

REPHRASE THE MAIL

Q1: Henry's opening line suggests frustration that the error has only just come to light - even though you told him almost as soon as you found out. How do you want to respond? - **Say that you'll check why the issue wasn't identified sooner**

Q 2: It sounds like Henry has personal worries today, alongside the professional issues. Do you want to acknowledge that? - **Ignore it - just say you can speak later when he's free**

Q 3: Henry wants to take the website offline completely, even though the problem seems to be focused on a single complaints category and you've already suspended outbound payments for claims which include items in that expense category. What do you want to do? - **Politely challenge him - point out the PR implications, and suggest suspending all payments**

Q 4: Your attempt to calm his worries by estimating the potential size of the issue seems to have backfired; Henry's confused by your methodology. What's the best response? - **Explain it - 50% was your estimate of the absolute worst-case scenario**

Q 5: Henry asked you to contact Beth, the Media Relations team leader, to line up support in case it's needed. You don't know her, but it turns out to be a moot point; she's on leave today. Her deputy, Kenneth, answers the phone. How do you want to handle this? - **Delay the conversation - ask Kenneth if you can talk to him later in the day**

Q 6: At the end of his email, Henry mentions your Managing Director, Jane Harrington. With everything that's been going on, you've not had time to call her - and when you try now, it goes to voicemail after a couple of rings. What do you want to say to Henry? - **Promise that you'll get Jane up to speed, and that she'll be closely involved in sorting this out**