Index

accountability factors 79, 80–81
charismatic leadership 79, 80–81
resilience, helping group members develop 160
stakeholders, dealing with external 214, 217
Adams, J.B. 23–44
adaptability
importance of, and choking under pressure 34–5, 39–40
personal attributes and behaviors of effective crisis leaders 13–14
turnaround managers as crisis leaders 95, 99–100
Adler, N. 247
Adler, P. 160
Adonis, J. 13
Aguilera, D. 178
Aldoory, L. 238
Alio, R. 94, 95, 103
An, S. 220
Anagnos, G. 111, 113, 115, 118
Andrews, J. 234
Andrews, R. 298
Andrulis, D. 237
Ansell, C. 294, 305
Antai-Otong, D. 142
Antokol, N. 236
Antonakis, J. 48, 58
Apple 55–6, 100–101
Argenti, P. 53–4, 282
Argyris, C. 292, 295, 296, 300
Arpan, L. 237
Arvey, Richard D. 118, 149–73
Ashford, S. 202, 295
Ashmos, D. 158
Australia, Queensland and Victoria floods 12–13
Avey, J. 151, 157, 165
Avolio, B. 48, 68, 151, 156, 158, 165, 167, 204
Awamleh, R. 153
B&O Railroad Museum 198–9
Baer, M. 160
Baer, D. 210
Barrett, J. 71, 82, 86, 88
Barrett, M. 236
Barsade, S. 118, 153, 157
Barton, L. 111, 115, 234–5
Bartone, P. 154, 157
Bass, B. 5, 9, 48, 51, 58, 153, 154, 155, 158
Batchelor, E. 161, 163
Baumeister, R. 25, 27
Bechler, C. 210
Beck, T. 150, 159
Bedell-Avers, K. 77, 84, 85, 86, 87
Bedingham, K. 254
Beeri, I. 110
behaviors of crisis leaders see leadership headings
Bellock, S. 25, 27, 33–4, 35
Belcourt, M. 253, 255–6
Benini, A. 298, 302
Benoit, W. 127, 142, 144, 187, 210, 231, 235, 236
Bhattacharyya, S. 118
Billings, R. 28, 178, 298, 299
Blaney, P. 128
Bligh, M. 30, 47, 49–50, 60–61, 62
Bloom, S. 115
Bluckert, P. 261
Boehm, A. 27, 29
Bolman, L. 194, 196, 197
Bono, J. 68, 79, 153, 155
Bonvillian, Gary 92–109
Bowen, D. 161
Bowen, S. 219
Boyatzis, R. 30
Handbook of research on crisis leadership in organizations

BP
Gulf of Mexico oil spill 13, 17–18, 23–4, 32, 97–8, 129
Texas City accident 280
Brach, C. 237
Brändström, A. 294
Breaux, D. 115
Brief, A 118, 157
Brockner, J. 34, 110–11, 112, 114, 115, 118, 119, 182, 284
Burns, J. 48, 252
Burns, M. 318
Bush, George. W. 49–50, 60–61
Byrne, C. 47, 70, 72, 76, 83–4, 86, 87

Cable News Network (CNN) 177
Cacioppe, R. 252
Caldiero, C. 141
Cameron, G. 115, 119, 120, 128–37
passim, 140, 141, 145, 210, 215, 219, 223, 224, 226, 227, 273
Cameron, K. 161, 199, 201, 203, 204
Cannon, M. 182
Carley, K. 290, 295
Carroo, S. 296
Carr, T. 25, 27
Carroll, C. 271
Carroll, J. 297
Carver, C. 26, 128
Catholic Church sex scandal 93, 102, 212
Caza, A. 204
Chaidaroon, Suwichit 127–48
Challenger explosion 93, 177, 196–7, 283
charismatic leadership, origins and effects on performance 67–91
accountability factors 79, 80–81
bounding of crises in terms of leader's vision 80
case-based, or experiential, knowledge and vision statements 71, 82–4, 86
charismatic influence mechanisms 68–9
contagion issues 80–81
Crisis-specific efforts 79–81
delegation of leadership 85
descriptive mental models, activation of 71
differences from ideological and pragmatic leadership 72–6, 77–9, 80–81, 84–5, 87
defining errors, dealing with making 85
exploitation of crises 78, 79, 80
followers, commitment to 68, 69
forecasting and vision statements 71–2
future research 86–8
ideological leaders, and crises as educational tool 77–8, 80–81
inflexibility issues, and demands of crisis 76
internalization of beliefs 68
leadership styles 72–5, 84–5, 87
leadership styles, feedback and appraisal, usefulness of 84–5
openness to alternative framings, benefits of 85
opinion and advice review 75–81
personal actions discounted as contributory factor to crisis 77
personal vision, formulation of 76–7
positive emotional imagery, use of 76
practice implications 82–5
pragmatic leaders, dealing with situation at hand 78–9, 81
prescriptive mental model 71
self-sacrifice evidence 68
sensemaking and vision formulation 69–70
stylistic effects 75–9
technical analysis, use of 78
theory and research review 68–75
timing of responses 79
vision, effects of 69–70, 335
vision failures, explaining 77
vision formation 71–2, 74, 76, 79–80, 82–4
vision formation, cognitive resource investment 83
vision formation, execution improvement 82–3
vision formation, future research 86–7
vision formation, probe questions, effects of 83–4
Cheney, G. 144
Cheng, S. 271
Chess, C. 237
Chiaburu, D. 255, 256
Chick-fil-A 188
Child, J. 237
Chilean mine disaster 17, 98–100
China
   SARS virus 214–15, 219
   Wenchuan earthquake 51, 53
Cho, S. 47, 52, 57
Choi, Y. 129, 140
choking under pressure, approaches to minimize 23–44, 334
   adaptability, importance of 34–5, 39–40
   biases, dealing with 26
   communication and information-sharing, importance of 29, 38, 39, 40
   crisis leadership 29–30, 41
   damage outcome 28–9
   definition 27–9
   destruction outcome 28
   detachment outcome and leader replacement 29
   distraction and ego, links between 26, 32
   distraction and excessive rewards 25–6
   distraction as factor 25–6, 29–30
   divergent thinking, importance of 34–5
   explicit monitoring as factor 25, 26, 27, 30
   external factors 26–7, 34
   focus, importance of 33–4, 39, 40
   future research 40–41
   individual differences and experience levels as factor 26, 35
   leadership confidence levels, significance of 33, 37–8
   mindfulness theory and future research 40–41
   opinion and advice review 30–35
   organizational crisis characteristics 28
   organizational prevention systems, use of 32, 36
   over-confidence as factor 26, 33, 38
   past experience as learning experience 30–31, 34, 38
   perfectionism as factor 26
   practice implications 35–40
   preparation and anticipation, importance of 32, 35, 36, 40
   preventative measures 36
   responsibility taking 32–3, 36–7
   stress management, importance of 29–30
   theory and research review 25–30
see also organizational learning from crisis
Chong, J. 111
Chrysler 49
Chua, A. 129
Circuit City 28
Clair, J. 28, 36, 47, 53, 186, 193, 205, 294
Clark, B. 14–15
Cloudman, R. 273
Cmumhittipeddi, K. 70, 71
Colvin, G. 96
communication
   ambiguity, and managing the information vacuum 221
   corporate communication practitioners, use of 219, 220
   crisis communication goals and stakeholder emotions 129
   customer communication, importance of, and turnaround managers 100, 101
   employee communication, importance of two-way 138, 139, 141–2
   and information-sharing, and choking under pressure 29, 38, 39, 40
   media and new media as direct communication platform 141
   networks, importance of 164
   New Media Crisis Communication model and online threats 223, 224–5
organizational culture and belief system, communication of 53–4
proactive crisis culture and upward communication 279–81
situational crisis communication theory 127–8
stakeholder communication and damage control 181
strategy, transformational leadership 53–4
upward communication failures 277–8
communication risk and crisis communication to multiple publics 231–51
compassion, communicating 235
coordinating networks 235
crisis communication definition 232
cross-cultural level 233, 234, 236–7, 239–40, 337
cultural agents, use of 245
cultural approaches, best practices 242
cultural approaches, need for 241–2
culturally sensitive approach 237–8, 240–41, 242–3
culturally sensitive tips 245
culture-centered approaches 238
culture-centered approaches, and spokesperson model 240–41
ethnocentricity spheres and resistance to messages of risk 238, 243
future research 246
honesty and openness, need for 235, 236, 242
insider–outsider level 233–4, 239, 240
majority–minority level 233, 239, 240
media accessibility 235
micro processes involved 246
multiple publics and complication of communication 239
multiple publics definition 232–4
multiple publics levels 233
opinion and advice review 239–42
organizational legitimacy and spokesperson response 236
paradigm shift, need for 242–3
participatory action research, need for 246
partnership formation 235
practice implications 242–5
proactive strategies 235
public concerns, listening to 235
risk definition 232
self-efficacy 235–6
sender-focused research 234–7, 239, 243
sender-focused research, best practices 235–6, 239–40
spokesperson models 236–7, 240–41
stakeholders as insider–outsider level 233–4
strategic planning and pre-event logistics 235
strategic response 235–6, 244–5
timing and phases of crisis 242
uncertainty, accepting 235
universal and particular audiences, differences between 232–3
vulnerability of multiple publics 234, 239, 240
Conger, J. 48, 67, 68, 69, 72, 73, 76, 79, 86, 252
Consolini, P. 297
contagion issues authenticity and contagion of resilience 157, 162
charismatic leadership 80–81
emotional intelligence, and emotional contagion 117–18
Continental Airlines 49
passim
Corus Entertainment 100
Coutu, D. 150, 159
Covello, V. 231, 235, 236
Cowden, K. 236, 238, 244
Crane, Bret 177–92
Crichton, M. 263
crisis lifecycle see information age and management of crisis lifecycle
crisis types 4, 60–61, 305
Cron, W. 34
Croppanzano, R. 116, 119, 257, 258
cultural awareness and communication risk see under communication risk and crisis communication to multiple publics
cross-cultural transformational leadership 58–9
employees’ emotions, dealing with, and cultural differences 143–4
need for, information age 181, 189–90

Dailey, L. 71–2
Dardis, F. 127
Darling, J. 47, 110, 111
D’Aveni, R. 186
Davies, D. 285
Davies, H. 93
Davis, K. 50
Day, D. 69
Deal, T. 194, 196, 197
Dearstyne, B. 210
DeCaro, M. 25
DeChurch, L. 5–6, 10
Dekker, S. 290, 291, 292, 294, 296, 304
Dell computers, social media war room 186
Deluga, R. 68
Deshpandé, R. 199, 200
Deverell, Edward 110, 114, 119, 290–310
Dillard, J. 135
DiNardi, A. 223
Dionisi, A. 154
disaster planning and training 252–69, 338
computer-based training and simulations 263–5
effective training transfer components 254–6
executive coaching 259–62
experiential learning 259
external training evaluation 252, 253, 265–6
feedback and coaching 261
future research 266, 267
leadership ego problems 259–61
mentoring programs 262–3
opinion and advice review 265–6
and organizational commitment and motivation 255
perception of organizational politics (POP), effects of 256–8
Plan, Train, Exercise (PTE) model of crisis preparedness 253–4, 267
post-training application 256, 266
practice implications 266
scripted training exercises 264–5
stress reduction and coaching 261–2
supervisor support, importance of 255–6, 258
training goals, setting 256
training models 258–65
training theory and research review 253–8
training transfer model 255–6, 257–8
see also organizational learning from crisis

Dotlich, D. 95
Dow Corning breast implants 282
Drazin, G. 69, 78
Drory, Amos 110–26
DuBrin, Andrew J. 3–22, 333–9
Dunbar, R. 279–80
Dunlap, Al 101
Durrant, R. 135
Dust, Scott B. 23–44
Dutta, M. 238
Dutton, J. 28, 110, 114, 119, 142, 155, 166, 178, 202, 204, 294
Dvir, W. 68
Dweck, C. 34, 203

Eagly, A. 59–60
Edmondson, A. 159
Edmonson, A. 182
effective crisis leaders see personal attributes and behaviors of effective crisis leaders
Eisenman, D. 238
Elkenkov, D. 154–5, 157
Elliott, D. 283, 284, 290, 293, 303, 305
Ellsworth, P. 139
Elmelund-Præstekær, C. 211–12
Elmer, V. 19
emotional leadership in times of organizational crisis 110–26, 335
Affective Events Theory 116, 119
anxiety and negative emotions 112–13
crisis definition 111
crisis leadership 111–13, 120
crisis leadership tasks 112
employees’ emotional reactions to organizational crises 115–16, 119, 120, 121
future research 113, 121
opinions and propositions, review of 114–18
organizational crises, rising incidence of 110, 112
and personality traits 113
practice contributions and implications 120–21
reputation following crisis 112
theory and research review 111–14
work and career measures, links with 113–14
and workplace stress levels 116, 119
see also organizational learning from crisis
emotional leadership in times of organizational crisis, emotional intelligence
and choice of correct words and actions 117
and emotional awareness of others 117–18
and emotional contagion 117–18
and followers’ emotional reactions 118, 119
and group’s affective tone 118, 119–20
and leadership, links between 114
mixed models 113
as moderating influence 114, 115, 116–17, 119–21
and negative emotional reactions, dealing with 111, 112–13, 115, 116, 117, 118, 119–20, 121
training to improve 121
emotions, stakeholder see stakeholder emotions, dealing with
Engles, J. 16
Entman, R. 135, 219
equifinality see communication risk and crisis communication to multiple publics
Equinox Fitness Clubs 14
Erikson, E. 69
Eriksson, J. 300
Eubanks, D. 77, 85, 87
Everly, G. 161–2
external stakeholders see stakeholder emotions, dealing with;
stakeholders, dealing with;
external, and managing the information vacuum
Exxon Valdez oil spill 93, 97, 177
Eytesemitan, F. 139
Farmer, B. 271
Fearn-Banks, K. 129, 210, 213, 214
Fein, A. 111, 112, 115, 118, 119, 120
Feldman, D. 165, 261
Fink, S. 111, 237
Fisk, G. 154
Fitzpatrick, L. 138
Flin, R. 263
Flynn, N. 305
Folkman, S. 30
Ford Taurus relaunch 11
Fram, Eugene H. 311–30
framing
agenda building and framing the story 219–21
crisis, and managing the information vacuum 215–17, 219–21, 336–7
design frame 195–6, 201–2
human resource development frame 197–9
media framing see under stakeholder emotions, dealing with
openness to alternative framings, benefits of 85
organization’s cultural frame 199–200, 203
political frame 196–7, 203
Frandsen, F. 110, 119, 127
Fredrickson, B. 150
French, S. 264, 265
Frese, M. 160
Friday, E. and S. 263
Friedrich, T. 47, 70, 83, 85, 86
Frost, P. 139, 142
Fulginiti, A. 210
future research
charismatic leadership, origins and effects on performance 86–8
choking under pressure, approaches to minimize 40–41
communication risk and crisis
communication to multiple
publics 246
disaster planning and training 266, 267
emotional leadership in times of
organizational crisis 113, 121
information age and management of
crisis lifecycle 189–90
leadership role in crisis prevention
278, 284–6
leadership strategies and tactics for
crisis management 205
nonprofit organizations, preventing
and managing leadership crises
327–8
organizational learning from crisis
304–5
personal attributes and behaviors of
effective crisis leaders 20–21
resilience, helping group members
develop 167–8
stakeholder emotions, dealing with
143–4
stakeholders, dealing with external,
and managing the information
vacuum 226
transformational leadership for
crisis management 58–62
turnaround managers as crisis
leaders 94–5, 106–7

Gamson, W. 220
Garcia, H. 97, 112
Gardner, W. 48, 50, 153, 204
Garnett, J. 128, 135, 145, 209
General Electric (GE) 56, 57
General Motors (GM) 29
George, B. 14, 47, 54–5
George, J. 114, 117, 118, 119, 120, 157
Gerstein, M. 195, 271
Gibson, J. 262
Gill, R. 163, 291
Gioia, D. 70, 71, 159
Gitell, J. 161
Giuliani, Rudy 53, 95, 142
Goldberg, W. 279–80
Goldstein, H. 28, 201, 263
Gonzalez-Herrero, A. 223, 224
Gopinath, C. 93

Gower, K. 220
Grant, J. 30, 32, 34
Graumann, A. 231
Gray, R. 26
Greenberg, J. 7, 50, 166
Greenlee, J. 330
Greer, C. 223
Gregory, A. 210
Greyser, S. 93, 110, 112
group member resilience see resilience,
helping group members develop
Grove, A. 277–8

Hadley, C. 29, 31, 33, 35, 36, 52, 55
Haigh, M. 127
Haleyv, N. 51, 54
Hallahan, K. 220, 273
Hamblin, R. 298, 299
Han, F. 216
Han, S. 137
Hann, C. 16
Hanna, J. 200
Hansén, D. 290, 291, 292, 294, 296, 304
Hargis, M. 110, 112
Harland, L. 153, 154, 155, 157
Harrald, J. 290, 295
Härtel, C. 118, 153
Haudan, J. 201
healthcare crisis (US) 52
Hearit, K. 231, 277
Heifetz, R. 11, 14, 95, 193, 194
Hensgen, T. 179
Herman, M. 315, 325
Hermann, M. 294, 298, 299
Hewlett-Packard 59
Hildebrand, C. 16
Hill, D. 26
Hobfoll, S. 154
Hochschild, A. 137–8
Hofmann, D. 34
Holladay, S. 111, 115, 119, 120, 127, 129, 141
Holmes, A. 96
Holsti, O. 270
Hood, C. 294, 305
Horner, M. 252
House, R. 48, 51, 59, 67, 68–9, 72, 86
Howell, J. 68–9, 118, 156
Huang, Y. 210
Huber, G. 158
Hughey, A. 254, 255, 256, 258
Hunt, J. 30, 67, 68, 73, 79, 81, 86
Hunter, S. 67, 74, 75, 77, 80, 84, 85, 87
Hurricane Katrina 16, 18, 50, 61, 282
Hurricane Sandy 8, 12, 14, 164
Hutchins, H. 197
Huysman, M. 295, 300, 301
Hyo-Jung, Kim 127–48
ideological leaders, and crises as educational tool 77–8, 80–81
Ilies, R. 68, 79, 153, 157, 252
India
independence and Gandhi 56
Taj Mahal Palace Hotel attack 199–200
information age and management of crisis lifecycle 177–92, 336
adaptive cultural norms and damage control 181
business crisis definition 178–9
business recovery stage 181–2
containment/damage control of crisis management 180–81
containment/damage control of crisis management, and damage control 186–7
signal detection crisis phase 179–83
cultural awareness, need for 181, 189–90
decision-making and damage control 180–81
ego defense mechanisms and signal detection 179
future research 189–90
learning and reflection phase, post-crisis 182–3
opinion and advice review 183–8
organizational contribution to crisis and signal detection 179
organizational control of information, and staffing 186
organizational learning 188
organizational training, need for 186
practice implications 188–9
preparation/prevention phase of crisis management 180
preparation/prevention phase of crisis management, and social media 185–6
resiliency, need for 182, 187–8
signal detection crisis phase 179
signal detection crisis phase, and social media 184–5
social media 183–7
social media and recovery 187–8
social media, and use of personal judgment 185
stakeholder communication and damage control 181
technology-based solutions 183
time pressure, influence of 178–83
user-generated information, problems with 187
virtual command centers, use of 189
Intel Pentium chip 277–8
internal stakeholders see stakeholder emotions, dealing with
Isaacson, N. 111, 112, 115, 118, 119, 120
Jackson, S. 110, 114, 119, 178
Jacobson, C. 69
James, Erika H. xi, 18, 31, 32, 33, 34, 36, 93, 95, 110–11, 112, 114–20
passim, 139, 177–208, 273, 278, 281, 284, 291, 292, 294
Japan, earthquake and tsunami 12, 183
Jaques, Tony 93, 110, 114–15, 119, 270–89
Javidan, M. 59, 154
Jo, S. 138
Johansen, W. 110, 119, 127
Jones, R. 259, 261, 262
Judge, T. 57, 155, 156, 252, 257
Kagawa-Singer, M. 144
Kanungo, R. 67, 68, 69, 72, 76, 79, 86
Kash, T. 110
Kassing, J. 138
Kauffman, J. 209, 210, 212
Keeffe, M. 111
Keller, R. 79
Kelly, J. 118
Keltner, D. 136, 137
Khoshaba, D. 151
Kim, H. 135–6, 137
Kimble, C. 26
Kingdon, J. 304
Kiousis, S. 219
Klein, K. 68
knowledge transfer see learning
Koesten, J. 128
Kohles, J. 30, 47, 49, 60–61
Kolodner, J. 71
Kotter, J. 197, 273, 291, 292
Kouzes, J. 55, 57–8
Kouzmin, A. 128, 135, 145, 209, 294, 298
Kovoor-Misra, S. 273
Krieger, J. 41
Kruse, S. 254
Kuhnert, K. 144
Kuipers, S. 294
Kwon. S. 160
La Porte, T. 297
Lagadec, P. 110, 112, 273, 282, 294, 305
Lanard, J. 231
Lankau, M. 261
Larwood, L. 153
Lasker, R. 246
Lavine, M. 201, 203
Lawrence, W. 92
Lazarus, R. 30, 128, 130–32, 141
leadership
charismatic see charismatic leadership, origins and effects on performance
choking under pressure see choking under pressure, approaches to minimize
crises in nonprofit organizations see nonprofit organizations, preventing and managing leadership crises
disciplinary see emotional leadership in times of organizational crisis
personal attributes see personal attributes and behaviors of effective crisis leaders
see also organizational learning from crisis; turnaround managers as crisis leaders
leadership role in crisis prevention 270–89, 338
leadership crisis management definition 270–71
denial attitude and failure to prioritize 274–5
encouragement and promotion of a learning environment 282–4
experience and understanding of potential risks, lack of 275–6
future research 278, 284–6
generic risks, lack of awareness of 275–6
issue management 286
leadership and upward communication failures 277–8
management obstacles 273–4
opinions and advice review 274–8
post-crisis situation, learning in 283–4
practice implications 278–84
preparedness and prevention definitions and distinctions 271–3, 276
proactive crisis culture and upward communication 279–81
process approach 285–6
risk assessment and signal detection 281–2
roles and responsibilities 278–9
sharing of crisis experience, problems with 277
size and resources, insufficient 276–7
systems and processes, inadequate 276
theory and research review 270–74
warning signals, recognising 279–80
leadership strategies and tactics for crisis management 193–208, 337
authentic leadership 204
big picture and making impossible possible 201
damage control strategy 195
decision-making paralysis, prevention of 202
design frame 195–6, 201–2
employee empowerment 197–9
external factors, responding to 205
focus on others 205
future research 205
high reliability organizing 201–2
human capital development 203
human resource development frame 197–9
internal direction quality 204–5
issue selling 202–3
media use 198
opinion and advice review 200–203
organization’s cultural frame 199–200, 203
political frame 196–7, 203
positive organizational culture, building 203
power distribution 196, 197
practice implications 204–5
results-centred attitude 204
scenario planning 202
shared meaning, importance of 200–201
stakeholder interest, consideration of 197, 205
strategizing, implications of 200–203, 204, 205
theory and research review 194–200
Leana, C. 160
Lee, J. 273
Leinwand, P. 330
Leitch, S. 237
Lengnick-Hall, C. 150, 158, 159, 160
Lerner, J. 136, 137
Levy, J. 295
Lewis, B. 25
Liedtka, J. 195
Light, P. 314, 315, 327–8
Ligon, G. 67, 74, 80, 84, 87
Lin, Y. 129, 140
Lindell, M. 231, 235, 237
Linder, D. 25
Lindsey, L. 135
Lipman-Blumen, J. 62
Littlefield, Robert S. 231–51
Lordan, E. 219, 271
Lorsch, J. 162–3
Low, Y. 129
Lowe, K. 30, 47, 48, 50, 156
Lucero, M. 9, 111, 112
Luecke, R. 180
Luthans, F. 150, 151, 157, 159, 167, 204
Lee, J. 273
Leinwand, P. 330
Leitch, S. 237
Lengnick-Hall, C. 150, 158, 159, 160
Lerner, J. 136, 137
Levy, J. 295
Lewis, B. 25
Liedtka, J. 195
Light, P. 314, 315, 327–8
Ligon, G. 67, 74, 80, 84, 87
Lin, Y. 129, 140
Lindell, M. 231, 235, 237
Linder, D. 25
Lindsey, L. 135
Lipman-Blumen, J. 62
Littlefield, Robert S. 231–51
Lordan, E. 219, 271
Lorsch, J. 162–3
Low, Y. 129
Lowe, K. 30, 47, 48, 50, 156
Lucero, M. 9, 111, 112
Luecke, R. 180
Luthans, F. 150, 151, 157, 159, 167, 204
McCaulley, D. 144
McConnell, A. 25, 294, 300
McDonald's 18, 193
Mack, D. 30, 32, 34
McLaughlin, K. 305
McMahan, S. 237
MacMillan, I. 186
Macpherson, A. 293, 303
Maddi, S. 151
Madera, J. 6–7, 30, 53, 111, 113, 115, 118, 119, 120
Madoff fraud 212, 281–2
Index 351

Mainardi, C. 330
Maitlis, S. 200
Manev, I. 157
Mankin, L. 115, 144
Marcy, R. 78, 82, 86, 88
Marra, F. 209, 213
Marshall, R. 18
Marta, S. 71
Martha Stewart Omnimedia (MSO) 93, 195
Martin, J. 102
Masaoka, J. 330
Massey, J. 227
Masters, R. 135
Mayer, J. 113, 116, 117, 119, 121
Medeiros, Kelsey E. 67–91
media accessibility, communication risk and crisis communication to multiple publics 235
framing see under stakeholder emotions, dealing with influence, organizational learning from crisis 304
and information vacuum see under stakeholders, dealing with external, and managing the information vacuum and new media as direct communication platform 141
social media see under information age and management of crisis lifecycle use, leadership strategies and tactics 198
Meindl, J. 5, 30, 47, 49, 62
Meisler, Galit 110–26
Metcalfe, L. 298
Microsoft 149, 151–3, 155
Miller, K. 128, 137
Milliken, F. 277
Mitroff, I. ix–x, 4, 16, 32, 36, 41, 60, 93, 111, 112–13, 115, 118, 179, 180, 182, 201, 205, 271, 272, 273–4, 277, 279, 281, 283
Moats, J. 202
Moreland, K. 223
Morrison, E. 160, 277
Moynihan, D. 290, 293, 294
Muffet-Willett, Stacy L. 252–69
multiple publics, communication risk see communication risk and crisis communication to multiple publics
Mumford, Michael D. 34, 47, 48, 67–91
Murphy, P. 271
Murray, A. 13, 19
Murray, K. 234
Mussnug, K. 254, 255, 256, 258
Nabi, R. 135, 136
Nadler, D. 195, 281
Neilson, D. 237
Nemanich, L. 79
Netten, N. 110, 119
Newlove, L. 292
Niculae, C. 264, 265
nonprofit organizations, preventing and managing leadership crises 311–30, 339
auditing firm, engaging external 319–20
board crisis, dealing with 313–14
chairmen and director responsibilities 316–17, 327
contingency crisis leadership plan, need for 314
corporate board function 313
crisis avoidance formats 317–23
crisis management plans, and CEO authority 323–4
crisis management plans, lack of 314–15, 316
crisis resolution 323–5
expert advice analysis 324–5
external auditors, developing conversation with 320–21
external auditors, meeting with 320
fiduciary and loyalty duties 318
fraud prevention 318–21
funding issues 326
future research 327–8
governance culture, importance of 311–14
information-sharing 325–6
insurance policy, need for 317
Intermediate Sanctions Act (US) 318
IRS Form 990, expanded 316, 321–3
legalities, understanding 317–18

Andrew J. DuBrin - 9781781006405
Downloaded from Elgar Online at 01/22/2019 04:22:29AM via free access
opinion and advice review 315–25
Penn State University sex abuse scandal 315–17, 326–7
policy research 327–8
practice implications 325–7
stakeholder involvement 326
theory and research review 314–15
traditional board function 312–14
Norman, S. 151, 157, 165
Novak, J. 236
Nudell, M. 236

O’Connor, J. 69, 79
Olbrechts-Tyteca, L. 232, 239
Oliveira, M. 271
Oliver, B. 325
Olsson, E. 290, 293, 297, 298–300, 302, 304, 305
O’Reilly, C. 79, 200
organizational learning from crisis 290–310, 338–9
centralization vs. decentralization 298–300, 302–3, 304
 crises as rare events 294–5
crisis definition 291
 crisis-induced learning definition 292–3
crisis-induced learning, specificity of 293–5
empowerment and decentralization 297
expectation gaps and lack of empirical studies 301
future research 304–5
High Reliability Organizations (HRO) 296, 297, 302
intra- and inter-crisis learning, distinction between 293, 294, 304
key concepts 291–3
leadership perspective 304
learning agents 295–6
lesson sharing and dissemination improvements 302–3
management accountability 303, 304
management and leadership, distinction between 291–2
media influence 304
modern crises, changing nature of 305
new theories, need for 304
normative vs. non-normative approaches 300–301
opinion and advice review 298–301
organizational flexibility and centralization 299–300
post-crisis investigations, external pressure from 294
practice implications 301–3
risk reduction factors 296–7
strategic change, moving towards 292, 297
structural learning problems 303
theory and research 291–7
trust and resilience, need for 292
see also choking under pressure, approaches to minimize; disaster planning and training; leadership
headings
Osborne, S. 305
Osburn, H. 83
Ostroff, C. 161
Padilla, A. 79
Page, K. 118
Palenchar, M. 232
Palttala, P. 110, 112, 119
Parasuraman, S. 116, 119
Parsons, Kelle 193–208
Partlow, Paul J. 67–91
Pauchant, T. 271, 272, 273–4, 277, 283
Pearson, C. 28, 32, 36, 47, 53, 60, 179, 180, 186, 193, 201, 204, 294
Peltz, J. 215, 227
Penn State University sex abuse scandal 315–17, 326–7
Perelman, C. 232, 239
performance, and charismatic leadership see charismatic leadership, origins and effects on performance
Perrow, C. 296–7
Perry, D. 223
Perry, R. 28, 115, 144, 231, 235, 237
personal attributes and behaviors of effective crisis leaders 3–22, 333
accomplishments, giving recognition for 18–19
Index

adaptability and flexibility 13–14
analyze the situation/mission
analysis 6
anger expression, dealing with 7
behaviors of crisis leaders 8–10,
15–19
centralization of authority, crisis
causing 9
CEO as organization’s
spokesperson, role of 9
charisma and inspiration 5
compassion 3–4, 6–8, 12–13
compassion and theft rates,
relationship between 7
crisis types, major 4
decisiveness 9, 11–12, 14
direction definition 9
directive leadership 8–9
disaster response system 6
emotional intelligence 12
extensive communication 9–10
fear of failure, avoidance of 11
future research 20–21
information flow management 10
leadership definition 9
multiteam systems 6, 10
never waste a crisis 19
opinion and advice review 10–19
optimism 14–15
personal attributes of crisis leaders
5–8, 10–15
practice implications 19
remaining calm 15–16
resilience 14–15
responsibility, ability to accept 7
sacrifices made by leaders 13
self-confidence and decisiveness 12,
14
stabilizing emergency situation 11
stonewalling avoidance 17–18
strategic thinking (seeing the big
picture) 5–6
team, making good use of 17
theory and research review 3–10
transformational leadership,
exercising 18
trust, establishing climate of 18
willingness to learn and change 14
work routine, reestablishing 18

Pescosolido, A. 118
Phelps, C. 160
Piccolo, Ronald F. 23–44, 57, 156, 252
Pijnenburg, B. 298
Pilemer, D. 74
Pillai, Rajnandini (Raj) 5, 30, 47–66
Pirola-Merlo, A. 153
Podsakoff, P. 48, 51
Pollock, C. 156
Popper, M. 28
Posner, B. 55, 57–8
Powell, A. 189
pragmatic leaders, dealing with
situation at hand 78–9, 81
Premeaux, S. 115
preventative measures
choking under pressure, approaches
to minimize 36
leadership crises in nonprofit
organizations see nonprofit
organizations, preventing and
managing leadership crises
leadership role see leadership role in
crisis prevention
organizational prevention systems,
and choking under pressure 32, 36
planning–prevention stage,
stakeholders, and managing the
information vacuum 224, 225
preparation/prevention phase,
information age and management
of crisis lifecycle 180, 185–6
Puchan, H. 210
Qi, Q. 219
Quarantelli, E. 27, 28, 179
Quinn, R. 161, 198, 203, 204
Raina, A. 199, 200
Rajah, Rashimah 118, 149–73
resilience, helping group members
develop 149–73, 336
asset factors and risk factors 151
attributed charisma 154
authenticity and contagion of
resilience 157, 162
behavioral resilience 159
cognitive resilience 158–9
communication networks,
importance of 164
complementary supportive environment 167
confidence-building and transformational leadership 154
contagion of resilience 157
contextual conditions 159–60
contingent reward dimension 156–7
crisis and risk management systems, development of 164
deep social capital and interpersonal relationships 160, 162
diffused power and accountability 160
employees’ idiosyncratic deals 166
failure, dealing with and learning from 163
future research 167–8
group resilience development 158
idealized influence 154
individual resilience, development of 151–7, 158, 165–7
individualized consideration 155–6
individuals’ future work selves (FWS), visualization of 167
inspirational motivation and optimism 154–5, 162
intellectual stimulation, problem solving and empowerment 155
job crafting 166
leaders’ vision, execution of 151–3, 164
longitudinal research, future 168
management-by-exception dimensions 156–7
opinion and advice review 161–4
organizational resilience, development of 158–60, 162, 164, 167–8
personal psychological capacities, awareness of 164
physical resilience, importance of 163–4
and positive psychology 150–51, 153, 157
practice implications 165
proactive leadership 162–3
psychological safety 159–60
resilience definition 150
resilience development, importance of 150–51
resource networks, importance of access to 160
slack resources and financial reserves, importance of 161
strategic HR management, importance of 151, 164
subordinate resilience and management-by-exception dimensions 156–7
theory and research review 151–61
training prior to crisis 156
transactional leadership 156–7, 162
transformational leadership and charisma 153–6, 158
work–family spillover effects 168
Reynolds, B. 232
Rezabek, J. 26
Richards, P. 212
Richards, S. 298
Rijpma, J. 296, 297, 302
Riketta, M. 144
Rist, R. 330
Roberts, K. 40, 297
Rosenthal, U. 113, 118, 294, 298
Roux-Dufort, C. 283, 285, 296
Rowan, K. 237
Running, A. 142
Sagan, S. 297
Saks, A. 253, 255–6
Salovey, P. 113, 116, 117, 119, 121
Samuels, J. 102
Sandman, P. 231
Sarbaugh, L. 240–41
Schannon, M. 272
Schaubroeck, J. 158
Scheel, H. 17
Scheufele, D. 219
Schmincke, D. 11
Schoenberg, A. 8, 10, 272, 283
Schön, D. 292, 295, 296, 300
Scott, G. 82
Seeger, M. 110, 115, 219, 221, 231, 232, 235–6, 237, 239, 242, 302
Seligman, M. 161
Index

Senge, P. 194, 236
September 11, World Trade Center 11, 18, 49–51, 53–4, 60–61, 93, 95, 142, 223, 299–300
Sexton, T. 204
Shamir, B. 48, 51, 61–2, 67, 68, 86
Shen, L. 135
Shim, S. 138
Shipman, A. 72, 76, 83–4, 86, 87
Shore, L. 258
Shrivastava, P. 282–3, 285
Siah, J. 223, 224
Singapore
Association of Women for Action and Research (Aware) 215–17
Temasek Holdings 213–14
Siomkos, G. 110
Sirkin, H. 151
Sitkin, S. 297
Slovic, P. 235, 237
Small, D. 137, 264
Smith, C. 139
Smith, L. 205
Smith, R. 160
Smith, S. 223, 224
social media see under information age and management of crisis lifecycle
Société Générale 281
Solomon, C. 139
Somers, S. 160
Sonenshein, R. 93
Sonenshein, S. 200
Spall, E. 329
Spence, P. 231
Spencer, S. 26
Spillan, J. 314
Spreitzer, G. 198, 204
stakeholder
communication and damage control, information age 181
as insider–outsider level, and communication risk 233–4
interest, consideration of 197, 205
involvement, nonprofit organizations 326
stakeholder emotions, dealing with 127–48, 335–6
anger, experiencing 130, 133–4, 136, 137, 141, 143
anxiety, experiencing 131, 133–4, 139, 141, 143
appraisal model of emotion 130, 132
Appraisal-Tendency Framework (ATF) 136–7, 140–41
cognitive-focused coping 132
crisis communication goals 129
Critical Incident Stress Debriefing (CISD) 142
damage control and containment phase 139
emotional labour and management skills 137–8
employee communication, importance of two-way 138, 139, 141–2
employees’ emotions, dealing with, counseling and psychological support 141–2
employees’ emotions, dealing with, cultural differences 143–4
employees’ emotions, dealing with, positive feelings, encouraging 142
employees’ emotions, dealing with, and trust levels 144
employees’ emotions, dealing with 137–9
employees’ moral emotions 138–9
employees and workplace violence or death, dealing with 139
fright, experiencing 130, 133–4, 135, 137, 139, 142, 143
future research 143–4
image repair theory 127
Integrated Crisis Mapping (ICM) model 128, 129, 130–32, 143
Integrated Crisis Mapping (ICM) model, operationalization of 132–4
media framing 135–7, 143
media framing, monitoring of 140–41
media framing, organizational lessons from 136
media and new media as direct communication platform 141
negative emotions involved 130–31
opinion and advice review 137–9
organizational engagement level 131, 132–4
practice implications 140–42
pre-crisis emotions, consideration of 140
primary- and secondary-level emotions 132
problem-focused coping 132
public’s coping strategy 131, 132, 133–4
resource availability for managing situation 140
sadness, experiencing 131–2, 133–4, 136, 137, 141, 143
situation crisis communication theory 127–8
strategic holding position, adoption of 141
theory and research review 129–37
truth, importance of 142
stakeholders, dealing with external, and managing the information vacuum 209–30, 337
agenda building and framing the story 219–21
agenda consolidation through social media 223–5
agenda furthering and engagement of mainstream media 221–3
agenda setting and telling one’s side of the story 218–19
agenda setting and telling one’s side of the story, ethical perspectives 219
characteristics of information vacuum 217
communication ambiguity, use of 221
Contingency Theory of Strategic Conflict Management 223
corporate communication practitioners, use of 219, 220
crisis stage, organization’s reaction to 225
dynamics and dynamism of information vacuum 217–18
effects of information vacuum 217–18
firewall of silence 214–15
future research 226
incident-related and thematically-related news, differences between 211
information vacuum duration 226
information vacuum, reasons for 210
issues management stage 224–5
media hype, and reinforcing demand for news 210–12
media hype types 211–12
media relations, hierarchy of influence 221–3
Mediating the Media model 221–3
nature of information vacuum 217
New Media Crisis Communication model and online threats 223, 224–5
opinion and advice review 213–18
organizational response, slow or hesitant 212–13
organizational transparency and accountability questions 214, 217
planning–prevention stage 224, 225
post-crisis stage, organization’s reaction to 225
practice implications 218–25
previous mistakes, memory of 214
silent response, effects of 212–13
strategic silence 213–14, 226
theory and research review 210–13
Staw, B. 294, 299, 302
Stern, E. 112, 278, 283, 290, 292, 300
Stocker, K. 270, 279
Strange, J. 67, 70, 71, 72, 73, 76, 77, 82, 83, 86, 87
Sturges, D. 140
Su, S. 210
Sullivan, P. 32, 33, 34, 39
Sultan, J. 273
Sundelius, B. 112, 278, 290, 300
Sunoo, B. 139
Sutcliffe, K. 41, 150, 159, 182, 198, 201, 297
Sutton, R. 7
Tai, S. 271
Taleb, N. 163, 293
Tedeschi, G. 144
Tekleab, A. 255, 256

Andrew J. DuBrin - 9781781006405
Downloaded from Elgar Online at 01/22/2019 04:22:29AM
via free access
### Handbook of research on crisis leadership in organizations

- Outdated models of leadership (95–6, 103–4, 107)
- Performance evaluation (105)
- Practice implications (102–5)
- Preparedness, need for (106)
- Strategy implementation, importance of (103)
- Successful organizations after crisis averted (107)
- Teamwork and empowerment, importance of (99–100, 101, 106–7)
- See also and research review (94–6)

**See also leadership headings**
- Tushman, M. (79, 195)
- Tvedt, L. (271)
- Ty, R. (139, 142)
- Tylenol (92, 177)

**United Airlines (184)**
- United Airlines, Hudson River landing (11, 184)
- Valujet crash (9)
- Van Buren, H. (160)
- Van Doorn, J. (72, 78, 81)
- Van Duin, M. (298)
- Van Dyke, M. (238)
- Van Someren, M. (110, 119)
- Vasterman, P. (210, 211)
- Veil, S. (110, 114, 119, 293)
- Vessey, W. (71, 82, 85, 86, 88)
- Vicwest (100)
- Vigoda-Gadot, Eran (110–26, 257, 258)
- Vijayalakshmi, V. (118)
- Vinette, P. (330)

**Vision formation, and charismatic leadership**
- See under charismatic leadership, origins and effects on performance
- Vivona, B. (139, 142)
- Vogus, T. (150, 182)
- Vos, M. (110, 112, 119)

- Wack, P. (202)
- Wal-Mart (10, 12, 18)

- Waldman, D. (48, 68, 154)
- Waldron, V. (138)
- Walters, M. (93)
- Wang, J. (197, 203)
- Warner, C. (11)
- Watt, J. (110, 112)
- Waymer, D. (231, 247)
- Wayne, S. (116, 258)
- Weiss, H. (116, 119)
- Weiss, P. (16, 19)
- Weiss, R. (273)
- Werner, E. (160)
- West, B. (158)
- Wester, M. (110, 119)
- Wharton, D. (215, 227)
- Wien, C. (211–12)
- Wigley, S. (183)
- Wilcox, D. (140, 141, 210)
- Wildavsky, A. (292)
- Williams, E. (30, 47, 50, 51)
- Willis, F. (144)
- World Trade Center, 9/11 (11, 18, 49–51, 53–4, 60–61, 93, 95, 142, 223, 299–300)
- Wu, X. (219)
- Xue, L. (305)
- Yammarino, F. (48, 68, 87)
- Yanow, D. (296)
- Ye, L. (212, 217)
- Yorges, S. (68)
- Yusko, K. (28, 201, 263)
- Zhang, W. (183)
- Zhang, Z. (51, 53)
- Zolli, A. (164)