COVID-19
COMMUNICATION
REPERTOIRE

Resources for
Communication
Professionals

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The **COVID-19 Communication Repertoire** features research and evidence-based information, as well as other resources to help communication professionals better understand and plan strategically for the COVID-19 crisis.

The Repertoire is updated on a regular basis, and provides content from professional and academic sources, as well as from selected agencies.

Last updated: September, 2020

About IC Kollectif

IC Kollectif is an award-winning nonprofit dedicated to internal communication as a strategic management discipline. The independent organization is based in Montreal and publishes reliable research-based and evidence-based content. Communication professionals and academics from more than 165 countries download our free publications, read our blog, and benefit from the multiple resources available on our website. Visit our website at ickollectif.com.

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COVID-19 TOPICS

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COMMUNICATION MANAGEMENT IN TIMES OF COVID-19

External & Internal Communication

Covid19Communications.ca
Audrey Wubbenhorst, Research Project funded by Humber College's Office of Applied Research & Innovation (ARI), July 2020
Covid19Communications.ca is an informational website documenting organizational responses to the 2020 COVID-19 pandemic. The case studies provide open educational resources for students in business, PR, marketing, and communications classes for Fall 2020, and beyond. Also relevant to communication professionals.

COVID-19 recovery communications resource
UK Local Government Association, August 2020
the LGA has produced a recovery communications resource intended to support councils to plan for and think strategically about communicating the move towards recovery. It provides practical guidance and advice, building on the lessons learned during the response phase.

Leadership Perspectives: Leading and Looking Ahead Through COVID-19
The Institute for Public Relations and Peppercomm, July 15, 2020
This e-book features 30 profiles and interviews with communication executives and senior leaders from corporations, public relations agencies, nonprofits, and universities. The 114-page publication is focused on key topics affecting the public relations industry while looking ahead to the future of public relations and communication.

Topics include:
• Impact of COVID-19
• Return to work
• Future of business and the industry
• Diversity, equity and inclusion initiatives and the impact of Black Lives Matter protests
• Internal Communication
• Corporate purpose

Topic briefs are also available to download: Corporate Purpose , COVID-19 Response, Diversity Equity and Inclusion, Future of Business, Internal Communication, and Return to Work

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COMMUNICATION MANAGEMENT IN TIMES OF COVID-19

External & Internal Communication

Remaining Relevant Amidst a Global Health Crisis- Part 5
W2O Group, May 20, 2020
The W2O Group's Corporate Relevance Report covers activity between January 1, 2020 - May 13, 2020 and tracks how COVID-19 has impacted organizational relevance. The fi!h iteration of this report updates the previous four COVID-19 Relevance Reports and examines first movers, fast followers, dormancy, latency, and inconsistency as determinants of relevance.

Recovery Communication Readiness Assessment Guide
Amanda Coleman Communication, June 2020
A guide for businesses and communication professionals preparing to move into after a crisis. Get in touch with the author for more info.

Crisis and Emergency Risk Communication as an Integrative Model
Barbara Reynolds, Ph.D., and Matthew Seeger, Ph.D, April 7, 2020
The researchers developed a model of communication known as a crisis and emergency risk communication (CERC). The model merges many traditional notions of health and risk communication with work in crisis and disaster communication. The CERC model is presented as a tool that health communicators can use to help manage these complex events.

COVID-19 workforce planner, *CIPD*
An interactive COVID-19 workforce planner to help navigate the complex workforce planning decisions decision-makers and communication professionals make in light of a reduced workforce need during this pandemic. This tool includes a simple-to-use interface.

Guide: Communicating in the Coronavirus (COVID-19) crisis – tips for professional communicators
CIPR Local Public Services Communications

Guide: Crisis communication debrief and review during a crisis
CIPR Local Public Services Communications

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External & Internal Communication

The COVID-19 Emails: Set a Strong First Impression in the Net Impression of Crisis Response
Ron Culp, Steve Johnson, May 6, 2020
The authors analyzed 100 COVID-19 related emails from companies. They found COVID-19 related emails – like all crisis and issues communications – needs to reflect four critical elements: empathy, actions, cooperative efforts, and resolve.

An Analysis of 150 Brand Messages In Response To COVID-19
Rbb, May 6, 2020

Aflac CCO Looks to Real-Time Communications During COVID-19
Catherine Hernandez-Blades, April 29, 2020

Benchmarking Survey: 50 organisations across APAC on communicating COVID-19
Andrews Partnership, April 2020
How 50 organizations across APAC have been managing the crisis, covering lessons learned and their use most powerful of communications.

Advice and Perspective on COVID Crisis Management from Leading Communicators,
Rob Flaherty, March 20, 2020
The author moderated a discussion among more than 100 leading chief communications officers and agency leaders to find out how companies are and should be responding to COVID-19. This post summarizes the conversation.

Wise words for troubling times: people first, behavior matters, and silver linings
Echo March 2020
Five questions around reputation management and corporate comms.

Coronavirus PR research: The fine line between getting COVID-19 comms right and wrong
Unhooked Communications

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External & Internal Communication

COVID-19: How businesses are handling the crisis
The Institute for Public Relations and Peppercomm, March 12, 2020
For this global study, 300 communication executives and senior leaders were surveyed to find out how their companies were faring in the COVID-19 pandemic. The report looks at what sources they trusted, how prepared they were for the crisis, and what their businesses are doing to fight against the outbreak and resulting panic.

Crisis Communication Resource Guide: Coronavirus Disease 2019 (COVID-19)
The Communications Network developed the Coronavirus Crisis Comms Triage Kit with a crowdsourced, collaborative document offering best practices, advice, webinars and more. This guide is part of resources provided via a Google Sheet with COVID19 COMMS4GOOD Resources, Examples, and Best Practices with more crowdsourced examples from the field, including "How to communicate clearly and effectively about COVID-19."

Coronavirus Resources
Page Up introduced a series of Issue Briefs (first brief here) designed to help practitioners stay on top of emerging issues and what other members are doing to address them. Additionally, they have compiled this shared drive with Coronavirus resources.

Coronavirus Lessons from Levi's, Page Society

Managing Communications in a Continuing Crisis
James S. O'Rourke, IV, Ph.D. University of Notre Dame
Three key concepts and ten best practices to successful communication in a continuing crisis.

Six steps for companies to navigate the pandemic and thrive in the future
Margery Kraus, May 8, 2020

An Analysis of 150 Brand Messages In Response To COVID-19
Rbb, May 6, 2020

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COMMUNICATION MANAGEMENT IN TIMES OF COVID-19

External & Internal Communication

Aflac CCO Looks to Real-Time Communications During COVID-19
Catherine Hernandez-Blades, April 29, 2020

Recordings
Managing Communications in a Time of Crisis: Learnings From the Impact of COVID-19, *PRSA*

Crisis communication at the coalface*, AB, with guest Amanda Coleman*

Health and Crisis Group Event: Communicating in a COVID-19 world, *PRCA*

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COMMUNICATION MANAGEMENT IN TIMES OF COVID-19

Internal Communication

A Crisis Within A Crisis: When Employee Engagement is Too Little Too Late
Laura Lemon, Ph.D., University of Alabama, *August 20, 2020*
COVID-19 changed the way we work and live, requiring organizations to shift, change and adapt normal business practices to simply survive. It was the crisis we didn't anticipate that will have implications for years to come. One of those implications is employee engagement.

Do Remote Employees Prefer Different Types of Appreciation Than Employees in Face-to-Face Settings?
Paul White, Ph.D., Appreciation at Work, August 12, 2020
The proportion of remote workers in America continues to increase every year. Research has demonstrated that feeling appreciated in the workplace increases employee engagement, reduces turnover and increases profitability. The current study aims to determine if remote workers differ in the manner they prefer to be shown appreciation.

COVID-19 and the Employee Experience: How Leaders Can Seize the Moment
Jonathan Emmett, Matt Schrimper, Alexandra Wood, and Gunnar Schrah, McKinsey & Company, July 31, 2020
How COVID-19 is affecting employee engagement and well-being, and how leaders can help their employees succeed in this new environment.

COVID-19 Impact on Employees: Segmentation Research, Insights, Considerations
W2O, July 23, 2020
Amidst the COVID-19 pandemic, W2O sought to better understand its impact on employees, with a specific focus on people going back to a physical work environment. The research is meant to identify employee segments / personas and the reactions to a next normal in the COVID situation.

The Importance of Helping Employees Thrive in a Post-COVID-19 World
Patrick Thelen, Ph.D., Institute for Public Relations, July 17, 2020
This is a compilation of recent research determining how employers can help their employees during COVID-19 and beyond. Research shows that employees across the globe have experienced an increase in working hours since the beginning of the pandemic. A concept known as "employee thriving at work" may help in the effort to avoid employee burnout.

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Leadership Perspectives: Leading and Looking Ahead Through COVID-19
The Institute for Public Relations and Peppercomm, July 15, 2020
This e-book features 30 profiles and interviews with communication executives and senior leaders, looks at internal communication and other topics.

How the Pandemic Has Altered Expectations of Remote Work
Morning Consult, July 8, 2020
This report examines the preferences for remote work, returning to the office, and implications from increased remote work among adults who are currently working remotely and those who are able to work remotely. The online survey was conducted between June 16-20, 2020 among 2,200 U.S. adults.

Possible Scenarios for the Future of Offices, Commuting, and Cities
Salesforce Research, July 2, 2020
Salesforce Research explored how workers view the prospect of returning to normalcy and what their employers can do to keep them safe, calm, and productive.

How Do Organizational Resilience and Employee Work-Role Performance Affect Internal Crisis Communication
Young Kim, Ph.D., Marquette University, July 6, 2020
Young Kim, Ph.D., explored positive outcomes of organizational resilience in demonstrating how resilient employees can support an organization by adapting to and initiating changes during the post-crisis recovery period.

Employee Trust Transforms During COVID-19: How to Cultivate Higher Levels of Trust
Orangefiery, May 11, 2020
An online survey among 469 U.S. employed adults examining changes in trust due to the COVID-19 pandemic.

Working During COVID-19: U.S. Employees Embracing Remote Work Study
The Grossman Group, Study conducted April 27 - May 1, 2020

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Internal Communication Experience of Employees and Management During the COVID-19 Crisis
UCLouvain and Moodfactory, May 2020

The worldwide survey looks at how employees and managers experience internal communication during the COVID-19 crisis. This report is focused on the lockdown period. The results for Belgium were released earlier and are presented in this article, and also in this other article.

How COVID-19 is Forcing CEOs to Rethink the Importance of Internal Communications
Gary Grates, April 28, 2020
How employee behavior, trust, and engagement are critical to organizations and to society as a whole.

The effects of COVID-19 on internal communications
The Italian Internal Communication Association, April 23, 2020
Heads of Internal Communications of some medium-large Italian companies shared the reality of COVID-19 comms that they are experiencing in their companies. The results are illustrated in this infographic. Read the article here.

How COVID-19 is Forcing CEOs to Rethink the Importance of Internal Communications
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Remote Teams Toolkit #4: What COVID-19 Can Teach us About Diversity
Integral Communications Group, April 20, 2020
This toolkit offers a conversation guide for people managers. It addresses the ways that DE&I will shape strategic decision making, not only during today's crisis but as COVID-19 continues to change the future of diversity in corporate America. Previous toolkits by Integral Communications Group :

- Remote Teams Toolkit #3: Empathy in the time of COVID-19
- Remote Teams Toolkit #2: How to get leadership out in front of business change
- Remote Teams Toolkit: How to stay connected and collaborative during COVID-19

Special Report: How Companies Are Engaging Employees During COVID-19
The Institute for Public Relations and Peppercomm, April 20, 2020
Communication leaders were surveyed to determine how their companies are communicating internally around COVID-19. A webinar is also available here.

Wartime Leadership Communication: How Should CEOs Communicate During the COVID-19 Pandemic?
Dr Rita Linjuan Men, April 17, 2020
This article is based on a literature review of 21 academic studies on CEO/ executive leadership communication followed by a textual analysis of 12 published industry studies related to organizational and leadership communication during the pandemic. It identifies themes that concurred across these academic and professional studies, which may provide some insights for CEO communication during the COVID-19 pandemic.

Guide: Communicating the death of a colleague, elected representative or volunteer from Coronavirus (COVID-19)
CIPR Local Public Services Communications

IoIC Survey
Institute of Internal Communication, April 15, 2020
This survey looks at how IC practitioners are tackling the challenges around communicating COVID-19.

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Report - COVID-19 and the American worker
KPMG, April 2020
The KPMG American Worker pulse survey explores what workers are telling us about where they are struggling, and what companies should do next.

Helping Others and Feeling Engaged in the Context of Workplace Flexibility: The Importance of Communication Control
Claartje ter Hoeven, Ph.D., and Ward van Zoonen, Ph.D., April 10, 2020
Through a two-wave survey, the authors analyzed 329 responses of Dutch employees to examine the relationship between workplace flexibility, helping behavior, and work engagement.

Leadership Communications During COVID-19
Orangefiery, April 3, 2020
The survey looked at how the COVID-19 pandemic was impacting organizations and their communications practices, what kinds of communications organizations were utilizing, and what were the employee expectations for future communications.

A Communication Checklist for COVID-19
ROI
This checklist is based on communication strategies used in some companies to navigate the crisis.

Guide on Communicating with Furloughed Employees
CIPR Inside has created a short guide with some advice on how organisations should manage their communication with furloughed colleagues.

Mapping the COVID comms curve. A practical worksheet for IC and HR
Using the experience of global employees further along the COVID curve, Scarlettabbott mapped the potential communication phases for IC and HR. The planner contains sample messaging and responses for phases over a period of weeks, with space for your own mapping tailored to your organization.

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THE RETURN TO WORK

COVID-19 recovery communications resource
UK Local Government Association, August 2020
the LGA has produced a recovery communications resource intended to support councils to plan for and think strategically about communicating the move towards recovery. It provides practical guidance and advice, building on the lessons learned during the response phase.

Leadership Perspectives: Leading and Looking Ahead Through COVID-19
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How the Pandemic Has Altered Expectations of Remote Work
Morning Consult, July 2, 2020
The online survey, conducted between June 16-20, 2020 among 2,200 U.S. adults, examined the preferences for remote work, returning to the office, and implications from increased remote work among adults who are currently working remotely and those who are able to work remotely.

Report: How Engaged are Employees During COVID-19?
Institute for Public Relations and Leger, June 24, 2020
Leger and IPR, conducted a survey among Canadian and American employees to explore how they feel about the return to work. The results show that many employees' working arrangements, including how they interact with their organizations, employers, and colleagues, have shi!ed rapidly due to the COVID-19 pandemic.

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THE RETURN TO WORK

The COVID-19 Response Playbook: A Guide for How to Lead and Build Resilience for the Next Normal
Work.com and SalesForce, June 16, 2020
Based on the advice of global experts and the real experiences of our customers and partners, we developed this response playbook. The phased approach outlined in the next few chapters will help you gain greater clarity and give your teams much-needed structure and guidance.

Study: Employee Expectations Are Changing Due to COVID-19
Institute for Public Relations and The Harris Poll, June 8, 2020
This online survey looks at how adults feel about returning to work and what safeguards they would like employers to put into place.

Reimagining the office and work life after COVID-19
McKinsey, June 8, 2020
The pandemic has forced the adoption of new ways of working. Organizations must reimagine their work and the role of offices in creating safe, productive, and enjoyable jobs and lives for employees.

Returning to a post-COVID new normal - Employee Communications Reboarding Playbook
Peppercomm, May 28, 2020
The guide offers a five-point roadmap for internal communications and human resources leaders in organizations of all types to engage employees at every level during this critical transition phase.

Return to Work. Back to Business Study
Qualtrics, May 28, 2020
As leaders consider when and how to reopen the economy, people are hesitant about the return to the workplace. Qualtrics surveyed more than 2,000 Americans to find what factors people required to feel confident returning to the workplace, dining at restaurants, and visiting other public places.

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THE RETURN TO WORK

Reboot: Returning to the Workplace in a Post-COVID-19 Era
PwC, May 21, 2020
PwC released a framework to help organizations address the challenge of a workplace reboot. The authors of the report suggest that the decision-making process should begin with asking the right questions.

Special Report: Returning to Work in the Future of Work: Embracing Purpose, Potential, Perspective, and Possibility During COVID-19
Deloitte Global Human Capital Trends, May 15, 2020
As the COVID-19 pandemic drives profound societal and organizational shifts, leaders have the opportunity to return to work by designing the future of work, building on the lessons and practices their organizations executed during the crisis.

From thinking about the next normal to making it work: What to stop, start, and accelerate
McKinsey, May 15, 2020
As businesses step into the post-coronavirus future, they need to find a balance between whatworked before and what needs to happen to succeed in the next normal.

Back to work in six personas
Moodfactory and UCLouvain, May 2020 - ongoing

Based on their recent Corona research, the authors developed a series of tips via 6 personas:

Persona 1: public-facing employees
Persona 2: employees combining office and home work
Persona 3: employees with high job uncertainty
Consult this space for more personas as they are released.

The Great Reopening: Attitudes, Values, and Lives Moving Forward
The Harris Poll, May 7, 2020
The Harris Poll's online survey reports the ever-changing fear levels, purchasing trends, employee opinions on returning to in-office work, and more.

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THE RETURN TO WORK

PwC's COVID-19 CFO Pulse Survey – U.S. Findings
PwC, April 27, 2020
How finance leaders see a return to work, how economic events are shaping the CFO response, the plans to reboot the workplace, the forecasts of 2020 performance impacts, and more.

Returning to the workplace in an era of heightened sensitivity
IPR Webinars

Hot Topics: What We Are Not Considering About Returning to Work
Page Society, April 24, 2020

White paper: Establishing a "New Normal" *Gagen MacDonald*

Back to the new normal
106 Communications
A guide for communications and engagement teams to support their colleagues back to the new normal.

LEADERSHIP COMMUNICATION

Six steps for companies to navigate the pandemic and thrive in the future
Margery Kraus, May 8, 2020
Advice to executives about how to successfully navigate through the perils facing almost every company and organization in these times, and how to thrive in the future.

Report - Bigger than the Boardroom: The role CEOs are expected to play today
Morning Consult, June 2020

7 Common Questions Leaders Have About Leading and Communicating During COVID-19, The Grossman Group

Wartime Leadership Communication: How Should CEOs Communicate During the COVID-19 Pandemic?
Dr Rita Linjuan Men, April 17, 2020
This article is based on a literature review of 21 academic studies on CEO/ executive leadership communication followed by a textual analysis of 12 published industry studies related to organizational and leadership communication during the pandemic. It identifies themes that concurred across these academic and professional studies, which may provide some insights for CEO communication during the COVID-19 pandemic.

Navigating COVID-19: A Briefing for Leaders
Orangefiery, April 3, 2020
This briefing provides key facts about the pandemic, as well as considerations and recommendations about how to communicate to your audiences in this challenging time.

Leadership Communications During COVID-19 (US Organizations)
Orangefiery, April 3, 2020
An online survey conducted among 454 employed U.S. adults to understand how the COVID-19 pandemic was impacting organizations and their communications practices, what kinds of communications organizations were utilizing, and to better understand employee expectations for future communications.

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LEADERSHIP COMMUNICATION

Coronavirus: Corporate Leaders Grapple with Major Disruption by Putting Employees First
gatekeepers, Waterman Hurst, March 19, 2020
51 gatekeepersᴿᴹ—CEOs, C-level executives, talent executives, and C-level advisors within companies ranging from $100 million to $125 billion in annual revenue— were surveyed to find out what they're doing to stay focused through the biggest challenge of their leadership careers: tackling COVID-19.

A leader's guide: Communicating with teams, stakeholders, and communities during COVID-19
Ana Mendy, Mary Lass Stewart, and Kate VanAkin
This article looks at five behaviors to help leaders navigate the pandemic and recovery.

A Nation Turns Its Lonely Eyes to You: An Open Letter to American CEOs.
David Murray
Why you must say something about coronavirus every single day.

How CEOs Can Support Employee Mental Health in a Crisis
Ryan Smith, Harvard Business Review, May 1, 2020
A global study of 2,700+ employees discusses the impact the COVID-19 pandemic has on employee mental health and provides five steps every leader and manager should take to address these issues.

Two Principles for Leading Your Organization Through the COVID-19 Crisis, *Jessica Love*
A focus on two principles that offer a calm way forward, no matter what the situation - COVID-19 is no exception.

Advice and Perspective on COVID Crisis Management from Leading Communicators
Rob Flaherty, March 2020
The author moderated a discussion among more than 100 leading chief communications officers and agency leaders to find out how companies are and should be responding to COVID-19. This post summarizes the conversation.

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LEADERSHIP COMMUNICATION

Corona, Communications & CEO
Frank Körver

As the world is combatting the coronavirus, organisations are in crisis mode. The virus – and also the communication about the virus – has instantly become a matter of decision at the top level. When it comes to communications CEO's have an extremely important, but incredibly difficult task at hand. It is up to the chief communication officer to help business leaders achieve an unprecedentedly good performance. Communications has literarily become of vital importance.

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REPUTATION & TRUST

Employee Trust Transforms During COVID-19: How to Cultivate Higher Levels of Trust
Orangefiery, May 13, 2020
An online survey among 469 U.S. employed adults examining changes in trust due to the COVID-19 pandemic.

Trust Barometer Special Report: Brand Trust and the Coronavirus Epidemic
Edelman, March 30, 2020
Edelman conducted a 10-country study March 6-10 in Brazil, Canada, France, Germany, Italy, Japan, South Africa, South Korea, the U.K. and the U.S. It confirms the role business must play as a source of reliable and timely information.

Perceptions about COVID-19 and the employer response
Weber Shandwick and KRC Research, March 23, 2020
A national survey among 1,004 Americans on how they feel regarding the pandemic, precautions they're taking, confidence in medical and healthcare facilities and organizations and support from their employer.

Edelman Trust Barometer Special Report on COVID-19 Demonstrates the Essential Role of the Private Sector
Edelman, March 10, 2020
A global survey of 10,000 respondents from the general public in 10 countries analyzes trust in varying news sources as well as the politicization of the crisis, the influence of news and social media, and the level of trust in government and business entities.

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REPORTING & EVALUATION

COVID-19: A monitoring and evaluation guide for communicators
Jennifer Sanchis, March 25, 2020
Some recommendations to consider for environmental analysis and risk assessment purposes in the face of the COVID-19 crisis.

How to adjust PR measurement & reset KPIs during a pandemic
Stella Bayles, Katie Delahaye Paine - Recording

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BEHAVIOURAL SCIENCE

Cognitive Dissonance: Examining Discrepancies Between Understanding and Action During a Crisis
An-Sofie Claeys, Ph.D., KU Leuven; and Timothy Coombs, Ph.D., Texas A&M University, May 19, 2020
When facing the stress and time pressures of crisis communication, practitioners often rely on intuition instead of critical thinking, which can lead them to use other strategies that may negatively impact their organization. The authors looked to insights from behavioural economics to examine this discrepancy between understanding what to do and the action that actually takes place during a crisis.

Research reveals appealing to our best nature is the most effective way to communicate through Covid-19
Hill+Knowlton Strategies H+K's, March 19, 2020
H+K's behavioural science unit tested a series of messages with a nationally representative sample of 1,000 members of the UK general public to find out how messages were being received and the impact they had on behaviour. The research reveals appealing to our best nature is the most effective way to communicate through COVID-19.

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IMPACT ON ROLE AND DISCIPLINE

Societal Acumen: What Every Communications Leader Needs Today
Oscar Suris, Zeno, July 2020
This article explains how modern leaders must possess "Societal Acumen" at a time of social unrest and reenergized movements.

CCOs shine during an otherwise dark period in human history
Tina McCorkindale, Steve Cody, May 5, 2020
Based upon the findings of two consecutive co-branded surveys of 300 and 403 senior communications executives, the CCO has never played a more vital role in the life of the greater organization than during this global pandemic.

Hot Topics: Why Comms Matters in COVID-19 Relief
Page Society, April 17, 2020
Page and Page Up members gathered on two calls to discuss how the CCO's role in creating societal value is an opportunity that the novel coronavirus pandemic is bringing into even sharper focus.

Hot Topics: The increased importance of the CCO
Page Society, April 10, 2020
As organizations respond to these unprecedented challenges, the core characteristics of the CCO role are coming to the forefront. The decisions made during this time will show the true character of leadership. Page and Page Up members gathered discussed the global response to the pandemic and what are the new guiding principles in a time like this.

Global COVID-19 Communications Taskforce
The PRCA's Global COVID-19 Taskforce has launched a free consultation service to help communications leaders manage their organizations and agencies through the COVID-19 crisis.

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RESOURCES FROM OTHER SOURCES

- COVID-19: Resources for PR Professionals, *The Institute for Public Relations*
- Coronavirus Resources, *Page Society*
- Resources: COVID-19 - Leading through crisis, *Gagen MacDonald*
- COVID-19 Coronavirus, *PRovoke*
- Crisis Communications Resources - Resources for Communicating in a Time of COVID-19, *PRSA*
- COVID-19 (CORONAVIRUS), *CIPR*
- Coronavirus – what communicators need to know, *CIPR's Local Public Services Group*
- A COVID-19 resource center for communication professionals, *IABC*
- Coronavirus advice center, *IoIC*
- Resources: Coronavirus Communications, *PR News*
- COVID-19 Leadership and Communication Resource Hub, *David Grossman Group*
- Insights and information for communicators about COVID-19, *Cutting Edge*
- All Things IC

Webinars & Podcasts

- COVID-19 Webinars for Communicators, a list compiled by Integral Communications
- Network COVID-19 Webinars, The Communications Network
- The Global Alliance is offering a free virtual worldwide program of training sessions on PR & Communications during the COVID-19 crisis.
- Podcast Series, Page Society

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ARCHIVES
Articles

- *Communication in an age of COVID-19 – What can we learn from existing data?* EACD Webinar Report
- COVID-19: Effective internal and external crisis communications, *John Connolly*
- What Communicators Need to Know About the Legal Implications of the COVID-19 Crisis, *Caroline Sapriel*
- COVID-19: How Businesses are Handling the Crisis, *IPR*
- Communication That Works In A Crisis: Tips And Techniques, *Jane Jordan*
- Avoiding Communication Fatigue as Coronavirus Separates Workforce, *Joshua J. Smith*
- A Communications Primer for Coronavirus, *Seth Arenstein*
- COVID-19: Lessons of Past Pandemics Are More Timely Than Ever for Crisis Management, *Jon Goldberg*
- Employees Look to Their Companies for Coronavirus News
- Your Guide to Communicate Proactively to Employees in Response to Coronavirus, *David Grossman*
- How Communicators Can Help Inform the Public During the COVID-19 Crisis, *PRSA*
- Navigating Through the COVID-19 Storm, *Caroline Sapriel*
- How is Coronavirus influencing the communications industry? *Eva Maclaine*
- Coronavirus: advice for emergency comms, *Chris Tucker*

Survey

Communicating in a crisis
Gatehouse, March 2020
Gatehouse gathered responses from 135 practitioners about what challenges they were facing during the COVID-19 pandemic. An infographic details their experience communicating in a crisis.

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ARCHIVES
- Webinars/Podcasts Recordings

- Alex Malouf On The Covid-19 Corporate Comms Response, *PRovoke*
- Special Report: How companies are engaging employees during COVID-19, *IPR*
- Dr. Terry Flynn: How to lead and communicate in a time of crisis, The Warren Weeks Show
- Stepping up in a Crisis, *with guest Shel Holtz, AB Comms*
- Crisis Communications, *IoIC*
- 8 Ways to Lead with Heart During Times of Uncertainty and Change, *David Grossman*
- Internal communication during uncertainty, *IoIC*
- Addressing the COVID-19 Challenge – Change Communications Strategies and Tools, *Results Map*
- Communication in an age of COVID-19 – What can we learn from existing data?, *EACD*
- Communications During COVID-19: A Webinar Series, *PRSA*
- Network COVID-19 Webinars (Recordings), *The Communications Network*
- COVID-19 Leadership Communications Virtual Roundtable, *The Communications Network.* Notes from the roundtable are available here, and the slides can be found here.
- Communicating about COVID-19 — Navigating a New and Uncertain Crisis, *PR News*
- COVID-19: The crisis communications response, *CIPR Education and Skills Sector Group and PR Academy*
- Crisis Communications: COVID-19 Special, *with guests Sarah Pinch and Tamara Littleton, AB Comms*
- Zoombombing and Other Coronavirus Tales, FIR Podcast #193
- How Businesses Are Handling the Crisis the COVID-19 Pandemic, *Institute for Public and Peppercomm*
- COVID-19 Q&A with Infectious Disease Expert Dr Richard Wenzel, *The Communications Network*
- COVID-19 Crisis Communications 101 Virtual Roundtable, *The Communications Network*
- Communicating in a Time of COVID-19, *PRSA*

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ARCHIVES
Webinars/Podcasts Recordings

- The role of an Internal Communicator in times of crisis, *IABC Asia Pacific*
- COVID-19: How Businesses And PR Agencies Are Handling the Crisis, *The Institute for Public Relations and Peppercomm*
- Keeping Employees at the Center of Your Crisis Comms Plan, *PRSA, Employee Section*
- Do your best, keep calm, wash your hands, and carry on. *#FuturePRoof podcast*
- Principles of Effective Crisis Response, *PRSA, available until July 30, 2020*
- Coronavirus Internal Communication Advice, *IoIC*
- COVID-19 webinar: Communicators, you can't pour from an empty jug, *CIPR Inside*
- Crisis Readying your Organization for the Coronavirus (COVID-19) Impact, *Melissa Agnes*
- Communicating COVID-19: The Best Advice for Informing Your Stakeholders During The Pandemic, *Molly McPherson*
- Andy Gilman on Coronavirus crisis communications*, EE VOICE Ep #43*
- The Value of Employee Communications During the COVID-19 Crisis, *Sharon McIntosh and Mark Dollins*. Presentation here.
- COVID-19: Crisis Communications, *PRCA*

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