DETAILED CONTENTS

Preface xv
Acknowledgments xvii

PART I • THE CONCEPTUAL FOUNDATION 1

Chapter 1 • Defining Crisis Communication 3
A Definition of Crisis Communication 5
Surprise 5
Threat 6
Short Response Time 6
Expanding the Traditional Definition of Crisis 7
Disasters, Emergencies, Crisis, and Risk 8
Types of Crises 8
Intentional Crises 8
Unintentional Crises 10
The Significance of Crisis in a Global Environment 12
Understanding the Misconceptions Associated With
Crises and Crisis Communication 12
Summary 15

Chapter 2 • Understanding Crisis Communication 17
Theory and Practice
Media Theories and Crisis Communication 18
News Framing Theory 18
Focusing Events 20
Crisis News Diffusion 21
Exemplification Theory 22
Organizational Theories of Crisis Communication 23
Corporate Apologia 23
Image Repair Theory 24
Situational Crisis Communication Theory 24
Discourse of Renewal Theory 25
Crisis Communication Theories That Describe, Explain, and Prescribe 26
Understanding and Defining the Threat Bias in Crisis Communication 27
Summary 28
PART II • THE LESSONS AND PRACTICAL APPLICATION

Chapter 3 • Lessons on Effective Crisis Communication

Determining Your Goals
Partnering With Crisis Audiences
Understanding the Diversity of Your Audiences
Primary and Secondary Stakeholders Defined
 Communicating With Underrepresented Groups During Crises
A Word on Partnerships and Listening
What Information Do Stakeholders Need Following a Crisis?
  Communicate Early and Often With Both Internal and External Stakeholders
  Identifying the Cause of the Crisis
  Contacting Everyone Affected by the Crisis
  Determining Current and Future Risks
Is Certain Communication Always the Best Approach?
Avoid Overreassuring Your Stakeholders
Tell Your Stakeholders How to Protect Themselves
Reducing and Intensifying Uncertainty Before, During, and After Organizational Crises
  A Summary of Crisis Communication Research and Practice and Renewal
Social Media and Effective Crisis Communication
The Power of Positive Action
Summary

Chapter 4 • Applying the Lessons to Produce Effective Crisis Communication

Example 4.1. The Largest Environmental Crisis in United States History: BP and the United States Coast Guard Respond
  Summary
  You Make the Call
Example 4.2. A Plant Fire at Malden Mills
  Crisis Preparation and Planning
  Courageous Communication in the Wake of a Disaster
  Summary
  You Make the Call
Example 4.3. Long-Term Complexities in the Tainted Odwalla Apple Juice Crisis
Challenges for Multiple Stakeholders 57
Odwalla's Crisis Response 57
Impact on Stakeholders 58
Summary 59
You Make the Call 59

Example 4.4. What's in a Name?: Beef Products Incorporated
Face “Pink Slime” 60
  A Third Party Crisis Response 61
  Summary 62
  You Make the Call 62

Example 4.5. Rural Renewal After a Tornado in Greensburg, Kansas 64
  Initial Framing of the Crisis 64
  Consequences of a Bold Environmental Vision Following the Tornado 65
  Community Response 66
  Summary 67
  You Make the Call 67

Example 4.6. A Costly YouTube Hoax for Domino’s Pizza 68
  Unusual Challenges for Domino’s 68
  Domino’s Crisis Response 70
  Summary 71
  You Make the Call 71

Chapter 5 • Lessons on Managing Crisis Uncertainty Effectively 73
  Defining Uncertainty 73
  Unexpected Crises and Uncertainty 74
  Nonroutine Crisis Events and Uncertainty 74
  Threat Perception and Uncertainty 75
  Short Response Time and Uncertainty 76
  The Impact of Crisis-Induced Uncertainty on Stakeholders 77
  Managing Communication Ambiguity Ethically During Crisis 78
  Consistent Questions of Ambiguity 79
  Training, Simulations, and Uncertainty 82
  Belief Structures and Uncertainty 82
  Summary 84

Chapter 6 • Applying the Lessons for Managing Crisis Uncertainty Effectively 85
  Example 6.1. Tennessee Valley Authority and the Kingston Ash Slide 85
    Missed Opportunities in Crisis Preparation and Planning 85
<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Tennessee Valley Authority's Response to an Uncertain Crisis</td>
<td>86</td>
</tr>
<tr>
<td>Summary</td>
<td>89</td>
</tr>
<tr>
<td>You Make the Call</td>
<td>89</td>
</tr>
<tr>
<td>Example 6.2. L'Aquila: A Case of Miscommunication</td>
<td>90</td>
</tr>
<tr>
<td>Communicating to the Public About L'Aquila's Immediate Risk</td>
<td>91</td>
</tr>
<tr>
<td>The Investigation</td>
<td>91</td>
</tr>
<tr>
<td>The Outcome</td>
<td>92</td>
</tr>
<tr>
<td>Summary</td>
<td>92</td>
</tr>
<tr>
<td>You Make the Call</td>
<td>93</td>
</tr>
<tr>
<td>Example 6.3. General Motors and Mary Barra</td>
<td>94</td>
</tr>
<tr>
<td>Honesty, Candor, and Openness</td>
<td>95</td>
</tr>
<tr>
<td>Communicate With Compassion, Concern, and Empathy</td>
<td>95</td>
</tr>
<tr>
<td>Process Approaches and Policy Development</td>
<td>96</td>
</tr>
<tr>
<td>Summary</td>
<td>96</td>
</tr>
<tr>
<td>You Make the Call</td>
<td>96</td>
</tr>
<tr>
<td>Example 6.4. King Car's Response to the 2008 Melamine Crisis</td>
<td>98</td>
</tr>
<tr>
<td>Reducing Crisis Uncertainty</td>
<td>98</td>
</tr>
<tr>
<td>A Guiding Vision for King Car's Crisis Communication</td>
<td>98</td>
</tr>
<tr>
<td>Initial Crisis Communication</td>
<td>99</td>
</tr>
<tr>
<td>The Recall</td>
<td>100</td>
</tr>
<tr>
<td>Critical Acclaim</td>
<td>100</td>
</tr>
<tr>
<td>Summary</td>
<td>100</td>
</tr>
<tr>
<td>You Make the Call</td>
<td>100</td>
</tr>
<tr>
<td>Example 6.5. Flint, Michigan, Water Contamination</td>
<td>102</td>
</tr>
<tr>
<td>Failure to Listen to Public Concerns</td>
<td>103</td>
</tr>
<tr>
<td>Multiple Agencies</td>
<td>104</td>
</tr>
<tr>
<td>Failure to Accept Uncertainty and Ambiguity</td>
<td>104</td>
</tr>
<tr>
<td>Summary</td>
<td>104</td>
</tr>
<tr>
<td>You Make the Call</td>
<td>105</td>
</tr>
<tr>
<td>Example 6.6. Fukushima Daiichi: Uncertainty Created by</td>
<td>106</td>
</tr>
<tr>
<td>Three Interrelated Crisis Events</td>
<td>108</td>
</tr>
<tr>
<td>Summary</td>
<td>108</td>
</tr>
<tr>
<td>You Make the Call</td>
<td>108</td>
</tr>
</tbody>
</table>

**Chapter 7 • Lessons on Effective Crisis Leadership**

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Importance of Effective Leadership</td>
<td>111</td>
</tr>
<tr>
<td>Why Visibility Following a Crisis Is Important</td>
<td>112</td>
</tr>
<tr>
<td>Developing Networks of Support</td>
<td>114</td>
</tr>
<tr>
<td>Being Available, Open, and Honest</td>
<td>115</td>
</tr>
<tr>
<td>The Impact of Leadership on Renewal Following a Crisis</td>
<td>115</td>
</tr>
<tr>
<td>Ineffective Leadership During a Crisis</td>
<td>116</td>
</tr>
<tr>
<td>What Makes an Effective Crisis Leader?</td>
<td>118</td>
</tr>
<tr>
<td>Leadership Styles</td>
<td>118</td>
</tr>
</tbody>
</table>
Chapter 8 • Applying the Lessons for Developing Effective Crisis Leadership

Example 8.1. The Sweeping Impact of a Contaminated Food Ingredient: Peanut Corporation of America
  Pervasiveness of the Product 126
  PCA’s Crisis Response 126
  Summary 128
  You Make the Call 128

Example 8.2. A Fire at Cole Hardwood
  Crisis Planning and Preparation 129
  Leading Instinctively After a Disaster 130
  Summary 131
  You Make the Call 131

Example 8.3. The Largest Food-Borne Illness Outbreak in History: Schwan’s Sales Enterprises
  A Guiding Philosophy 133
  Schwan’s Crisis Response 134
  Learning From the Crisis 134
  Summary 135
  You Make the Call 135

Example 8.4. Freedom Industries and the West Virginia Drinking Water Contamination
  A Delayed Response 136
  Volunteer Voices 138
  Summary 139
  You Make the Call 139

Example 8.5. United Airlines: Failed Crisis Leadership
  Summary 144
  You Make the Call 144

Example 8.6. SeaWorld’s Orca: A Symbol of Tragedy
  Inevitable Questions 145
  Blackfish: A Condemning Documentary 146
  SeaWorld’s Response 146
  Summary 147
  You Make the Call 148