

**Your independent expert advisor in crisis
management and
business/operational continuity**

RTCOMM

Richard Thibault Communications inc.

CORPORATE PROFILE

4480, rue Beaubien
Québec (Québec) G2A 3Y8
Tél.: (418) 840-4040 Fax.: (418) 843-8079
Web site : www.rtcomm.qc.ca
e-mail : info@rtcomm.qc.ca



Overview

“To govern is to foresee,” goes the saying. One is tempted to add “even the worst.” Our firm sets itself apart in a number of ways, not only by accompanying you when things get rough, but because we have developed a method that enables you to prepare for the crisis that is almost certain to strike one day. And even better than that, we show you ways to help avoid it. Our approach will position you at the forefront of today's management and governance trends by helping you resolve potential crises before they occur.

- Forward-thinking, dynamic communications firm founded in 1994.
- We specialize in the development of communication strategies as well as in crisis management and business/operational continuity:
 - Risk identification, assessment and management; creation of contingency plans; crisis communications; guidance before, during and after a crisis.
 - Training (individual coaching, workshops, conferences).
 - Seminars (spokesperson and media, effective presentations, communications in situations of conflict – trainer accredited by *Emploi-Québec* and by the *Chambre de la sécurité financière*).
- Through our division www.speaking-in-public.com, we also offer aided distance training services as well as public speaking self-training tools.



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The best managed crisis is the one that you avoid...

Our Working Tools

Communication strategies

- Research and development of alternatives
- Strategic positioning plan
- Communication plan
- Business/operational continuity plan
- Analysis and feedback

Crisis management

- Risk identification, assessment and management
- Creating and coordinating a crisis team
- Operational organization
- Simulating crises
- Crisis communications

Reputation management

- Defining a position
- Developing action plans
- Leadership and coordination
- Public opinion campaigns
- Media monitoring and analysis

Public speaking training

- Spokesperson and media relations
- Effective speeches and presentations
- Communications in conflict situations
- Personalized coaching
- Distance training and conferences



A Personalized Approach

There are two kinds of organizations: those that are in a crisis and others that will be. At RTCOMM, we tailor our approach to the specific needs of our individual clients. It is an approach that takes their **needs**, **priorities** and **budgets** into consideration.

The Steps Involved

- Meeting with the client to define what is to be done and evaluate the budget.
- Data gathering and analysis of the file.
- Determining the objectives and strategies and developing of the action plan.
- Where necessary, add a team with proven, refined expertise in the given field.
- Carry out the mandate.
- Quality control, feedback and adjustments, if required.
- Invoicing, according to the agreements.

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Tangible Results

Our expert consulting firm:

- **Enhances your capabilities by offering you top-calibre expertise in the strategic positioning of communications and in crisis management;**
- **Provides you with access to a network of widely reputed experts;**
- **Coordinates, on the basis of the "turn-key" method, all operations required for each individual mandate;**
- **Offers you a solution that is unique in the field of integrated crisis management by serving as your outside, independent expert advisor in risk identification and management;**
- **Offers an added value to its crisis management and business/operational continuity services by offering you training in public speaking so that you may be better prepared when confronted with potentially explosive situations;**
- **Enables you to adopt an innovated management approach, founded on your clientele's needs and on protecting their interests.**



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Words surely worth their weight in gold...

Today, given the scope of present-day issues, crisis communication cannot simply amount to a few words destined to rid oneself of journalists. What is said at the time of a crisis must be the result of management strategies and in-house decisions. To come out of a crisis unscathed, good communication must be combined with effective management of the sources of the crisis.

That is where our crisis management expertise and rigorous approach to training comes in. The top-calibre approach that we have developed is designed for people who one day will have to speak in public in a less-than-ideal context. And this is a simple matter of reality, one that serves as a foundation for all our training programs. Throughout history, being adept at public speaking and being able to clearly express oneself have always been among the qualities of a winner. We want to show you how to better prepare yourself so that you may deliver your message effectively and project a better image.

We are able to fulfill your specific training requirements by offering you the **personalized coaching and guidance services** required by your planning schedule or the specific nature of your situation. We also offer **training seminars**, which are given to restricted groups of participants. On a larger scale, several hundred people have attended our **workshop conferences** on different aspects of public speaking and crisis management that are presented during conferences, symposiums or special training days. On the following pages, we present first our seminars, then our workshop conferences.



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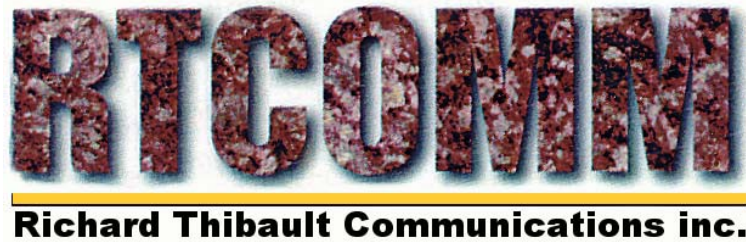
Media Relations

Duration: One day
Number of participants: 5 to 6

Today media representatives want to talk to the people who are actually in charge—to the movers and the shakers—and not simply to the director of communications. As such, anyone can be called on to act as a spokesperson before the media. The media, whether television, radio or print, represent a privileged link between the public and the company, provided the company knows how to deal with them. The public in general, and your customers in particular, are entitled to expect spokespersons who are credible and know how to convey their message.

You will learn how to:

- Bypass obstacles to communications;
- Negotiate an interview;
- Prepare your messages;
- Establish your credibility;
- Effectively use verbal and non-verbal language;
- Overcome nervousness and stage fright;
- Apply interview techniques;
- Convince your audience and convey the messages;
- Control the interview;
- Handle trick questions.



Introduction to Crisis Management and Round Table Simulation

Duration: One day
Number of participants: 8 to 10

This training program is designed for any organization, regardless of its size or mission. Its goal is to better define what a crisis really is. Above all, it will teach you how to prepare for and deal with a crisis as well as avoid virtually all the slipups that so commonly occur during a crisis.

You will learn how to:

- Distinguish risk management from crisis management;
- Understand the mechanisms of crisis management and how they affect crisis causes and outcomes;
- Prepare for crisis communication;
- Train and activate the crisis cell;
- Implement a crisis management plan;
- Identify gaps or roadblocks as part of the review process;
- Validate the sequence of procedures and tasks;
- Test response models;
- Ensure business/operational continuity;
- Assess return to normal procedures.



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Effective Speeches and Presentations

Duration: One day
Number of participants: 5 to 6

Regardless of your reporting level, your occupation or your sector of activity, if you want your presentations—now often computer-assisted—to have a strong impact, they must be effective. Whether your goal is to sell, mobilize or inform, your talk must also be convincing. And it is important to capitalize on the visual aids and the extensive range of tools offered by modern technology in order to make your presentation all the more effective. Hence, the importance of using these aids to their fullest.

You will learn how to:

- Prepare a well-structured presentation;
- Capture your audience's attention;
- Master delivery of the presentation;
- Overcome nervousness and stage fright;
- Manage non-verbal communication;
- Stimulate the interest of your audience and retain the attention of a group;
- Amuse and convey the messages in question;
- Stir your audience's imagination;
- Control the speech-making process;
- Manage the question period;
- Conclude forcefully and within the allotted time frame.



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Communications in Situations of Conflict

Duration: One day
Number of participants: 20 to 100

Does your role require that you arbitrate between parties who are not always in reconciliable positions? Are you required to manage a team in a difficult situation? Are you yourself negotiating with another party who has no intention of yielding easily? Are you admittedly in the centre of what could turn into a situation of conflict, calling for skilled handling of communications? This is precisely the objective of this training program, which revolves around four basic parameters: the foundations of interpersonal communications, how to handle difficult participants, negotiation, and managing communications in situations of conflict.

You will learn how to:

- Build confidence and credibility;
- Develop your ability to convince;
- Effectively handle question periods;
- Manage the environment skilfully;
- Master non-verbal language;
- Practise active listening;
- Identify and resolve conflicts;
- Prepare yourself to negotiate in an effective manner.



Crisis Management and the Media

Duration: Two days
Number of participants: 8 to 12

Designed for all organizations, regardless of size or mission, that have adopted a crisis management plan, this seminar aims to help them apply the plan's underlying principles and procedures and avoid mishandling the situation or having it spiral out of control, as can so often happen under such circumstances. The training should be considered a form of insurance policy that is absolutely essential to all organizations. It will enable you to validate your crisis management plan and modify it, as required.

You will learn how to:

- Understand the mechanisms of the crisis;
- Identify the origins of the crisis;
- Set up and mobilize the crisis management unit;
- Establish the roles and responsibilities of each actor;
- Validate the chosen logistics structure;
- Quickly prepare a preliminary statement;
- Put the spokesperson(s) to the test;
- Quickly identify messages;
- Analyze feedback;
- Maintain control of the situation and media relations.



The Workshop-Conferences

Crisis Management

Today's managers are conditioned to plan for success, to highlight successes, not failures and to banish all negative thoughts. Researchers have given the name "disaster myopia" to the phenomenon in which people deny the probability that their organization may one day be in a crisis. However, and more to the point, the real question for many organizations is not knowing whether a crisis will strike one day, but when. And when that day arrives, will those organizations be prepared to confront the situation? Will *you* be? Often, the way a crisis is handled or, at least, the image that one gives of it, becomes worse than the crisis itself. Our Crisis Management conference will enable you to better define what a crisis is and above all will arm you with a method for preparing yourself for and confronting the crisis.

Media Relations

Are you afraid of the media? Does the thought of being interviewed by a journalist make you nervous? Do you see your relations with the media as a necessary evil...something that is essential to the smooth running of your organization? The omnipresence of the media and the role that they play, not simply mirroring but at times amplifying public opinion, takes on a capital importance for all organizations for whom their image is important. This conference on media relations will enable you, among other things, to better understand the context in which the media evolve: to know how to negotiate and to properly prepare yourself for being interviewed, to learn a number of tips for answering journalists' questions; and to know how to manage a question period.

Managing Change : A Matter of Mobilization and Vision

When the adrenalin is flowing, a number of managers often forget that change is not an end in itself, but rather a process. Result: too much time and too many efforts are invested in formulating the change, rather than in attaining common objectives. During this conference on managing change, you will learn, among other things, how thriving organizations succeed in mobilizing their personnel; how to identify and build on each phase of change; how to master the two fronts on which all successful change takes place and know how to introduce change within your organization.

The Strategic Importance of Communications in an Organization

How would you rate your communications with your clients, your employees, your bankers or your investors? More than a simple tool, communications have now become a crucial factor of success for organizations of all kinds. Through this conference on the strategic importance of communications you will be able to evaluate the usefulness of both internal and external communications, among other things; learn what makes someone a good spokesperson; and discover the 10 rules that all winning organizations should observe to ensure successful communications with the media.

Communications in a Conflict Situation

At some time you have undoubtedly made a critical comment to one of your colleagues. Or perhaps you have had to manage a conflict between employees? Would you know how to react to an aggressive verbal attack by a superior? During this conference on communications in a conflict situation, you will learn such things as how to both adequately formulate criticism and react to it positively. You will also learn how to effectively handle conflicts and find solutions acceptable to all parties. Lastly, you will become more knowledgeable of the ins and outs and the secrets of successful negotiating and on ways to maintain good power relationship with the adverse party. This workshop-conference is a "must" for any winning organization that wishes to create and maintain a healthy atmosphere among its employees.



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Getting One's Money's Worth

Certain organizations are incapable of evaluating the worth of a crisis management or business/operational continuity plan. Several have learned at their expense what it costs when there are none.

RTCOMM opted for an operational structure that enables it to lower its operating costs as much as possible. And these savings are passed on to our clients. We offer a rate per project, and precise budgetary guideposts are established from the outset, whether the project is short or long term.

Our consulting services are billed on an hourly or lump-sum basis, depending on the circumstances. Our hourly rate is \$200; an administrative fee equivalent to 15% of the invoice is charged in addition to this. For training, we offer a range of hourly or daily rates, to meet the needs of each of our clients. Where additional expenses (transportation, accommodation, equipment, reception, specialized resources, etc.) are required during the mandate due to the specific nature of the file, they are billed in addition but only with specific prior approval.



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Teams Tailored to Your Requirements

Crisis communication must be initiated well before the crisis emerges. This is perhaps why it is important to favour the concept of “reputation management” which encompasses pre-crisis communication.

And since it's a matter of reputation, when a given mandate so requires, in addition to our regular core of competent, highly efficient professionals, we call on the best independent firms as well as the most competent consultants, with proven track records.

Richard Thibault Communications inc. is always in a position to offer you the professional resources required to respond to your situation. You can thus count at all times on experts capable of assisting you, **whatever current or future crisis you may experience or whatever your business/operational continuity needs may be.**



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Satisfied Clients

We have clients in a variety of sectors. Among these valued clients, we are pleased to count:

- A number of professional associations and groups (Ordre des ingénieurs forestiers du Québec, Fraternité des policiers et policières de la Ville de Québec, Ordre des arpenteurs-géomètres, Association du transport écolier du Québec);
- The XII World Forestry Congress;
- Several forestry companies (Domtar, Bowater, Alliance) and forestry associations (QFIA, QLMA);
- Financial institutions, including several network components of Mouvement Desjardins (confederation, federations, trade unions, insurance), insurance companies (Dorchester, ALO, Industrial Alliance), etc.;
- Several tourism organizations (Le Carnaval de Québec, Office du tourisme de Québec, Manoir du Lac Delage);
- The military collective (Post-Traumatic Stress Disorder victims (PTSD));
- Groupe Desgagnés (MIL Davie file);
- Several government departments and agencies (Sécurité publique; Régie des alcools, des courses et des jeux; CSST, ministère de la Famille et de l'Enfance, SAAQ, Bureau du coroner, Commission québécoise des libérations conditionnelles, Sûreté du Québec, etc.);
- A number of components of the health and social services network in Québec (Régie régionale région de Québec, CLSCs, health and social services centres, Sogique, etc.);
- Several agencies in the high-tech sector (Le Parc technologique du Québec métropolitain, SFBC Anapharm, INO, Immunova);
- Several Québec municipalities and RCMs (mayors against forced amalgamation file, Ville de Notre-Dame-du-Lac : Viandes Dubreton file);
- Télé-Université du Québec (Québec distance learning University);
- Numerous others.

Testimony



*“Anapharm was born practically at the same time as **Richard Thibault Communications Inc.** We have used their services from the start and have always considered them part of the family. Since our relationship began, we have been fortunate to benefit from **RTCOMM**’s three main areas of expertise: strategic positioning, crisis management, and spokesperson training. Though their team has a knack for dealing with the unexpected—which is a valuable asset for a fast-growing company such as ours—we have always felt that nothing unexpected would ever occur because of their ability to keep one step ahead of events. I would have no hesitation whatsoever in recommending their services to any company looking to harness their special skills.”*

Johane Boucher-Champagne
Chief Operating Officer



Distance training: An efficient and cost-effective solution for an organization with 85 service centres throughout the province

*“In the summer of 2003, Sûreté du Québec called on **Richard Thibault Communications Inc.** to provide distance communication training to its 85 station managers. This service enabled us to train all managers within two weeks—a process that would otherwise have taken months—and all without requiring them to travel. **RTCOMM**’s services saved us time and money while helping us reach our training goal. What’s more, **RTCOMM**’s system guarantees that all students follow the training program through to the end and also offers the ability to accurately assess their retention of training content. I wholeheartedly recommend this company, which provides quality services and a unique approach that adapts to your needs and situation through a versatile, flexible system.”*

Lt. Richard Bourdon
Communications Advisor
Public Security Branch



“The XII World Forestry Congress was held in Quebec City from September 21 to 28, 2003. This major international event is held every six years under the auspices of the Food and Agriculture Organization (FAO) of the United Nations. The Quebec City Congress was jointly organized by the natural resources departments of the Quebec and Canadian governments. This event, which drew over 4,400 people from over 140 countries, was a resounding success, as evidenced by participants’ high degree of satisfaction. In April 2002, event organizers were quick to contract an experienced organization for all communication-related tasks, including spokesperson training, media relations, strategic planning, and crisis management.

***Richard Thibault Communications Inc.** was the firm called on to play this role. Organizers were extremely satisfied with **RTCOMM**, both for the quality of the professionals assigned to the Congress as well as for their ability to draw on lessons learned from past similar experiences. Deserving of special mention is their professionalism in respecting the political sensitivities of both levels of government involved in the event while also meeting FAO expectations.*

***RTCOMM**’s support at strategic times during the preparation, hosting, and followup of this international event played a key role in its success. This was no small feat given that the event took place in the wake of the events of 9/11, the declaration of the war on terrorism in January 2002, the world air transport crisis and airfare hikes, the restrictions on entry visas into Canada, the war in Iraq in March 2003, the threat of a SARS pandemic in Toronto in April 2003, the mad cow crisis in Canada, not to mention threats by lobby groups that wanted to use the World Forestry Congress to protest along with environmental NGOs and aboriginal communities.*

*Having served as the Secretary General of this international event, I strongly recommend **Richard Thibault Communications Inc.** to assist you in preparing, hosting, and following up a major international event.”*

Jean-Louis K  rouac, F. Eng., M.Sc
Secretary General

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Richard Thibault

Simultaneously pursuing studies in law at Université Laval (Québec City) and a career in theatre, radio and television, Richard Thibault chose, early in his professional life, to specialize in communications, and subsequently developed sound, diversified expertise. After working as a moderator, journalist and T.V./radio researcher in the greater Québec City area for five years, he acted as a moderator of debates and public affairs officer at the Québec National Assembly from 1979 to 1987.

The following years saw him assume a number of different functions. Richard Thibault was press secretary and executive assistant for, among others, the Chief Government Whip, the Québec Minister of Revenue and Minister of Labour in the Robert Bourassa Cabinet, special advisor and Director of Communications at the Commission de la santé et de la sécurité au travail (the Québec occupational health and safety Board), and then was senior advisor at BDDS, one of Canada's leading public relations firms at the time. From 1991 to 1994, he was Director of Communications for the Québec Nordiques Hockey Club.

In 1994, he founded Richard Thibault Communications inc., specializing from the outset in communications analysis and strategic communications as well as in crisis management and business/operational continuity. RTCOMM first gained renown for its crisis communications expertise but quickly broadened its focus to include all aspects of crisis management and business/operational continuity. RTCOMM is also a leading provider of public speaking training. He has also authored books entitled *Devenez champion dans vos communications*, *Osez parler en public*, published by Éditions MultiMondes and *Comment gérer la prochaine crise* published in spring 2008 by Éditions Transcontinental as part of its "Entreprendre" Collection. **He is certified by the Disaster Recovery Institute International (DRII).**

