

Layering Solutions: What Tiramisu Teaches Us About Crisis Communication



Chef of the day

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The Recipe for Crisis Communication

Ladyfingers = Foundation → Clear communication channels

Coffee = Alertness → Situational awareness

Mascarpone = Core message → What holds everything together

Cocoa = Stakeholder trust → The final 'look' the public sees



Instructions:

Prepare your tools/communication channels
(emails, website, social media, mailing list/contacts list)
ready to serve updates freshly squeezed.



Transparency enhances the whole mix

Tiramisu needs a transparent container because its layers

should be fully visible outside. You start from eyes enjoying the pleasure. Transparency means creating a culture where people feel safe sharing their thoughts, even the tough ones. **Share what you know, what you're doing, and what comes next.**



Mix Immediate Acknowledgment

with a quick, honest **“Yes, we’ve detected a cyber threat”!**

This forms your base layer, setting trust early.

Savoardi (Lady fingers) biscuits

As a foundation, you need a **solid preparation** but smooth enough to melt with other ingredients. You know it’s there, but you don’t feel it anymore.

Coffee (espresso)

Bitterness and energy of caffeine to compensate the creamy sweetness of mascarpone cheese. Plunge biscuits into **diversity of a team**: age, sex, nationalities, experiences.

Multidisciplinary approach is what works better.

Coffee powder is a mix of different coffee beans. That’s why it’s so special.

Find the most suitable and responsive!

Stir Verified Facts

gently, avoiding speculation. This keeps your message firm and credible, like the perfect mascarpone cream.

Separate yolks and mix with sugar.

You have to stir, but not too much.

Otherwise, **your cream “will get crazy”. A bit of pressure is useful to achieve goals, but balance and moderation are crucial to avoid craziness in the middle of a crisis**

Egg whites

You need to whip them, until they are strong and white to the point you can't distinguish them from whipped cream: you put a teaspoon inside and it won't fall.

Secret ingredient: a pinch of salt (open communication).

Foster an environment where information flows freely, like air incorporated in eggs white.



Layer Preparedness and Monitoring

in between, ensuring your response stays smooth and can adapt if new ingredients (facts) come up.

Accountability isn't about pointing fingers; it's about helping each other improve. So let's use fingers to dip into the cream to taste it and improve it. Like we grow from our mistakes. Layer by layer.

Chill with continuous evaluation and improvements, so your recipe gets better each time.

A dash of Timely Updates, don't let the message dry out. Regular communication keeps your audience engaged and calm.

Sprinkle Empathy Essence

generously. Recognize concerns and fears to add warmth and human connection.

We carefully incorporate the whites stiff to the cream. Lot of empathy is required in this step to don't dismantle them: we do it bottom up, without stirring.

Active listening and emotional support are the secret to the supreme quality of cream.

Empathy is about feeling what others feel, a deep understanding from their perspective. Be the cream which wants to keep its genuine texture even mixed with others.

Garnish with Stakeholder Trust

the ultimate reward for a well-executed crisis response.

Recognition is like cocoa powder on the top of tiramisu: a celebration of both individual and team accomplishments. Trust thrives when people feel valued and their contributions are recognized. Not just the end results, but the effort behind them.



Step 1: Prepare Before the Crisis

Like chilling the bowl before whipping cream:

- identify and train spokespersons
- draft templates and holding statements
- identify risks early



Step 2: Act Quickly

Like dipping ladyfingers briefly in coffee (too long and they get soggy):

- Respond promptly
- Avoid overloading with unnecessary info
- Maintain control of the message

Add layers of Consistent Messaging across all channels, so every bite (message) tastes the same no matter where your audience receives it. Now we add mascarpone cheese to yolks.

The creaminess is served, with reliability and predictability.

Deliver on promises consistently: when people know they can count on each other, trust naturally builds. Establish recipes (routines and processes) that make reliability second nature.

Step 3: Keep Layers Balanced

- Ensure consistency across platforms
- Coordinate internal & external communication
- Avoid 'too much' → keep the message simple

Sharing is... yummy!

If you made the effort to cook, you don't want to eat all alone! Teamwork and mutual support will balance competition with cooperation, hopefully even among different institutions.

Enjoy serving this to your audience and stakeholders.

It's the recipe for resilience in the face of cyber threats!



Do you know what “tiramisù” means in Italian?

It’s “lift me up”! The perfect way out from a crisis. If all these ingredients are combined in the right way and with the right proportions, trust becomes the natural outcome.

And you will gain. Trust... and maybe also some weight! 😊



Ingredients

Transparent container (Be Transparent)

- 1 cup *Immediate Acknowledgment* (Be First)
- 2 cups *Verified Facts* (Be Accurate)
- 1 tbsp *Empathy Essence* (Be Empathetic)
- 3 tbsp *Consistent Messaging* (Be Consistent)
- A dash of *Timely Updates*
- Layers of *Preparedness and Monitoring*
- Garnish with *Stakeholder Trust*



Questions?

Crisis communication = right ingredients, layered correctly, at the right time.

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for full tiramisu recipe & crisis communication plan!

