# Phase 3 Facilitator Guide – Media / Communications Team

## Phase Overview: Full Crisis Realised (T+60 to T+90)

In Phase 3, the crisis becomes highly visible. Media must now manage live requests, coordinate closely with Legal and Executive, and ensure message control. Misalignment here can escalate reputational harm rapidly. A prepared and measured public-facing response is essential.

This phase tests:

* Live media management
* Holding statement updates
* Message discipline under pressure

## Injects Relevant to Media

### P3-1 (T+60 to T+70)

**INJ010E:** Media team asks Exec for direction on public radio draft

**Facilitator Notes (P3-1)**

* Media should refine language in line with Legal advice
* Alignment with CEO talking points is critical
* Prompt:
  + "Have you aligned this statement with Legal and Exec guidance?"
  + "What’s your contingency if the CEO is unavailable or delays?"

### P3-2 (T+70 to T+80)

**INJ011E:** Union tweet escalates narrative – mentions ‘sabotage’

**Facilitator Notes (P3-2)**

* Narrative response coordination becomes essential
* Media must anticipate journalist follow-up
* Prompt:
  + "Have you coordinated the narrative pushback with Legal and Exec?"
  + "Is your holding statement still valid under the new pressure?"

### P3-3 (T+80 to T+90)

**INJ012B:** Second CEO media request  
**INJ012E:** Journalist camera crew at the gate

**Facilitator Notes (P3-3)**

* The team should be ready with a final, approved message
* Expect clear decision on CEO visibility and public stance
* Prompt:
  + "Is the final version of the CEO message cleared and ready?"
  + "Do you have a plan for press engagement outside the gate?"

## Media Role Expectations

* Finalise and disseminate CEO-aligned message
* Coordinate press logistics and expectations
* Control internal and public narrative

**Key Policy References:**

* Crisis Comms SOP – Section 6
* External Media Handling Guide

## Media Decision Point – Phase 3

**Decision: Finalise and Release Updated Holding Statement / CEO Position?**

|  |  |  |  |
| --- | --- | --- | --- |
| **Option** | **Description** | **Implication** | **Score** |
| ✅ Release aligned message, brief CEO | Controlled | Ensures unified voice and media preparedness | +10 |
| ⚠️ Delay and prepare additional response | Conservative | Buys time, but risks narrative takeover | +2 |
| ❌ No comment or uncoordinated response | Risky | Appears evasive or reactive | -7 |

## End-of-Phase Checkpoint Prompt

At or near **T+90**, facilitator should ask:

"Media team — has your messaging been updated and aligned with Legal and Executive? Are you ready for on-site press engagement and live questions?"

Ensure message control is locked in and press plans are clear.

## Tip for Facilitator

If Media is unsure:

* Point to INJ012E (press crew present)
* Ask if holding statement has been reviewed in last 10 mins
* Confirm they've followed the External Media Handling Guide

#### End of Phase 3 – Media / Communications Team Facilitator Guide