

**ОБЩЕСТВЕНИ КОМУНИКАЦИИ И ИНФОРМАЦИОННИ НАУКИ**  
**PUBLIC COMMUNICATIONS AND INFORMATION SCIENCES**

**THE ROLE OF MEDIA TRAINING IN CRISIS FOR EXECUTIVES  
AND REPRESENTATIVES**

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**Abstract:** *This study analyses the importance and effectiveness of media training as a crisis communication tool and its role in overcoming crisis situations. The aim of the study is to analyze the development and optimization of flexible communication strategies in order to strengthen managers and spokespersons in their ability to appear confident and credible in public. This topic is particularly relevant due to the changing communication landscape and the increasing demands for transparency and responsiveness from companies. The methodological basis of the work comprises a detailed literature review and the analysis of case studies. Theoretical models and practice-orientated approaches are critically evaluated in order to highlight their potential and challenges. The analysis shows that well-planned media training with practical methods, such as simulations and role-playing, can strengthen the crisis resilience of organizations. It also emphasizes the importance of intercultural sensitivity and the integration of digital technologies in order to meet the dynamic requirements of modern crisis scenarios. The results illustrate that media training makes a significant contribution to safeguarding a company's reputation and building long-term trust with internal and external stakeholders. The work offers valuable practical recommendations for companies and lays the foundation for future research into the long-term implementation of such training in different organizational contexts.*

**Keywords:** *media training; crisis situations; executives and representatives; communication strategies*

**INTRODUCTION**

Crises are commonplace in the corporate landscape and represent an unavoidable challenge. The way in which companies respond to such events affects not only their short-term crisis management, but also their long-term reputation, credibility and survival. Whether financial problems, ethical conflicts, natural disasters or technological disruptions – every form of crisis has the potential to shake stakeholder confidence and jeopardise the stability of companies. Targeted and flexible crisis communication plays a decisive role, particularly due to the growing importance of social and digital media, which enable rapid dissemination and influence on public perception. This academic paper is dedicated to the question of how media training can enable managers and spokespeople to successfully master crisis situations.

The aim of this study is to analyse the importance of structured communication training and the development and continuous optimisation of flexible communication strategies in crisis situations. The focus is on identifying effective approaches for modern crisis scenarios. Media training should help managers and spokespeople to appear confident and credible in public. These tools are becoming increasingly relevant, especially in the context of the changing communications landscape and the rising expectations of transparency and responsiveness from companies.

In order to fulfil this objective, the work is methodically based on a detailed literature review and the analysis of case studies in order to combine theoretical principles with practical findings. Existing models and approaches are critically evaluated in order to highlight their strengths and weaknesses. This enables a well-founded examination of the connections between media training and effective crisis management.

The thesis is structured as follows: The second chapter covers the theoretical foundations of crisis communication, including definitions of key terms and the responsibilities of managers and spokespeople. Chapter 3 examines the role of media training as a crisis communication tool and analyses its methods.

## **FUNDAMENTALS OF CRISIS COMMUNICATION**

Crisis situations pose enormous challenges for companies, and the way in which they communicate is crucial to their success in overcoming them. The following sections highlight the key elements of corporate communications in times of crisis, including the definition and importance, the role of leadership and the need for effective media training. In addition, the development and adaptation of strategic communication guidelines is discussed in order to meet the different requirements in crisis scenarios and to create trust among stakeholders. The fundamental role of crisis communication for the long-term success of a company is thus emphasized.

### **Definition of corporate communication during crisis**

Corporate communication in times of crisis plays a crucial role in protecting the company's reputation and building long-term trust. Transparency is a key element here, as companies are expected to provide precise and up-to-date information in crisis situations. This helps to avoid speculation and rumors and counteracts a potential loss of reputation (Schwarz et al. 2017). Studies have shown that companies with a proactive and well-coordinated communication strategy are better able to minimize damage to their reputation. Redundant mechanisms in the communication structure can have a supporting effect here (cf. Boin, McConnell 2007). At the same time, crisis communication opens up the possibility of strengthening the brand image and gaining the trust of new target groups through authentic and empathetic behavior, which, however, requires consistently stringent and coherent communication (cf. Boin, McConnell 2007). Mistakes in crisis communication, such as incoherent statements or delays, can result in lasting reputational damage (Schwarz et al. 2017).

Crises can have a significant impact on the public perception of a company. The assessment of a company's ability to act and expertise is often negative if communication is perceived as inadequate (see Schwarz et al. 2017). This is particularly evident in the case of expressive reputation, which encompasses a company's ability to communicate emotionally and empathetically and is often rated worse in crisis contexts (cf. Schwarz et al. 2017). Effective crisis communication not only influences the acute perception of the organization, but also has a long-term impact on the willingness of stakeholders to continue supporting the company (cf. Boin, McConnell 2007). Inadequate communication can also lead to a long-term loss of trust, which emphasizes the need for clear and well thought-out communication strategies (cf. Schwarz et al. 2017). Those responsible are faced with the challenge of managing public expectations while simultaneously minimizing emotional reactions from the public (cf. Winkelman 1994).

In a changing media landscape, adaptability and transparency are key aspects of crisis communication. Companies must react flexibly to dynamic scenarios and at the same time apply clear guidelines that leave room for spontaneous adjustments (cf. Boin, McConnell 2007). The growing speed of information dissemination through social media significantly increases the need for adaptability. Companies must ensure that their communication strategies are flexible and scalable in order to professionally manage unexpected developments (cf. Arner et al. 2016). Transparency is essential in order to build trust and prevent rumors. A situation-specific prioritization of communication reduces the risk of contradictory statements and strengthens credibility (cf. Schwarz et al. 2017). In addition, companies must always maintain a balance between the public provision of information and the protection of internal confidentiality in order to minimize legal and ethical risks (cf. Boin, McConnell 2007). Structural flexibility in communication processes is necessary in order to meet the requirements of the digital media landscape (cf. Schwarz et al. 2017).

The consideration of multicultural perspectives is an indispensable component of effective crisis communication. Cultural differences can have a significant impact on the perception and success of communication measures, especially in a global context (cf. Winkelman 1994). Intercultural sensitivity is necessary to avoid misunderstandings and promote local acceptance. Studies show that culturally specific communication strategies are more effective in building trust and securing long-term relationships, which emphasizes the need for culturally adaptive guidelines (cf. Schwarz et al. 2017). The ability to identify and respond to potential cultural tensions at an early stage significantly increases the efficiency of crisis management (cf. Winkelman 1994). Companies that employ management staff with intercultural competence benefit from faster and more effective crisis management in multicultural contexts (cf. Winkelman 1994). In

the long term, the integration of multicultural perspectives promotes both crisis resilience and sustainable relationship management with international target groups (cf. Boin, McConnell 2007).

Digital platforms and social media have significantly increased the complexity of crisis communication. The real-time dissemination of information demands a proactive communication strategy that integrates both traditional and digital channels. Social media act as amplifiers, enhancing the speed and reach of communication, which compels companies to effectively monitor and strategically manage these channels (cf. Arner et al. 2016). By strategically leveraging digital platforms, crisis managers can not only shape public discussions proactively but also correct misinformation more swiftly (cf. Boin, McConnell 2007). Carefully prepared content and rapid response times are crucial to effectively addressing both internal and external stakeholders (cf. Arner et al. 2016).

Innovative technologies, such as predictive analytics, provide companies with the ability to identify potential crisis developments early and adjust their communication strategies accordingly (cf. Schwarz et al. 2017). Integrating digital technologies into the planning models of future communication strategies is therefore essential to meet the demands of modern crisis scenarios (cf. Arner et al. 2016).

In summary, the importance of corporate communication during crises lies not only in protecting reputation but also in building long-term trust. This requires a combination of transparency, adaptability, intercultural sensitivity, and the effective use of digital technologies.

### **Role and Responsibility of Leadership**

The responsibility of leaders in crisis situations encompasses a wide range of tasks aimed at enabling coherent and effective crisis management. Leaders are central to strategic decision-making processes, focusing on reducing uncertainty and fostering organizational resilience. Studies highlight that effective leadership is characterized by the ability to strengthen resilience while responding flexibly to unforeseen challenges (cf. Williams et al. 2017). Decision-making requires a balance between speed and caution, particularly in the early stages of a crisis, to build trust and provide clear direction (cf. Boin 2009). However, it is critical to note that the complexity of modern crises often overwhelms leaders, necessitating structural support and the implementation of interdisciplinary teams. This raises the question of whether leaders alone can efficiently meet all requirements.

Resilience is a key concept that enhances an organization's overall ability to handle crises. Leaders play a central role in promoting resilience through proactive planning and the implementation of specific measures (cf. Williams et al. 2017). The ability to dynamically adapt existing strategies proves necessary to maintain organizational stability. Nonetheless, it remains unclear how resilience can be institutionalized long-term within organizations, as many initiatives focus on short-term crisis response without creating sustainable structures. This underscores the need for further research to establish resilience as a core component of organizational strategies.

An essential aspect of successful crisis leadership is the prioritization of resources. Leaders must make rapid yet informed decisions on allocating limited resources to stabilize key organizational functions and mitigate damage (cf. Fearn-Banks 2016). This decision-making capability is significantly influenced by strategic planning and the ability to efficiently gather information (cf. Boin 2009). Leaders who systematically incorporate feedback from previous crises are better equipped to manage resource-intensive challenges (cf. Sutcliffe et al. 2017). However, it remains uncertain to what extent cultural differences in global organizations impact resource prioritization.

Building trust is one of the most challenging tasks for leaders in crisis situations. According to Boin (2009), trust is essential for ensuring an organization's credibility and stability. Clear and consistent communication provides the foundation for minimizing uncertainty and strengthening emotional bonds with both internal and external stakeholders (cf. Gregory, Bauer 2007). Significant challenges arise in multicultural contexts, where varying perceptions of trust and credibility must be addressed (cf. Sutcliffe et al. 2017). Leaders who enhance the cultural sensitivity of their communication are better positioned to avoid misunderstandings and establish sustainable trust. Despite these insights, the systematic integration of cultural dimensions into communication strategies is often insufficient, necessitating deeper consideration and development of this approach.

Another critical element of successful leadership during crises is ensuring transparent communication. Leaders must convey complex information promptly and clearly to reduce public uncertainties and uphold organizational credibility (cf. Gregory, Bauer 2007). The use of digital platforms and social media is increasingly important, as they significantly expand the reach and efficiency of communication (cf. Boin 2009). However, digital communication also presents risks, particularly regarding the spread of misinformation or perceptions of surveillance mechanisms. Therefore, careful strategic planning and the simultaneous consideration of ethical aspects are required to address the challenges of digital communication.

A coherent approach to internal and external communication is crucial for leaders. Harmonizing communication strategies minimizes potential contradictions and strengthens organizational credibility (cf. Gregory, Bauer 2007). Internal communication flows should be supported through clear channels and regular updates to reduce uncertainties and foster collaboration within the organization (cf. Fearn-Banks 2016). However, many organizations rely on improvised communication approaches during crises, emphasizing the need for structural preparation.

The ability to learn from experience is indispensable for strengthening an organization's long-term resilience. Leaders who systematically integrate feedback from past crises contribute to the continuous improvement of organizational processes (cf. Sutcliffe et al. 2017). Reflection and follow-up provide opportunities to identify weaknesses in previous strategies and optimize future responses (cf. Williams et al. 2017). However, there is still a need for research to develop standardized methods for the structured follow-up of crises to support learning processes at all organizational levels.

The personality of leaders plays a decisive role in the perception and management of crises. Confident and empathetic leaders not only enhance interpersonal communication but also strengthen trust and stability within the organization (cf. Gruber, Shepherd 2017). Particularly in crisis situations, organizations benefit from leaders who demonstrate authenticity and integrity and responsibly make difficult decisions (cf. Boin 2009). Nevertheless, the question remains unanswered as to how personality traits can be specifically fostered or optimized through training to enhance leadership effectiveness during crises.

In conclusion, the complex responsibilities of leaders in crises require strategic thinking, flexible action, and a high level of communication competence.

## **MEDIA TRAINING AND CRISIS COMMUNICATION**

Effective preparation for crises requires comprehensive media training specifically tailored to the challenges of crisis communication. This training focuses on the development of precise communication skills, adaptation to cultural differences, and the use of modern digital technologies. The following sections explore both the objectives and methods of these training programs, as well as the necessity of carefully designing internal and external communication strategies within crisis management. These aspects are crucial for safeguarding corporate reputation and fostering stakeholder trust in critical situations.

### **Objectives and Methods of Media Training**

Media training is an essential element in preparing for public crisis communication and serves to equip executives and spokespersons in companies with the skills to communicate precisely, clearly and confidently in critical situations. Such training strengthens confidence in one's own performance and minimises the risk of miscommunication, which is of fundamental importance, especially in crisis situations. Research findings underscore the relevance of these measures by showing that authentic communication and the avoidance of contradictory or unclear statements contribute significantly to gaining the trust of internal and external stakeholders and to protecting the company's reputation (see Cornelissen 2023). Practice-oriented approaches foster the ability of leaders to critically review and adapt communication strategies, enabling them to appear professional and confident in real crisis scenarios (cf. *ibid.*).

The application of practical methods within media training, including realistic simulations, is of particular value. These enable participants to develop and strengthen communication skills in a controlled environment. In particular, re-enacting specific crisis situations, such as interviews or press conferences, helps to improve participants' ability to deal with pressure and critical media inquiries (cf. Novak, Roither 2016). Interactive formats such as role-playing not only promote practical skills, but also cooperation within



teams, which can be an invaluable advantage in crisis situations, which are often characterised by a high need for coordination (see *ibid.*). Such methods also enable participants to receive direct feedback, which allows individual weaknesses to be specifically addressed and strengths further developed.

A central focus of media training is on developing and formulating consistent messages that can be communicated clearly and convincingly in crisis situations. The aim is to build trust among stakeholders and maintain the company's credibility (see Faden, Neuts Ang 2023). Consistent communication minimises the risk of misunderstandings and mitigates potentially negative effects on public perception. Particularly in dynamic crisis situations, the flexible adaptation of messages proves to be essential to ensure the coherence of communication despite changing conditions (see *ibid.*).

In the face of increasing globalisation, the intercultural perspective plays a central role in media training. Managers and spokespeople must be prepared to adapt their communication strategies to cultural differences in order to avoid misunderstandings and enable effective crisis management in an international context (cf. Boin, 'T Hart 2024). Studies show that culture-specific communication approaches can significantly increase trust in organisations and contribute to the long-term cultivation of international relationships (cf. *ibid.*). Practical exercises and case studies that address multicultural scenarios provide a valuable basis for promoting awareness of cultural sensitivities and actively shaping perceptions of global stakeholders.

The integration of new technologies and digital communication channels is another essential component of modern media training. The growing importance of social media and the dissemination of real-time information require that leaders be familiar with digital tools in order to effectively manage communication campaigns and respond quickly to viral content (cf. Cornelissen 2023). Simulated scenarios based on digital media offer participants the opportunity to develop strategies that address the specific challenges of real-time communication (cf. *ibid.*). Technologies such as predictive analytics can help to analyse the behaviour of target groups and proactively adapt communication strategies, further increasing the effectiveness of measures.

Continuously updating and developing the content of media training is crucial to ensure its long-term effectiveness. On the one hand, training content must be based on current technological and media developments. On the other hand, it is essential to learn from past crisis situations and to incorporate these insights into the training modules (cf. Boin, 'T Hart 2024). The systematic integration of feedback from participants helps to ensure that content is tailored to needs and that weak points are identified at an early stage (see *ibid.*). Furthermore, the relevance of the training content is ensured by the continuous integration of best practices and expert knowledge from various industries, which increases the practicality and adaptability of the strategies taught.

In conclusion, it can be said that media training makes a key contribution to preparing for crisis scenarios by teaching targeted communication skills and promoting strategic adaptability.

### **Effective Internal and External Communication Strategies**

In a crisis, effective internal and external communication strategies are of central importance for stabilising internal processes in the company and maintaining external perception and public trust. These strategies differ significantly in their objectives and execution and must be specifically tailored to the respective requirements and target groups.

Internal communication strategies focus on informing employees comprehensively and promptly, as well as promoting a coherent response to the crisis within the organisation. Clear structures and defined processes are essential to ensure that information is passed on efficiently and smoothly. For example, studies show that companies that rely on regular internal updates and transparent information channels can significantly increase the trust of their employees (see Fearn-Banks 2016). In this context, a particular focus is on using transparency to eliminate uncertainties and strengthen the motivation of the workforce. In particular, the inclusion of employees in the crisis management process has proven to be effective in promoting organisational resilience and trust in leadership (see Herbst 1998). Nevertheless, the question arises as to what extent internal communication mechanisms in large global organisations can be implemented uniformly and simultaneously flexibly to overcome the various cultural and logistical challenges.

The digital transformation has significantly changed internal communication strategies. Digital

platforms enable faster and more precise dissemination of information, which is a considerable advantage in crisis situations. However, this development also harbours dangers such as flooding employees with non-prioritised information, which can cause confusion and uncertainty (see Baumgärtner, no year given). In addition, internal media training can help managers to develop their communication skills and to convey targeted messages even under high pressure (see Herbst 1998). However, potential weaknesses, such as a shift in focus to technological tools instead of the quality of the messages, should be critically examined. Simulation exercises that recreate internal crisis scenarios have proven to be a valuable tool for identifying weaknesses in communication processes and addressing them in a targeted manner (see Coombs, Holladay 2010). This highlights the need not only to consider communicative content, but also to systematically analyse organisational structures and their ability to manage crises.

External communication strategies are designed to ensure public trust and support from relevant stakeholders. Clear and transparent communication across various external channels is crucial to minimising rumours and uncertainty (see Baumgärtner, no year given). Studies emphasise that a consistent corporate image, particularly through press statements and social media, can effectively protect the company's image (see Herbst 1998). The use of social media not only enables direct interaction with stakeholders, but also the opportunity to address critical issues or misunderstandings in real time (see Coombs, Holladay 2010). Despite these advantages, the dynamics of social media also pose challenges, particularly due to the rapid spread of potentially negative content. This requires continuous monitoring and trained professionals to respond appropriately and quickly (cf. Rendbef 2022).

In a globalised world, cultural adaptation of external communication strategies is becoming increasingly important. Companies must adapt their messages to local conditions and cultural peculiarities in order to build trust with international stakeholders and ensure long-term relationships (cf. Rendbef 2022). Studies show that a targeted adaptation of external communication measures to regional and cultural specifics can significantly increase the credibility and success of the measures (see Baumgärtner, no year given). However, this cultural flexibility requires intensive preparation and the necessary expertise to take into account the different expectations and norms of the target groups. Media training can play a key role here by preparing managers to integrate cultural subtleties into their communication and to adapt their messages accordingly (cf. Herbst 1998).

A central aspect of external communication strategies is the implementation of standardised processes and guidelines, as defined in crisis playbooks. These enable a coordinated and reactive communication strategy that can be applied to different crisis scenarios (see Baumgärtner, no year given). At the same time, however, the question arises as to what extent such standardised approaches do justice to the necessary flexibility that dynamic crisis situations require. Continuous evaluation and updating of external communication standards could offer a solution here to maintain the balance between standardisation and adaptability.

The key difference between internal and external communication strategies lies in their objectives and target audiences. While internal communication aims to inform employees and build trust within the organisation, external communication focuses on managing reputation and ensuring stakeholder trust (see Herbst 1998). These different requirements demand differentiated yet coherently linked approaches. Since employees are also consumers of external media reports, a mutual dependency arises that underscores the necessity of consistent messages (cf. Fearn-Banks 2016). The challenge is to design both lines of communication in such a way that they convey a unified image of the company despite different target groups and content. This highlights the importance of media training that helps executives to switch between internal and external communication in a situation-specific yet credible way (see Baumgärtner, no year given).

Social media plays a special role in both internal and external communication. It offers the opportunity to disseminate information in real time and to receive feedback from various target groups, making it a central tool in modern crisis communication (cf. Coombs, Holladay 2010). For internal communication, social media can serve as a platform for dialogue and collaboration, especially in situations where traditional channels are overloaded or insufficient (cf. Herbst 1998). Externally, social media enable an immediate approach to stakeholders, but also carry the risk of spreading misinformation. This requires

Careful monitoring and a clear strategy to maintain credibility and strengthen public trust (see Baumgärtner, no year given). At the same time, the dynamics of social media demand a fast and flexible response that also takes cultural sensitivities into account in order to effectively reach different target groups worldwide (see Rendbef 2022).

Another important aspect is the consideration of multicultural perspectives. Global companies, whose workforces and target groups are culturally diverse, must develop communication strategies that enable them to effectively address different cultural contexts both internally and externally (cf. Rendbef 2022). This requires an in-depth analysis of cultural values and communication styles, as well as comprehensive preparation, such as training sessions or targeted simulation exercises. Particularly in crisis situations, sensitivity to cultural differences is essential to avoid misunderstandings and build trust (see Baumgärtner, no year given).

In summary, it can be said that internal and external communication strategies are closely linked in crisis situations and must be coordinated with each other. Their successful implementation requires transparency, adaptability and cultural sensitivity to ensure a consistent and effective approach to all relevant target groups.

## **CONCLUSION**

The aim of this scientific paper was to analyse the importance and effectiveness of media training as a central instrument of modern crisis communication and to show how it can help to successfully manage crisis situations. Based on the research question of how companies can optimally prepare and flexibly implement their communication strategies, a comprehensive study was conducted that examined both theoretical principles and practice-oriented approaches. In the course of the work, this goal was achieved by presenting the complex requirements of crisis communication in detail and developing practical solutions. The analysis showed that well-planned and continuously adapted measures in the form of media training courses make a decisive contribution to strengthening the resilience of organisations and protecting their reputation even in critical situations.

The study showed that crisis communication should be considered an integral part of a comprehensive corporate strategy. It was found that transparent, consistent and culturally appropriate communication methods are a key factor in building and strengthening trust among internal and external stakeholders. The work has demonstrated the relevance of media training that prepares leaders to communicate accurately, empathetically, and authentically in critical situations. Through practical methods such as simulations and role-playing, it has been shown that these training programmes can significantly improve the ability to confidently manage public appearances and media challenges. These results underscore the need to equip executives not only with technological skills, but also with intercultural sensitivity and psychological stability to ensure their ability to act in dynamic crisis scenarios.

In the context of existing research, this work broadens the discussion on the complexity and dynamics of crisis communication and introduces new perspectives, particularly with regard to the integration of digital platforms and multicultural approaches. While earlier studies such as those by Coombs or Boin often focused on traditional communication structures, this work highlights the importance of modern media landscapes and technological innovations. Compared to existing research results, the work emphasises the central role of proactively adapting communication measures to constantly growing demands, which represents a significant further development of the subject area. At the same time, a clear link was established to the topic of intercultural sensitivity and its influence on the success of crisis communication, an aspect that has often been treated only peripherally in previous studies.

However, the work has also revealed specific limitations that can serve as a basis for future research. For example, the study is limited to the analysis of existing literature and case studies, which means that potentially highly practice-oriented findings or primary data are missing. It remains to be seen what the long-term effects of implementing media training in different industries will be and what challenges might arise, particularly in heavily regulated or technology-driven sectors. Methodological limitations such as the possible distortion caused by the selection of specific theories and the focus on Western perspectives suggest that an expansion of the research design is needed to enable broader and more nuanced conclusions.

A key aspect for future research is the empirical evaluation of the long-term effectiveness of media training and its implementation in diverse organisational contexts. Furthermore, studies that compare different industries and cultural backgrounds could provide valuable insights into how to optimise crisis communication. The role of new technologies such as artificial intelligence and their integration into crisis strategies also offers a promising field of research, particularly with regard to the automation and real-time adaptation of communication measures. Practical recommendations for companies should be further developed to strengthen their ability to integrate innovative training concepts into their daily work in the long term.

From a personal point of view, dealing with the topic has highlighted how crucial forward-looking and structured crisis communication can be for the stability and credibility of organisations. The work has not only provided scientifically sound insights, but has also provided practical insights into how companies can react to crises in an increasingly complex and globalised world. The continuous development and adaptation of the instruments discussed here will undoubtedly play an important role in the modern business world. In conclusion, the insights gained in this work make a valuable contribution to the theoretical and practical examination of crisis communication and at the same time show how important flexibility, intercultural sensitivity and technological innovation are in this field of research.

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## РОЛЯТА НА МЕДИЙНОТО ОБРАЗОВАНИЕ ЗА ИЗПЪЛНИТЕЛНИ ДИРЕКТОРИ И ПРЕДСТАВИТЕЛИ ПО ВРЕМЕ НА КРИЗА

**Резюме:** Изследването разглежда значението и ефективността на медийното образование като инструмент за комуникация по време на кризи и тяхната роля в преодоляването на кризисни ситуации. Целта на изследването е да анализира развитието и оптимизацията на гъвкави комуникационни стратегии с цел укрепване на способността на мениджърите и представителите да изглеждат уверени и достоверни в публичното пространство. Тази тема е особено актуална поради променяния се ландшафт на комуникацията и нарастващите изисквания за прозрачност и отзивчивост от страна на компаниите. Методологичната основа на работата включва подробен преглед на литературата и анализ на казуси. Теоретичните модели и практико-ориентираните подходи са критично оценени, с цел да се подчертаят техният потенциал и предизвикателства. Анализът показва, че добре планираните медийни обучения с практически методи, като симулации и ролеви игри, могат да укрепят кризисната устойчивост на организациите. Подчертава се също така важността на интеркултурната чувствителност и интеграцията на цифровите технологии, за да се отговори на динамичните изисквания на съвременните кризисни сценарии. Резултатите показват, че медийните обучения оказват значителен принос за защитата на репутацията на компанията и изграждането на дългосрочно доверие сред вътрешните и външни заинтересовани страни. Разработката предлага ценни практически препоръки за компаниите и поставя основата за бъдещи изследвания относно дългосрочното прилагане на такива обучения и образование в различни организационни контексти.

**Ключови думи:** медийно образование, кризисни ситуации, изпълнителни директори, комуникационни стратегии

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