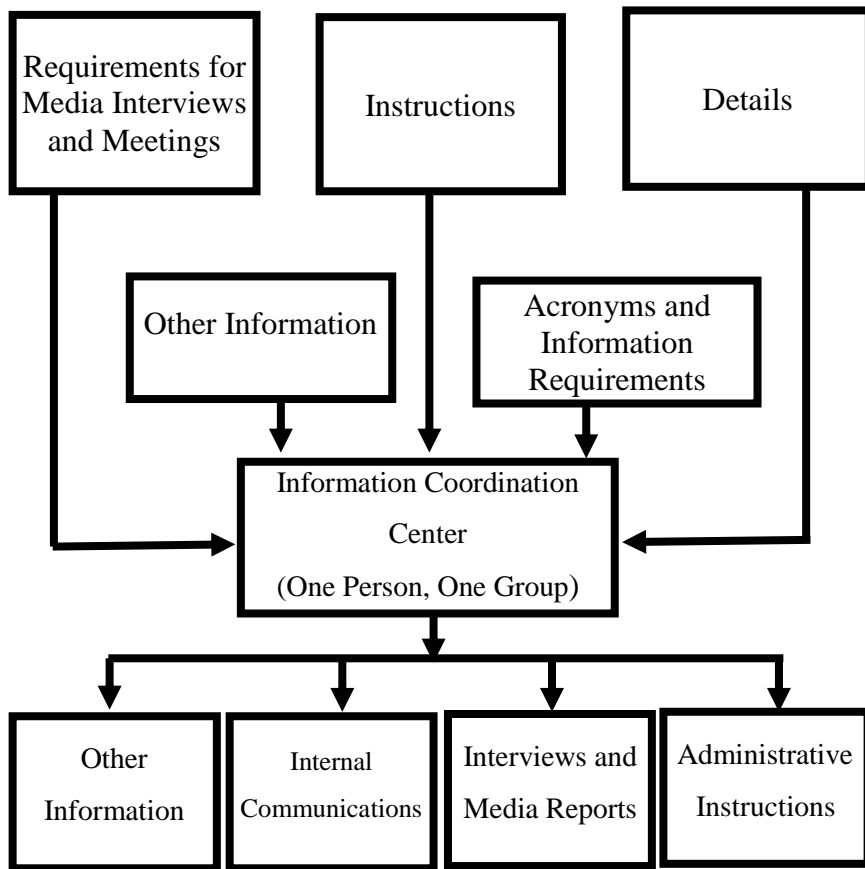
¹ Youssef Mahmoud: previous reference, pp. 122-123.

² Al-Sayid Al-Saeed: previous reference, pp. 133-134.

Naturally, when a crisis occurs, there is a challenge in the flow of information and communication. Media outlets seek the latest information on crisis developments, leading them to search for different sources for journalistic or media advantage. Therefore, information should flow through a single source representing the crisis communication center, established as soon as the crisis occurs.

The Crisis Communication Center is responsible for coordinating internal and external communications, managing interactions with the media, and facilitating the exchange of information during the crisis. Additionally, it ensures coordination between senior management and the crisis management team.

The following diagram illustrates how communications flow during a crisis:



Source: blanc.michel communication out of.macmelling
press.ltd.london.1996.p66

Figure 1: Shows how communications flow during a crisis.

The Crisis Communication Center is no longer confined to a physical location for communication between those present inside it and the crisis communication team. Instead, a virtual crisis communication center can be established through wireless communication means, mobile phones, or the internet. This allows the crisis communication team to exchange information, opinions, and press releases in written or multimedia formats. For example, in the public relations team,

specialists responsible for organizing press conferences and providing information and press releases can receive data from public relations officials present in the crisis management center. They may also obtain information directly from the incident site through the on-site public relations officer. However, the effectiveness of this process depends on the coordination between public relations team members, especially with the overall crisis management team. This is where the role of the Crisis Communication Center comes in as a central hub within the organization, facilitating coordination among all team members.

• Determine the Appropriate Communication Strategy for the Crisis:

Since communication experts began studying communication strategies, focusing on methods in public communication, they have presented several strategies continually used by communication officials in their activities. These strategies vary, including focus strategies when achieving a specific goal urgently, surprise strategy in emergency situations when managing such incidents, participation strategy between employees and management, and disappearance meeting strategy when presenting communication and public relations activities.¹

It is widely agreed that these communication strategies are prepared before a crisis occurs, tested through crisis scenarios, and involve how to deal with the crisis, the public, the quality of the discourse, and the communication message directed to the audience. Therefore, communication practitioners and institutional communicators need to provide appropriate strategies for the crisis situation.

¹ Adjwa Ali: previous reference, p. 13.

In this regard, some authors have focused on developing crisis management methods and adopting a strategic approach. They have presented a range of strategies representing therapeutic aspects in crisis communication management when it occurs. Some of these strategies address dealing with internal and external audiences, others focus on dealing with the media, and others cover legal and administrative aspects. These communication strategies have evolved to form what is known as communication models, containing various strategies that differ at different stages of crisis management. According to this evolution, authors Fitzpatrick and Rubin emphasized the integrative principle, interconnecting legal, administrative, and communication aspects. They presented four strategies involving crisis response as follows:

The First Strategy: Traditional Communication Strategy:

This strategy focuses on providing several pieces of advice for communication officials when dealing with a crisis as it occurs. It aims to assist the organization in gaining public support, rebuilding trust, achieving credibility, and interacting with the audience. This is achieved through various aspects:

- Transforming the organization's policy into a study of different issues that arise during crises.
- Examining and investigating various allegations within and outside the organization.
- Emphasizing honesty, credibility, and transparency in providing information.
- Considering the possibility of the crisis persisting and continuing.
- Establishing accurate standards and measures to gauge the crisis, its severity, and responding promptly to it.

The Second Strategy: Traditional Legal Communication Strategy:

This strategy relies on the opinions and guidance of legal advisors within or outside the organization, offering several pieces of advice in times of crisis, including:

- Avoid making any statements and refrain from comments related to the organization's laws and policies, as well as aspects of public feelings and sentiments.
- Speak as little as possible and provide the least amount of information while explaining how to communicate with the public and media.
- Deny the accusations and express frustration that such accusations have been fabricated and unjustly directed at the organization.
- Shift blame to the one responsible for the accusations and clarify the organization's position regarding them.

The Third Strategy: Mixed Communication Strategy:

This strategy combines elements from the previous two types. The organization denies the accusations and distances itself from them while expressing its displeasure at what happened to engage with the public. Simultaneously, it takes ongoing communication measures with the public during crises.

The Fourth Strategy: Transformation Strategy:

This strategy encompasses all communication procedures from various specialties, aiming to redirect the public's thoughts and attention to other aspects, pushing responsibility away from the organization, especially from external sources like the media. The strategy provides several pieces of advice, including:

- Attempting to divert media attention and public focus away from accusations and crisis situations.
- Dealing with the media and expressing frustration about accusations directed at the organization.
- Announcing that the problem has been resolved, taking actions against the accuser, who has left the organization for specific reasons.
- Focusing attention on other moral figures related to crisis management, such as spokespersons and crisis management officials.

In addition to the strategies presented by authors in public relations and communication, such as Benoit, Holaday, Hert, and others, they focused on providing strategies to repair the immediate damage to the organization's image. These strategies emphasize the quality of the messages directed towards the public. These strategies contribute to activating the role of public relations in crisis communication, especially during the execution of communication and media campaigns for a specified period. The aim is to gain public support and satisfaction, achieve a level of trust in the organization, and consequently restore normalcy and maintain a positive public perception of the organization.

- **Coordination between Internal and External Communication and those Affected:**¹

During a crisis, communication practitioners must identify the audiences representing the crisis stakeholders, whether internal or external. This is particularly crucial for individuals directly affected by the crisis who continuously need information. Therefore, when a crisis occurs, dealing with the public involves considering several aspects:

- Informing the public about the crisis, committing to delivering information, and gradually explaining the details.
- Emphasizing the concept of two-way communication by informing each audience how to contact the organization for inquiries.
- Ensuring diversity in communication channels that align with the characteristics of each audience.
- Communicating with employees and internal audiences to establish credibility in crisis management.

Scientific theories have emphasized that effective and successful public relations start from within, focusing on internal audiences. Crisis management requires strong communication with internal audiences, and public relations professionals need to identify and engage with this audience – the employees. Dealing with internal audiences is of great importance since these individuals may serve as sources for the media and personal communication channels. Relatives and families of victims often turn to them for crisis-related information. Therefore, it is crucial to provide this audience with accurate information, affirm their trust in the organization's ability to handle the crisis, and manage communication effectively.²

¹ Youssef Mahmoud: previous reference, p. 124.

² Shoman Mohammad Ali: previous reference, p. 82.

There are several aspects that emphasize the importance and necessity of dealing with employees and the internal audience when a crisis occurs, including:

- To support the organization's position.
- To avoid the spread of rumours.
- To provide credibility to the competence of the senior management in handling the crisis.
- To assist in delivering effective messages to various external audiences.
- To maintain focus on daily responsibilities and ensure business continuity.
- To ensure they maintain a positive stance with the external public.
- **Factors Contributing to the Effectiveness of Communication:**

There are many Factors help enhancing communication effectiveness include:¹

- Quick communication with the audience when a crisis occurs.
- Delivering clear messages to gain support for the position.
- Achieving a systematic and effective level of communication.
- Informing them of what is true and relevant in the communication process.
- When there is sensitive information that employees need and cannot be discussed, explaining the reasons for nondisclosure.
- Providing employees with multiple opportunities to present their questions, suggestions, and backgrounds regarding the crisis.

¹ Saeed Al-Sayid: previous reference, pp. 140-141.

- Showing interest in all employees when informing them of important crisis-related information simultaneously.
- Informing them that communication is ongoing, and they will be updated on events and developments promptly.
- Relying on a spokesperson with a high level of communication, training, and competence in dealing with the public.
- Training employees on the approach they want to take to refine their skills when addressing crisis events, allowing them flexibility in handling crises.
- **The Relationship of Communications Officials with the Media and Communication:**

Media in times of crisis can be a double-edged sword. They can either contribute to containing the crisis, avoiding its negative effects, and supporting the organization's position. Alternatively, they can cause crises for the organization through negative media coverage of the crisis, leading to credibility issues and tarnishing the public image of the organization. This can incite the public against the organization and its services. Therefore, organizations need to be attentive to the importance of preparing a communication strategy that addresses how to deal with the media. They should shift their stance from defensive and hostile to supportive and cooperative in crisis management. This involves taking a set of measures that encompass aspects of preparation and understanding the nature and position of the media concerning the organization and the crisis. We will explore these measures in the following steps:

- **Preparing for Media Interaction:**

The preparation for interviews and discussions with the media and building relationships with their representatives is typically handled by communication experts. This task becomes easier if there is authorization and freedom from the organization's side for communication planning and crisis preparation. Therefore, preparation for dealing with the media involves several procedures and rules, including:¹

- Ensuring essential information, such as phone and fax numbers for media editors, is available.
- Issuing press releases for most readable, audible, and visible media.
- Establishing a media spokesperson center to interact with journalists.
- Preparing crisis-related photographs and prints and providing them to media representatives upon request.
- Conducting interviews with media representatives through organization officials and not refusing dialogues with them.

One crucial step in preparing for media interaction is attempting to formulate and train a journalistic story that is ready before crises occur. This was presented by Bland in the following procedures:²

- Creating a set of messages directed at the public and various media outlets, considering aspects that interest the audience and addressing information gaps.
- Recognizing the importance of time and allowing more extended opportunities for story preparation to achieve accuracy and seriousness in its preparation.

¹ Youssef Mahmoud: previous reference, pp. 123-124.

² Bland, Michael, **op. cit.**, pp, 97-98.

- Providing realistic examples of tragic crises and intensifying and repeating information.
- Staying in touch with the media audience by supplying various crisis-related information.
- Measuring the level of alignment and similarity in the audience's attitudes, perceptions, and impressions of the crisis and its impact on the organization's image.
- Offering advice on crisis management and prevention methods.
- Using simple and understandable language when communicating with the public.
- Considering media interviews as golden opportunities, as they allow reaching a broader audience and ensuring the dissemination of accurate information, thus preventing the spread of rumours.

6.3. Post-Crisis Communication

The lecture addresses the actions taken by communication experts in the post-crisis phase, focusing on evaluation procedures for the roles played in crisis management. It assesses the effectiveness of the implemented plan and emphasizes the continuation of communication campaigns with the public to repair the damage to the organization's image. The procedures in this phase include:¹

¹ Al-Baz Afaf Mohammad: The role of creative leadership in crisis management, Al-Nahda Magazine, Faculty of Economics and Political Science, No. 11, 2002, p. 66.

First: The Stage of Harvesting and Measuring:

The evaluation and measurement stage is one of the effective steps in crisis management. It clarifies the strengths and weaknesses in crisis communication management and contributes to determining the following aspects:¹

- Helping identify the conclusion of the crisis stage and the transition to other, more critical issues.
- Assessing the crisis's impact on public behavior and opinions, as well as its extent on the organization and its activities.
- Using theoretical information in the measurement process to form necessary opinions and judgments for planning and forming communication strategies.

Several authors agree that the evaluation process is conducted through three steps:

1. Evaluating the team's performance to correct errors and shortcomings.
2. Assessing and reviewing the crisis plan itself.
3. Giving the crisis team an opportunity to express their feelings and opinions about the crisis situation to prepare them for handling any future crises.

The previous steps can be evaluated through a set of measures, including:²

- Assessing the benefit and importance of the plan.
- Identifying any problems and obstacles that arose during crisis management.

¹ Caponigro, Jeffrey, **Op.Cit.**, pp, 231-232.

² Al-Saeed Al-Sayid: previous reference, p. 139.

- Determining the continuity of events and the effectiveness of the actions taken.
- Assessing the team's speed in dealing with the crisis, as well as the level of trust and regularity in work.
- Evaluating the resources and facilities provided to the crisis communication team during its handling of the crisis and determining the methods for introducing improvements and modifications.
- Assessing the team's collaboration, solidarity, adherence to the chain of command, and implementation of instructions.
- Studying the cooperation between the organization and external entities such as the media, government officials, and the public, and evaluating the efficiency of communications with those entities.
- Reviewing statements and reports to determine their accuracy, importance to the public, and alignment with the crisis situation.
- Evaluating the effectiveness of public relations programs in dealing with the crisis internally among employees.
- Determining the effectiveness of rumour control mechanisms and stimulating competition within the crisis team to identify the best innovations and methods in crisis management.
- Assessing the competence of team members and the suitability and knowledge of prominent members.

In order to evaluate the crisis communication plan and the procedures followed in its management, it requires measurement methods and tools to assess its impact, how it was executed, and the public's stance towards it. Several authors have focused on these aspects and provided a set of effective methods and approaches that serve the evaluation strategy, helping to understand the effectiveness of the crisis communication plan, including:

- 1.** Conducting interviews with external stakeholders of the organization to understand their opinion on the organization's actions during the crisis and the best practices that can be used in the future.
- 2.** Conducting an internal public survey (employees) to measure its effectiveness in dealing with the crisis, the level of employee engagement in its management, their awareness of the crisis, and how they communicate with external stakeholders.
- 3.** Developing an evaluation form allowing employees to express their opinions on the best solutions and approaches when dealing with crises, and how the crisis management team handled them.
- 4.** Conducting a media survey on how the media is dealt with, its relationship with the organization, the sufficiency of information provided to it, the accuracy and speed of information delivery. The survey should also include suggestions and recommendations from various media outlets on improving the crisis communication center and ways to interact with the public and media during crises and media coverage.
- 5.** Analyzing the content of press clippings in the media to determine how the crisis is described and the media's stance towards the organization.
- 6.** Evaluating crisis management by comparing it to a similar crisis, measuring how it was handled, and making comparisons.
- 7.** Making adjustments to the crisis management plan through surveys and incorporating improvements.
- 8.** Analyzing the material impacts of the crisis on the organization to investigate the cost of an effective crisis management plan.
- 9.** Distributing material and moral incentives to employees and internal stakeholders to empower them and build confidence in facing any future crises.

Second, Monitoring the Positives, Negatives and Shortcomings:

Through the evaluation step, we can monitor the positive and negative aspects, and address and learn from shortcomings when preparing and planning for potential future crises. This is based on the fact that crises are recurring, and the end of one crisis is the planning for another. We address aspects of learning through the following:¹

- 1.** Developing effective metrics and approaches to study crises, mitigate their damages, or prevent their occurrence.
- 2.** Responding quickly and dealing immediately with the event when it occurs.
- 3.** Focusing on communication strategies.

In addition to these measures, there are lessons related to issues management and the research function in public relations practitioners:

- Identifying criticisms and shortcomings in the organization and taking necessary actions in this regard.
- Adopting effective and diverse approaches to improve relations with the public.
- Resolving problems before they escalate and expand into a broader area.

As the primary goal of crisis management is to gain the public's trust, preserve the organization's image, and contain damages, there are several strategic criteria that must be considered when planning for a crisis. These include:²

¹ Myer, kenneth: **total contingency planning for disasters**, John Wiley & sons. inc, New York and London, 1993, p, 2.

² Caponigro, Jeffrey, op. Cit, p, 10-11.

- Anticipating the crisis in advance.
- Involving the public in crisis resolution.
- Gaining the public's trust.
- Administrative evolution with technology.
- Reconciling with the media and responding to it.

It can be said that the criteria for success and the lessons learned from crisis management focus on the importance of developing pre-prepared strategic plans for crisis management. However, this depends on a crucial aspect, which is the organizational culture within the institution and its commitment to preparing and planning for potential future crises. Establishing an organizational structure dedicated to handling such tasks is essential. Studies have proven that the organizational culture becomes part of the crisis if it follows behaviours that may lead to crisis occurrence. Furthermore, studies have also emphasized that the level of control over crises is high when the management system is flexible rather than complicated.

Chapter Seven

Communication Mistakes in Crisis

7.1. Common Mistakes in Crisis Communication

The way an organization deals with emergencies and crises significantly impacts its relationship with its audience, the image it presents afterward, and its future relationship with the media. Failing to handle crises effectively can lead to unexpected negative outcomes, affecting public relations managers, eroding their credibility and jeopardizing their roles, and also influencing the organization's overall image.

Naturally, internal communication within the organization is affected by the administrative and organizational policies within which it operates. These policies may hinder effective communication tasks, and communication practitioners may fear providing any information without authorization from top management. This fear is a result of poor coordination, planning, and role delineation before a crisis occurs, precisely when media outlets are seeking information. In this regard, crisis management experts bear responsibility for various communication errors, including:¹

- 1. Withholding information and not disclosing anything.**
- 2. Lack of trust and delay in providing information to journalists.**
- 3. Justifying organizational mistakes regarding the crisis and shifting responsibility.**
- 4. Failure to cooperate with journalists and treating them poorly.**
- 5. Neglecting communication in gathering information about the crisis.**

¹ Youssef Mahmoud: previous reference, p. 124.

In the case that communication officials make mistakes when dealing with the public in a crisis situation, the following steps should be followed:

- Acknowledge the mistake in a way that does not shift the blame to the organization.
- Apologize appropriately for the situation.
- Express frustration and sorrow for what happened.
- Describe the steps and measures that will be taken to resolve the problem.
- Explain the actions that confirm the non-repetition of the crisis.
- Show apology, appreciation, and respect for the public.

To minimize the impact of crises as much as possible, organizations should embrace strategic thinking in crisis communication planning and prepare to face them through a strategic plan that encompasses all communication procedures and strategies at different stages of crisis management. Preparedness with a communication plan significantly reduces confusion, bewilderment, and errors when a crisis occurs. The communications and public relations team is expected to conduct multiple tests and scenarios for potential crisis situations before facing an actual crisis. This allows for innovation, creativity, and development in crisis management aspects.¹

¹ Al-Badi Mohammad: Public Relations and Senior Management Functions, Cairo, Dar Al-Maaref, 1992, p. 2

7.2. Factors Affecting Crisis Management Communication

The success of communication in crisis management depends on various aspects, including those related to the organization, its senior management, communication professionals, and their culture in crisis management. These aspects are as follows:

- **Organizational Communication Culture in Crises:** This defines the organization's focus on crises and its interest in planning programs. If the organization values crisis preparedness, it also emphasizes the role of communication when planning for crises, offering proposals on how to manage them. This culture forms the foundation for all actions taken in crisis planning and execution.
- **Organizational Positioning of Communication:** The communication units are influenced by internal events within the organization and its various departments, including decisions, responsibilities, and the extent of senior management's trust in communication by assigning responsibilities. Communication is a subsystem within the general framework of the overall organization, and thus, surrounding entities affect the decisions, policies, and activities of communication and public relations units.
- **Efficiency of the Organizational Communication Unit:** This involves the level of experience in dealing with crises, which may be a barrier for communication professionals when planning for crises. It also depends on the responsibilities assigned to them by the management. Crisis management requires highly experienced and competent managers utilizing strategic management principles.

- **Diversity and Multiplicity of Crises Faced by Organizations:** Different crises vary in their intensity, causes, and, consequently, the response strategies. Appropriate plans for each type of crisis and their alignment with the ambiguous crisis situation are necessary. These plans need to be integrated, coherent, and capable of achieving the highest levels of crisis management success.¹
- **Centralization of Management, Planning, and Decision-Making:** Where senior management is responsible for all administrative and communication aspects in crisis situations. Therefore, communication does not have the authority to act or take actions in crisis management when it occurs unless explicitly authorized by senior management. This is contingent on aspects of coordination, planning, and preparedness before the crisis situation.

7.3. Forward-Looking Trends of Crises

Future trends should leverage the advancements in modern communication technology, which have evolved in recent years. These trends are oriented towards developing communication strategies, engaging with the public, and fostering interaction and knowledge exchange among different segments and institutions. This evolution is represented by the technology of communication via the international information network, the "Internet." Professionals and practitioners in crisis and disaster situations use this technology to achieve effectiveness and speed in communication, transferring crucial information, ensuring dialogue exchange, and providing direct and rapid responses to information sources. The user becomes both a sender and receiver simultaneously during a crisis.

¹ Al-Tayeb Hassan Absher: Disaster Management, 1st edition, Med Light Limited, London, 1992, p. 122.

The use of the Internet in crisis and disaster management is a recent trend adopted by various Western institutions. They have shown interest in and demonstrated its effectiveness in this regard. This is attributed to their focus on implementing modern studies and research in communication in general and crisis management in particular. It also reflects their organizational and administrative focus, working according to the principles and strategies of this field. This is in comparison to local institutions that are striving to overcome their limitations and starting to contemplate how to face crises and emergency situations due to their continuous exposure to various types of crises.

As a summary of the lecture, it included a set of fundamental procedures adopted in the stages of crisis management planning before, during, and after its occurrence by the institution and its communication and public relations officials. These procedures are as follows:¹

- Selecting and preparing a crisis management team consisting of various specialties within the organization, including communication and public relations officials, to manage communication procedures when crises occur and prepare for them beforehand. In this context, the communication management may establish an internal team of public relations officials to handle the assigned procedures, such as dividing them into teams responsible for internal and external communications and information gathering.

¹ Al-Saeed Al-Sayyid: previous reference, p. 138.

- Establishing a fundamental database about the internal and external environment of the organization, including laws, employees, activities, past crises, or similar institutions in the same field. This database should also include the organization's primary audiences, other external entities such as media outlets, officials, and supporting government agencies involved in crisis management, as well as data related to the crisis management team.
- Identifying the types of crises and potential risks through anticipation and visualization based on the nature of the organization's activities and the types of crises it may face. These crises are then categorized in a matrix based on severity, intervention level, and response degree, with each scenario labeled as a "crisis scenario."
- According to the types of crises, determining target audience categories and communication tools and channels.
- It is crucial to seek the expertise of specialists and consultants when managing crisis communications, as they possess the ability to anticipate and visualize the types of crises, develop appropriate procedures for handling them, and have diverse communication, managerial, and knowledge skills.
- Designing and preparing a written plan for crisis communication, which is part of the comprehensive crisis management plan. It includes communication procedures with the internal and external audience of the organization.
- Among the most important actions is focusing on training and conducting practical exercises for crisis management plans. This allows for evaluating the effectiveness and suitability of the plans for various emergency situations, introducing improvements, or developing a new plan if necessary. It also enables the assessment of the crisis management team's ability to handle crises, innovate in managing them, and identify outstanding human resources in this regard.

- Dealing with the crisis immediately upon occurrence, collecting information to determine its dimensions, notifying officials, and monitoring the development of events to understand the public's trends and stance towards the organization. This includes monitoring media coverage of the crisis and the responsible institution.
- Conducting communications with the public by choosing appropriate strategies for each audience, which involves determining the content of the communication message presented to the public by either public relations or other entities within the crisis management team.
- Managing communications with the internal audience (employees) of the organization and the necessity of informing and updating them on all developments in the crisis events. This ensures that they are knowledgeable and aware of what is happening, guaranteeing their ability to take a positive and supportive stance towards the organization.
- Managing communications with the media, external audience, victims' families, and supporting entities in crisis management. Public relations professionals typically handle interactions with journalists by providing them with information and press releases. They may also organize press conferences after obtaining approval from the organization's top management.
- Evaluating the procedures implemented during the crisis, whether existing in the communication plan or those taken in response to the crisis, ensuring their suitability for the crisis situation. Consequently, identifying positive and negative aspects and addressing shortcomings to avoid them and introducing modifications to the plan or designing a new one if it proves inadequate.

- Evaluation requires adopting various methods and means to measure the effectiveness of the procedures the organization followed during the crisis. This includes conducting surveys on the public, using interviews and questionnaires, analyzing the content of media coverage of the crisis, and assessing the impact and reflection on the public.

Finally, communication errors that occurred during the crisis are identified, and efforts are made to exclude them from the communication plan. This involves acknowledging the positive aspects and identifying any missing procedures in the plan. Subsequently, a new plan is developed that is suitable for future crisis situations. Additionally, communication and media campaigns are continued to raise awareness of the reasons behind the crisis and the corrective and remedial measures taken by the organization. The goal is to rectify the public's perception of the organization and create an impression of the organization's commitment to addressing the issues.¹

¹ Wehbi Sahar: Research in Communication, 1st edition, Cairo, Dar Al-Fajr for Publishing and Distribution, 1992, p. 123.

Conclusion

From the aforementioned, we can say that crisis management involves the organization's ability to perceive current and potential risks and threats, working to avoid or minimize their negative impacts to restore balance to the system as quickly as possible. It includes resuming activities, extracting lessons learned to prevent the recurrence of the crisis, or improving future crisis management approaches, and capitalizing on the opportunities it presents. Some organizations may resist the concept of crisis management due to the inability of senior management to assess the severity of the situation and the existence of human errors that management is often willing to conceal. Additionally, the ongoing pressures from stakeholders cannot be ignored when senior management makes critical decisions to address the crisis.

Reference List

1. Abbas Rashad Al-Ammari: The most appropriate method for coordination between the armed forces and the main state agencies to confront national disasters, Center for Strategic Studies, Cairo 1993.
2. Adel Sadiq Mohammad: previous reference.
3. Adjwa Ali: previous reference.
4. Al-Badi Mohammad: Public Relations and Senior Management Functions, Cairo, Dar Al-Maaref, 1992.
5. Al-Baz Afaf Mohammad: The role of creative leadership in crisis management, Al-Nahda Magazine, Faculty of Economics and Political Science, No. 11, 2002.
6. Al-Hamalawi, Mohammad Rashad: Crisis Management: Local and International Experiences, 1st edition, Cairo, Ain Shams Library, 1993.
7. Al-Saeed Al-Sayid: Crisis and Disaster Management Strategies, Dar Al-Ulum for Publishing and Distribution, Cairo, 2006.
8. Al-Tayeb Hassan Absher: Disaster Management, 1st edition, Med Light Limited, London, 1992.
9. Black, Sam : **the practice of public relations**, 4th ed, butter worth Heine manne, New York, 1995.
10. Bland, Michael, **op. cit.**
11. Burnett, j: **a strategic approach to managing crisis**, pub relations review, 1998, vol.24, no.4.

12. Caponigro, jeffrey, **the crisis counselor: a step by step guide to managing a business crisis**, contemporary books, 2000, New York.
13. Farid Kariman: Evaluating the efficiency of communications in crisis management, Egyptian Journal of Media Research, No. 6, 1999.
14. Gottschalk, jack: **crisis response in side stories on managing image under siege**, ink press, 1993, London.
15. Hadeer Mohammad: Media and Communication Crisis Management, Master's Thesis, Media and Communication, University of Algiers, 2004-2005.
16. Hassan Mohammad Wagih: Negotiation and Crisis Management, first edition, Dar Al Mahrousa for Publishing and Printing, Cairo 1997.
17. Jack Karta and Michael K ; **Lindell planning for uncertainty the case of local Disaster planning** journal of the America planning Association Vol. 53Aug 1987.
18. Jamal El-Din Ahmed Hawash: The role of the tasks of the Egyptian Armed Forces and their relationship with the rest of the state agencies in managing crises at the national level, unpublished doctoral dissertation, National Defense College, Cairo, 1994.
19. Kitchen, Philip: **public relations principles and practice**, international Thomson publishing company, New York, 1997.
20. Laurance barton; **crisis management planning; the use of scenario based planning for management excutives**, las Vegas; university of Nevada, 1991.

21. Mohammad Shoman, Crises and Their Types, article published on the following website: <http://www.suhuf.net.sa>, dated 10/10/2023.
22. Mohammad Shoman: Media and Crises: A Theoretical Introduction and Practical Practice, Dar Al-Kutub Al-Ilmiyyah, Cairo, 2002.
23. Mostafa Alawi: Egypt's international behavior in the May 1967 crisis, unpublished doctoral dissertation, Faculty of Economics and Political Science, Cairo University, 1981.
24. Myer, kenneth: **total contingency planning for disasters**, John Wiley & sons. inc, New York and London, 1993.
25. Okil Nessima: Financial crises and the possibility of preventing them and mitigating their effects, PhD dissertation, Faculty of Economics, University of Algiers, 2007/2008.
26. Pines, wayne: **myths of crisis management**, public relations quarterly, vol.45, no.3. 2000.
27. Rasem Mohammad Al-Jamal and Khairat Moawad Ayyad: Public Relations Department, Media Library, Egyptian Lebanese House, 2005.
28. Rasem Mohammad Al-Jamal and Khairat Moawad Ayyad: Public Relations Department, Media Library, Egyptian Lebanese House, 2005.
29. Ried, janine : crisis management: **planning and media relations for the design and construction industry**, John Wiley& sons, inc, New York and London, 2000.

30. Robert F. Little John, **Crisis Management: A team Approach**, new York ama, management briefing.
31. Salah Abbas: Crisis Management in Commercial Establishments, University Youth Foundation, Egypt, 2002.
32. Sherif Mona: Crisis Management: The Means to Survival, Cairo, 1998.
33. Shoman Mohammad Ali: previous reference.
34. Wehbi Sahar: Research in Communication, 1st edition, Cairo, Dar Al-Fajr for Publishing and Distribution, 1992.
35. Williams, David & olaniran, bolanle: expanding **the crisis planning: introducing elements of risk communication to crisis communication practice**, pub relations review, vol.24, no.3, 1998.
36. Youssef Mahmoud: Studies in Contemporary Public Relations, Cairo, Faculty of Information, 2002.

