Detailed Contents

Preface xi
Acknowledgments xv

Chapter 1: A Need for More Crisis Management Knowledge 1

Crisis Management Defined 2

- Crisis Defined 2
- Crisis Management 5

The Initial Crisis Management Framework 6

Past Staged Approaches to Crisis Management 7

Outline of the Three-Stage Approach 10

- Precrisis 11
- Crisis Event 12
- Postcrisis 12

Importance of Crisis Management 13

- Value of Reputations 14
- Stakeholder Activism 14
- Communication Technologies 15
- Broader View of Crises 16
- Negligent Failure to Plan 16

Conclusion 17
Discussion Questions 18

Chapter 2: Effects of the Online World on
Crisis Communication and Crisis Management 19

The Online Environment: Multiple Communication Channels 20
Effects on Crisis Communication 25

- Precrisis 25
- Crisis Response 27
- Postcrisis 28

Conclusion 29
Discussion Questions 29
Chapter 3: Proactive Management Functions and Crisis Management

The Proactive Management Functions

Issues Management 32
Reputation Management 35
Risk Management 40

Interrelationship Among the Proactive Management Functions 43
Conclusion 44
Discussion Questions 45

Chapter 4: The Crisis Prevention Process

Identify the Sources to Scan 47
Collect the Information 56
Analyze the Information 58
Summary 63
Action 66
Evaluation 67
Paracrisis 69
Conclusion 69
Discussion Questions 70

Chapter 5: Crisis Preparation: Part I

Diagnosing Vulnerabilities 71
Assessing Crisis Types 72
Selecting and Training a Crisis Management Team 74
Functional Areas 75
Task Analysis 75
Group Decision Making 76
Working as a Team 80
Enacting the Crisis Management Plan 80
Listening 81
Implications for Crisis Team Selection 81
Applications for Training 82
Special Considerations 85
Selecting and Training a Spokesperson 86
The Spokesperson's Role 86
Media-Specific Tasks of the Spokesperson 88
Internet Considerations for Spokespersons 95

Conclusion 96
Discussion Questions 96
Chapter 6: Crisis Preparation: Part II

Developing a Crisis Management Plan

Value

Components 100

Crisis Appendix 104

The CMP Is Not Enough 106

Other Related Plans 107

Reviewing the Crisis Communication System 107

Mass Notification System 108

Crisis Control Center 108

The Intranet and Internet 110

Stakeholders and Preparation 113

Conclusion 114

Discussion Questions 114

Chapter 7: Crisis Recognition

Selling the Crisis 116

Crisis Framing: A Symbolic Response to Crises 117

Crisis Dimensions 117

Expertise of the Dominant Coalition 120

Persuasiveness of the Presentation 120

Organizing the Persuasive Effort 122

Resistance to Crises 123

Crisis and Information Needs 116

Crises as Information Processing

and Knowledge Management 126

The Unknown 126

Information Gathering 127

Information Processing: The Known 127

Information-Processing Problems 128

Serial Reproduction Errors 128

The MUM Effect 129

Message Overload 129

Information Acquisition Biases 130

Group Decision-Making Errors 131

Summary 131

Information-Processing Mechanisms 131

Structural Elements 132

Procedural Efforts 134

Training 136

Conclusion 138

Discussion Questions 138