Index

7/7 London transport bombings  44, 68
9/11 World Trade Center (WTC) terrorist attack
  changes prompted by xiii–xiv
dead toll  x–xi
events x, 34, 243–4
impacts xi–xiii
long-term issues raised by  3–9
motif of people jumping out of windows 181–2

Aber, J.L. xviii, 12, 174
Adams, J. 219
adaptive coping  203
Afghanistan
  future problems with  52
  US public support for attack on  39
Aggen, S.H. 144
Aguirre, B.E. 239, 244
Ahern, J. xviii, 12, 108, 182
Ahmed, M. 5
Aiello, J.R. 269
Aiken, L.A. 136
airline industry
  losses 38
  response to 9/11 267–8
see also US Airways vs Southwest
  Airlines resilience study
airports, increased spending on security  48
Akabas, S.H. 254
al Qaeda  7, 41–2, 49
al-Zarqawi, Abu Musab  40
Alapin, B. 118
Alavosius, M.P. 18
alcohol use
  Pentagon survivors  241–2
  post 9/11 xviii
‘all hazards’ approach  237
Alpaslan, M.C. xxii, 20
Altman, L.K. 117
America West  284–5
Anderson, D.L. 118
Andrews, B. 253
Antonovsky, A. 92
anxiety, resulting from 9/11  10–11
Appelbaum, S.H. 48
Aranya, N. 227
Arata, C.M. 235
Argenti, P. xx, 20, 23
Asarada, J. 9
Assanangkornchai, S. 19
assassination, debates on use of  7
Avendano, M. 118
Ayres, J.G. 118
Babbs, C. 8
Bachrach, S.B. xxii
Baer, M. 28
Baker, Luke 51
Bamberger, P.A. xxii
Bandura, A. 92, 94
banking, tightening of regulations  9
Bar-Tal, D. 5, 174
Barakat, M. 277, 278
Barbash, T. 22, 24
Barley, S. 227
Barling, J. xvi, xix, xxiv, 128
Barofsky, I. 132
Baron-Epel, O. 130
Barrett, P.M. 50
Barron’s Magazine  xx
Basoglu, M. 87
Bass, B. 227, 228
Baum, A. 93, 126, 128
Bazerman, M.H. xxii, 25
Beck, A.T. 178
Becker, E. 84
Becker, M.H. 248
behavioral response to disaster  9
beliefs, changing  207–8
Index

Ben-Ezra, M.  19, 235  
Ben-Shaul, N.  181  
Benedek, D.M.  255  
Benight, C.C.  9, 92, 94  
Bennett, A.  270  
Bennett, C.  5  
Benyamini, Y.  127, 132  
Bergin, Anthony  72  
Bermudez, E.A.  130, 134  
Bernasek, A.  16  
Berribi, C.  xi  
Bickman, L.  128  
bin Laden, Osama  7–8, 39–40, 44  
biological warfare (BW)  105  
bioterrorism see BT  
Bisson, J.I.  90, 176, 202  
Black, P.H.  129  
Blair, Tony  7, 68  
Blanchard, E.B.  174, 175  
Blau, G.  227  
Bleich, A.  111, 127, 128, 141, 143, 146  
Bligh, M.C.  17  
Boin, A.  26  
Bonanno, G.A.  xix, 19, 86  
Bongar, B.  153  
border controls  
and supply chains xi, 6–7, 18  
UK  73  
Boscarino, J.A.  155  
Boss, L.P.  112  
Bossidy, L.  190, 207  
Brannen, S.J.  155  
Brannigan, M.  282  
Brecher, R.W.  107  
Bremer, Paul  41  
Brewin, C.R.  161, 176  
Briere, J.  87  
Broad, W.J.  119  
Brooker, K.  279, 280  
Brooks, N.  235  
Brown, G.  67  
Bryant, R.A.  90, 154  
BT (bioterrorism)  
biological agents  108–10  
community responses  110–13  
healthcare workers (HCWs)  116–17  
individual responses  113–15  
overview  105–6, 120–21  
patients and their families  117–20  
risk communication  106–8, 113–14  
see also anthrax attacks  
Buchanan, Pat  58  
Buenza, D.  20, 24  
Bunde, J.  128, 130  
Bunderson, J.S.  268  
Burke, R.J.  38, 228, 229  
Burkle, F.M.J.  236  
Burns, J.  228  
Bush, George W.  10, 17, 39, 45, 62  
business continuity, UK  75–6  
business continuity plan see continuity of operations plan  
business interventions in response to terrorism  
promoting a sense of safety  87–9  
promoting a sense of self- and collective-efficacy  92–4  
promoting calming  89–92  
promoting connectedness  94–6  
promoting hope  96  
businesses, impacts of trauma  97–100  
BW (biological warfare)  105  
Byosiere, P.  129  
Byrne, M.K.  141  
Bystritsky, A.  235  
Cameron, G.  236  
Cameron, K.S.  268, 270  
Canada  
changes prompted by xiii  
disaster preparedness  6  
Canton, J.  27  
Cappelli, P.  279  
Carey, S.  284  
Carruthers, S.L.  173  
Carver, C.S.  92, 96, 269  
Cascio, W.F.  270  
Cava, M.A.  115  
CBT (cognitive behavioral therapy)  91  
Celia, J.  107  
Chao, E.L.  238  
Charan, R.  190, 207  
Charles, Prince of Wales  76  
Chavez, Hugo  52  
Chen, W.K.  111  
Cheng, S.K.  118  
Chess, C.  107
Index

children
daycare centers 241
effects of media coverage of 9/11 12
Cho, J. 174
Chomsky, N. 36
Chow, G.C. 136
Ciokajlo, M. 248
civil liberties, restrictions of 8
Clause, A. xiv
Clinton, Bill 59
COBRA Committee 74–5
codes, relating to workplace emergency preparedness 244–7
cognitive behavioral therapy (CBT) 91
Cohen, F.L. 119
Cohen, M. 127, 129
Cohen, R.E. 118
Cole, R.E. 270
Colligan, M.J. 112
Collins, D.L. 9
Comerford, R. 229
compassionate autocracy 227–8
confirmatory bias 204–7
Conlin, M. 278, 280
Connelly, M. 156
CONTEST (UK Counter-terrorist strategy) 68–75
continuity of operations plan 238
Cooper, C.L. 129
COR (Conservation of Resources) theory 81–3
Corbin, J. 220, 221
Cortina, J.M. 136
counter-radicalization, UK 71–2
counter-terrorism strategies
UK 64–76
see also CONTEST
US 62–7
Covello, V.T. 107, 108
Craske, M.G. 163
Cuba 41, 52
Danieli, Y. 186
Danner, M. 143
Davidson, R.J. 92
Davis, C.J. 108
Daw, J. 9, 10
Day, T.G. 8
De Roo, A. 118
Dean, D.H. 194
debriefing 176
Deering, C.G. 235
Dellinger, A.M. 241
Deming, W. 34
Denison, John 281
Department of Homeland Security 62–4
Dershowitz, A.M. 59
DeRubeis, R.J. 178
DeSalvo, K.B. 127, 132
Desplaces, D. 229
DeWitt, R.L. 270
Dietrich, A.J. 134
DiGiovanni, C. Jr 114
disaster management see emergency preparedness
disaster planning, impossibility of 26–7
disasters
definitions 233
health and safety impacts 235–6
human behaviors during 233–5
mental health strategies 253–6
terrorism as type of 236–7
Dohrenwend, B.P. xviii
Domke, D. 174
Dooley, E.G. 235
Dougall, A.L. 126, 128
Douglas, K.M. 130, 134
Drennan, L. 26
Duffy, B. 52
Duffy, M. 126
Dutton, J.E. 21, 286
Eachempati, S.R. 245
Eckholm, E. 113
Edmondson, A.C. 268
Eid, J. 127, 129
El-Rashidi, Y. 51
Elliott, D. 87
Ellis, A. 178
emergency action plans 245, 247
emergency management see emergency preparedness
Emergency Operations Center (EOC), reconstitution of 23
emergency preparedness 237–8
see also workplace emergency preparedness
emergency response team 238
Index

employee assistance programs  xix, 254–6
employee motivation under abnormal conditions  219–20
employees, reactions to 9/11  13
Engel, Glenn  282
Ennis, N.E.  82
EOC (Emergency Operations Center), reconstitution of  23
epidemic hysteria  see OMUS
Erlinger, T.P.  130
Esses, V.M.  11
Etzioni, A.  228
evacuating buildings  24
evacuations resistance to  234
World Trade Center 1993  239–40
see also high-rise evacuations
Everly, G.S. Jr  202, 236
Execution: The Discipline of Getting Things Done (Bossidy and Charan)  190
extraordinary rendition  47
Fahy, R.F.  239, 244
fear of terror biomarkers of inflammation  129–30
and subjective health study control variables  130–31
elevated CRP levels discussion  143–4
elevated CRP levels results  139–40
future research paths  145–6
limitations  144–5
method  131–6
overview  126–9
subjective health discussion  140–42
subjective health results  136–9
Feldman, J.  283
Felton, C.J.  xvii, 28
Fielding, D.  18, 177
Fink, L.S.  269
Fischer, H.W.  9
Flying Tiger  277
Flynn, B.W.  186, 198, 202, 212, 256
Flynn, S.  49, 50, 51
Flynn, T.  107
Folkman, S.  82
Ford, D.E.  130
Fraley, R.C.  127
Frank, J.D.  118
Franssen, P.M.L.  131
Fredrickson, B.L.  91
Freear, J.  272, 281
Freedman, S.A.  90, 95, 163
Freedy, J.R.  92
Freeman, S.F.  22
French, J.R.P.  129, 134
French, M.  5
Friedberg, J.P.  19
Friedland, N.  83
Friedman, M.  279
Frohman, D.  17
Fullerton, C.S.  153
Galea, Sandro  155–6
Gallo, L.C.  130
Gangwal, Rakesh, lack of leadership credibility  277–8, 284
Gerbner, G.  173
Gersham, J.  8
Gershoff, E.T.  xviii
Gershon, R.R.M.  xxiv, 24, 234, 244, 248
Gheytanaki, A.  27
Gibson, D.E.  xxiii, 13
Gidron, Y.  132
Gil-Rivas, V. xviii, 12, 174
Gittell, J.H.  xx, 22, 273, 278, 279, 280, 281, 282, 283
Giuliani, Rudy  106, 224
Gladwell, M.  268
Glaser, B.  220, 221
Glik, D.  113
global war on terror  see war on terror
Goldman, N.  127
Goode, E.  107, 108
Gorman, B.K.  145
Gorman, L.  16
Gottlieb, S.L.  120
Gould, M.S. xviii, 12
governments as cause  58–60
Index

standard responses to terrorists 59

Grady, D. 114, 119
Gray, G.C. 112
Gray, M.J. 202
Green, B.L. 129, 235, 236
Greenberg, J. 84, 174
Greenleaf, R. 228
Greenspan, Alan 4
Grieger, T.A. 87, 241, 242
Gunn, J. 235
Gunter, B. 173

GWOT see war on terror

Hackman, J. 219
Hall, B.J. 85, 97
Halloran, M.J. 85, 97
Halpern, J. 186
Hamilton, L.H. 8
Hammond, D.J. 239, 240
Hanley, C.J. 44
Harris, H.J. 118
Hart, P.M. 129
Harvey, A.G. 90
hassle factor 271, 274
Hawryluck, L. 114, 115
hazard 106
HCWs (healthcare workers)
BT (bioterrorism) 116–17
see also NYPH (New York Presbyterian Hospital), employee motivation study
healthcare workers (HCWs)
BT (bioterrorism) 116–17
see also NYPH (New York Presbyterian Hospital), employee motivation study
Henkoff, R. 270
Henshaw, J.L. 238
high-rise evacuations
overview 248–9
see also World Trade Center Evacuation Study
Hill, T.D. 130
Hinman, E.E. 239, 240
Hobfoll, S.E. 14, 81, 82, 83, 85, 86, 87, 92, 93, 94, 95, 96, 127, 128, 156, 202
Hoge, C. xix
Holahan, C.J. 82
Holman, E.A. 99
Howard, R. 17
HRM
impacts of 9/11 15–16
see also NYPH (New York Presbyterian Hospital), employee motivation study, implications for management
Hui, D.S. 119
human continuity 187
Hussein, Hasib 68
Hutson, B. 38
Hyde, J.S. 142
Hyman, S.E. 126
Idler, E.L. 127, 132
Ifel, G. 35
Ignatieff, M. 7
Illgen, D. 219
Imboden, J.B. 118
immigrants, treatment of 8
incident commander 237
incident management system 237
individual resilience 19
informal organization 188
Inness, M. xvi, xix, xxiv, 128
intergroup tensions, increase in 5
involved management 227
IRA (Irish Republican Army) 58, 60
Iran 41
Iraq
ongoing problems 51–2
US public support for attack on 39–40
Irish Republican Army (IRA) 58, 60
Irving, L.M. 253
Isidore, C. 285
Israel
19 October bus bombing 171
media coverage of terrorism 171–2
psychological distress from Palestinian Intifada 14
terrorism in 177
see also fear of terror, and subjective health study
Jack, J. 39, 41, 51
Jacoby, J. 85
Janoff-Bulman, R. 84, 96
JCM (job characteristics model) 219
Jenkins, Darryl 277
Jensen, M. 279
job characteristics model (JCM) 219
Johnson & Johnson 194–5
Johnston, D. 44
Jones, G.H. 194
Jongman, A.J. 128
Joshi, P.T. 173
Jupka, K. 113
Jylha, M. 127
Kabat-Zinn, J. 91
Kahn, R.L. 129
Kakutani, M. 42
Kaniasty, K. 94, 163, 253
Kaplan, D.E. 46
Kaplan, Z. 127, 176
Kaschak, D.G. 173
Kashima, E.S. 85, 97
Kawada, T. 127
Kean, T.H. 8
Keinan, G. 128
Kellerhals, Herb 279, 282
Kellerhals, M.D. Jr. 36
Kelly, J. 23
Kemple, C. 118
Kendra, J. 23
Kennon, John F. 58
Kessler, R.C. 235
Khan, Mohammed Siddeque 68
King, D.W. 82
Kisoc, I. 9
Kleinfield, N.R. 156
Klor, E. xi
Knudsen, H.K. xvii, 12, 175
Kochan, T.A. 271, 279, 286
Kolb, K.J. 269
Kondrasuk, J.N. 15, 16, 34, 35, 36, 38, 43, 228
Kop, W.J. 129
Korten, D.C. xiii, xv
Koslowsky, M. 19
Krauss, C. 117
Kristensson, M. 145
Kumar, S. 111
Kuo, C.J. 235
Kurzman, P.A. 254
Kushner, H.W. 37
Kwek, S.K. 119
Kleinfield, N.R. 156
Klor, E. xi
Knudsen, H.K. xvii, 12, 175
Kochan, T.A. 271, 279, 286
Kolb, K.J. 269
Kondrasuk, J.N. 15, 16, 34, 35, 36, 38, 43, 228
Kop, W.J. 129
Korten, D.C. xiii, xv
Koslowsky, M. 19
Krauss, C. 117
Kristensson, M. 145
Kumar, S. 111
Kuo, C.J. 235
Kurzman, P.A. 254
Kushner, H.W. 37
Kwek, S.K. 119
Labin, D. 5, 174
Larson, R. 229
Lau, H.M. 119
Lau, J.T. 107, 114
Laurenceau, J.P. 132
Lavasani, Abbas 59
Lavi, T. 129
Lawrence, Raymond, Jr 225
layoffs in response to crisis 270–71, 276–80
Lazarus, R.S. 82, 127
leadership 189–93, 224
Lee, A.M. 119
Lee, S. 115
Leonard, B. 15, 16, 19
Lerias, D. 141
LeSueur, Larry 285
Lettinga, K.D. 119
Leung, G.M. 107, 114
Levy, Ira 277
Lewin, T. 194
Lewis, C. 228
Libby, P. 130, 145
Lieberman, M.A. 134
Lilly, R.S. 82
Lincoln, R. 229
Lindell, M.K. 234
Lindsay, Jermaine 68
Lindy, J.D. 236
Linenberg, Michael 282
Lipton, E. 107
Litz, B.T. 202
Liverant, G.I. 10
Lockwood, N.R. xxii
London, P. 95
Londono, E. 51
loss spirals 82
Lubetkin, E.I. 134
Ludwig, K.H. 130
Luthans, F. 268
Madan, T.N. 111
Madrid March 11 2004 terrorist attacks
peri-traumatic reactions 153–5
post-traumatic reactions 155–7
psychological aftermath in emergency personnel 164–6
psychological aftermath in the general population 157–63
Index

psychological aftermath in victims and relatives 163–4
psychological distress of Madrid residents 14–15
Magnusson, P. 46
Maiman, L.A. 248
Mainiero, L.A. xxiii, 13
Major, John 59
maladaptive coping 203
Maloin, J.M. 134
management
distinction from leadership 189–93
see also NYPH (New York Presbyterian Hospital), employee motivation study, implications for management
managers, recommended practice 13–14
Mankin, L.D. 186, 229
Marek, A.C. 51
Marmion, B.P. 118
Marshall, R.D. 126, 127, 129, 141, 174
Masi, D. 254
mass hysteria see OMUS
mass panic 110–11
mass psychogenic illness see OMUS
Masten, A.S. 269
Matthews, K.A. 130
Maunder, R.G. 117, 118
MBSR (Mindfulness Based Stress Reduction program) 91–2
McCarthy, M. 283
McCarter, S. 282
McClelland, D. 219
McConnell, A. 26
McCullough, M.E. 132
McDermott, R. 153
McFarlane, A.C. 87
McGregor, H.A. 85, 97
McHorney, C.A. 132
McKee, K.D. 16
McKinlay, W. 235
McKinley, W. 270
McNally, R.J. 90
McNeil, D.G. 114, 116
McVeigh, Timothy 105
media coverage
effects on children 12
emotional and attitudinal effects 173–5
fusion of geographical and time dimensions 172–3
increasing PTSD 84
in Israel 171–2
regulation
role of media agencies 181–2
role of viewers 180
Meichenbaum, D. 178
Melamed, S. 132, 137, 142
Merari, A. 83
Merskin, D. 174
MetroJet 284
Meyer, A.D. 269
Meyer, G.C. 277
Meyer, S. 277
Michalsen, A. 248
Miguel-Tobal, J.J. 14, 15, 158, 161, 162, 163
Miller, L. 50
Mindfulness Based Stress Reduction program (MBSR) 91–2
Minkowski, A. 176
Mishra, A.K. 270
Mishra, K.E. 270
Mitchell, George 59
Mitchell, J.T. 90, 202
Mitroff, I.T. xxii, 20
Mok, E. 119
Morgan, L. 235
Morrow, P. 227
Mount, I. 282
Moyle, P. 269
Mullin, Leo 282
Muñoz, M. 154
Murphy, K. 267
Nadler, D.A. 188, 190
Nadler, M.B. 188, 190
Nagourney, A. 45
Nakashima, E. 114
National Fire Protection Association
life safety code 244
national security policy, US 64–7
Naylor, J. 219
Nease, D.E. Jr 134
Needham, B.L. 130
Neier, A. 38
Neria, Y. 90, 93
Netanyahu, B. 58
New York Presbyterian Hospital  
Newhagen, J.E. 173  
Nichols, J. 285  
Nichols, Terry 105  
Nicholson, A. 130  
Nickell, L.A. 113, 114, 117  
Nidal, Abu 59  
NNYD diagnosis 111  
Norris, F.H. 94, 128, 141, 143, 146, 153, 163, 186, 199, 226, 235, 253  
North, C.S. 12, 235, 240  
North Korea 41, 52  
Northern Ireland 60–61  
NYPH (New York Presbyterian Hospital)  
employee duty to patients 224  
employee motivation study  
data 221–2  
design 220–21  
employee motivations 223–6  
implications for management 228–30  
propositions, theories and literature 226–8  
involvement in events of 9/11 220, 222–3  

O’Brien, B. 283  
O’Connor, B. 8  
Oklahoma City Murrah Federal Building bombing 37, 105, 240–41  
Oldham, G. 219  
Oldham, J.M. 165, 166  
Olivas-Lujan, M.R. 11  
Olphen, J. 145  
OMUS (outbreak of multiple unexplained symptoms) 112–13  
Ong, K.C. 119  
organizational resilience xx–xxi, 20–25, 210–14  
see also business interventions in response to terrorism  
organizations and terrorism xvi, xix  
building shared values and trust 196–7  
early intervention after an extreme event 201–3  

human continuity and organizational continuity interaction 203–10  
impact of 9/11 17–19  
importance of employee behavioral health 185–7, 214–15  
importance of leadership 189–93  
non-preparation by xxii–xxiii  
organizational behavior in extreme events 193–6  
principles to achieve human continuity 197–8  
promoting resilience xx–xxi, xxiii–xxv, 198–201  
as systems 187–8  
OSHA Emergency Preparedness Standards 246  
Osterman, P. 271, 279, 286  
Ott, M.C. 52  
out-group bias 85, 97  
outbreak of multiple unexplained symptoms (OMUS) 112–13  
outrage 106  
Owens, D. 187  
Ozer, E.J. 84, 87, 162, 163  
Palestinian Intifada, psychological distress in Israel 14  
panic 234  
Parker, Doug 285  
Parker, Jim 278  
Parkes, K. 269  
Pastel, R.H. 112  
patriotism 224  
Pearl Harbor x, 37, 243–4  
Pearlin, L.I. 134  
Peirce, R.S. 134  
Penninx, B.W. 130  
Pentagon 2001 terrorist attack 17, 19, 241–2  
Pepsi jihad 50  
Perliger, A. xxiv  
Perry, R.W. 186, 229, 234  
Peterson, J. 10  
Petterson, J.S. 112  
Pfefferbaum, B. 12, 108, 241  
Phillips, Z. 46, 48  
Piotrkowski, C.S. 155  
Podsakoff, P.M. 127  
Poe, A.C. 16
Pohlman, C. 254
political work commitment 226–7
politics, impacts on xi, 7, 45
Pomfret, J. 113
ports 46
post-traumatic stress disorder see PTSD
postal attacks, procedures for dealing with 8
Pound, E.T. 39
Pradhan, A.D. 130
prediction 25–6
preparatory intervention effectiveness 175–6
in study methodology 178–9
Pressman, A. 47, 51
‘pressure-cooker’ effect 95
Prodi, Romano 59
professional commitment 227
Project High Ground 283
Project Liberty xviii
Proulx, G. 239, 244
psychological distress 9, 14, 38
PTSD (post-traumatic stress disorder) after 9/11 11, 156
after 9/11 xvi–xvii
after wars xviii–xix
following disasters 235
evaluation of 160
Madrid Terrorist Bombing 15, 160–63
Oklahoma City Murrah Federal Building bombing 241
Palestinian Intifada 14
Pentagon survivors 241–2
symptoms 83
and terrorism 83–4
Pugh, M.B. 109
Pyszczynski, T. 85
Quarantelli, E.L. 110, 234
quarantine 114–15
Quenemoen, L.E. 239
Quinn, S.C. 242
Qureshi, K. 116
Ragins, B.R. 286
Ramalingaswami, V. 111
Raphael, B. 90
Rappaport, J. 94
Rasinski, K.A. 12
Read, J.G. 145
Reed, M. 269
Reissman, D.B. 119
relational coordination 283
‘relative risk appraisal’ 141
Republic Airlines 277
Resick, P.A. 92
resilience
business models and relationships xx, 268–70, 282–4
definitions 23, 268
enhancement study design 177–9
overview 175–6
results 179–80
financial reserves xx, 269, 280–82
layoffs in response to crisis 270–71, 276–80
see also US Airways vs Southwest Airlines resilience study
resources (COR) 81–2
Reuter, C. 141
Reuters America, response to 9/11 21–2
Reynolds, Albert 59
Ridge, Tom 62
Ridker, P.M. 130, 131, 134, 139, 145
Rifai, N. 131, 132, 139
risk communication
BT (bioterrorism) 106–8, 113–14
resources for 193
Rivenburgh, N.K. 174
Rogers, J.R. 254
Rogers, R.W. 179
Rogoway, M. 47
Rose, S. 176
Rosenberg, E. 46
Rosenblatt, A. 85, 97
Rosenthal, R. 140
Rotz, L.D. 108
Rubonis, A.V. 128
Rupp, N.G. 48
Ruzek, J.I. 94
Ryff, C.D. 268
safety climate 248
Salcioglu, E. 235
Sandler, O’Neill & Partners, response to 9/11 22
SARS (Severe Acute Respiratory Syndrome)
- healthcare workers 116–17
- OMUS responses 113
- patients and their families 117–18
- quarantine 114–15
- rapid spread 105
- risk communication 107, 113–14
- stigma 115
- transmissible via respiratory droplets 109
- worried well 111–12

Scheier, M.F.
- 92, 96

Schelling, G.
- 119

Schleifer, R.
- 173

Schlenker, WE.
- 12, 83, 108, 127, 156

Schmid, A.P.
- 128

Schmutz, P.
- 129

Schouten, R.
- 236, 254

Schuster, M.A.
- 11, 12, 38, 83, 84, 108, 154, 155

self-rated health (SRH) 132

Seligman, M.E.P.
- 10, 268

Selley, C.
- 235

service culture response 193

Severe Acute Respiratory Syndrome
see SARS

Shavel, A.Y.
- xviii, 90, 95

Sharkey, J.
- 271, 275

Shef, Y.
- 18, 24

Sheffi, Y.
- xx, xxi

Sheng, B.
- 119

Sheridan, L.P.
- 5, 174

Shrader, Katherine
- 50

Shuck, G.
- 283

Shultz, J.M.
- 186, 198, 209

Signieri, N.
- 173

Silver, R.C.
- 11, 83, 84, 87, 99, 127, 129, 130, 132, 143, 154, 155, 156

Simon, J.G.
- 132

Simon, L.
- 85, 97

Singer, B.H.
- 268

Singer, J.E.
- 112

Sitkin, S.B.
- 268

Skinner, B.F.
- 92

Slone, M.
- 175

Smith, C.D.
- 177

Smith, C.S.
- 52

Smith, D.
- 26

Smith, T.W.
- 11

social operating mechanisms 190

social software 190, 206

Solomon, S.
- 85

Solomon, Z.
- 90, 129, 142

Somar, E.
- 127, 129, 141, 176

Sontag, S.
- 173

Southwest Airlines
see US Airways vs Southwest Airlines resilience study

spirituality 225

Spitzer, R.L.
- 134, 144

Sprang, G.
- 9

Spreitzer, G.S.
- 268

SRH (self-rated health) 132

standards, relating to workplace emergency preparedness 244–7

Stark, D.
- 20, 23, 24

Staw, B.
- 268

Stein, B.D.
- xvii, 12, 39, 187

Steinhauer, J.
- 111

Steptoe, A.
- 131

stigma 115

Stith Butler, A.
- 235

Stojanovic, D.
- 39

Stolberg, S.G.
- 119

Stout, D.
- 44

Strategic National Stockpile 242

Strauss, A.
- 220, 221

Straussner, S.L.A.
- 254

Struweing, J.P.
- 112

Sullivan, J.
- 226

Suls, J.
- 128, 130

supply-chain
- border issues xi, 6–7, 18
- instability 5
slash surveillance, increased levels of 5

Sutcliffe, K.M.
- 23, 268

Takahashi, H.
- 108

Tansey, C.M.
- 119

Tanweer, Shazad
- 68

target types 61–2

Taylor, Frederick
- 187–8

terror management theory 84–5, 97–8, 174

terrorism
- and organizations xvi, xix

Southwest Airlines resilience study

SPIRITUALITY 225

Spitzer, R.L.
- 134, 144

Sprang, G.
- 9

Spreitzer, G.S.
- 268

SRH (Self-rated health) 132

standards, relating to workplace emergency preparedness 244-7

Stark, D.
- 20, 23, 24

Staw, B.
- 268

Stein, B.D.
- xvii, 12, 39, 187

Steinhauer, J.
- 111

Steptoe, A.
- 131

stigma 115

Stith Butler, A.
- 235

Stojanovic, D.
- 39

Stolberg, S.G.
- 119

Stout, D.
- 44

Strategic National Stockpile 242

Strauss, A.
- 220, 221

Straussner, S.L.A.
- 254

Struweing, J.P.
- 112

Sullivan, J.
- 226

Suls, J.
- 128, 130

supply-chain
- border issues xi, 6–7, 18
- instability 5

surveillance, increased levels of 5

Sutcliffe, K.M.
- 23, 268

Takahashi, H.
- 108

Tansey, C.M.
- 119

Tanweer, Shazad
- 68

target types 61–2

Taylor, Frederick
- 187–8

terror management theory 84–5, 97–8, 174

terrorism
- and organizations xvi, xix
Index

causes xv

countries sponsoring 41
definitions xiv–xv, 35–6, 59, 83, 236
effects on individuals xvi–xix
future threats to US 48–52
goals 42–3
in Israel 177
regarding the US 36–40
terrorist attacks
likely 51–2
numbers of 8
terrorist bombings, preparation for xxiv
Tichy, N.M. 279
Tierney, K.J. 235
Toker, S. 142
Top Officials National Exercise Plan (TOPOFF) 46
Torok, T.J. 108
torture, debates on use of 6–7
Tramontin, M. 186
 trauma
impacts on businesses 97–100
impacts on people 85–7
travel
changed plans for 10
reduced levels of 5
Trottman, M. 278, 279, 282
Turner, B. 221
Tyler, M.P. 254

UK
business continuity 75–6
counter-radicalization 71–2
counter-terrorism strategies 64–76
see also CONTEST
standard response to terrorist 59
UK Counter-terrorism strategy (CONTEST) 68–75
uncertainty, impacts of 208–10
Ursano, R.J. 87, 186, 196, 204, 212, 235

US
attacks on those of Arab appearance 38
see also out-group bias
counter-terrorism strategies 62–7
economic cost of 9/11 18–19, 37–8
governmental changes 45–9

Homeland Security budget reductions 46
legislation 47, 51
marketing impact of 9/11 17
property damage from 9/11 17
public attitudes and morale post 9/11 9–13, 37–9
public expectations 48–9
terrorist situation 40–48
view of Muslims 42
see also out-group bias

US Airways vs Southwest Airlines resilience study
aftermath 284–5
business models and relationships 282–4
conceptual model 271–4
layoffs as response to crisis 276–80
overview 285–7
role of financial reserves 280–82
US, economic cost of 9/11 xi–xii
US embassies, attacks on 37, 44

van der Kolk, B.A. 87
Van Maanen, J. 227
Vaux, A. 94
Veenema, T.G. 233, 237
Verger, P. 235
Verma, S. 126
Vick, K. 39
Vineburgh, N.T. 256
Virgo, J.M. 187
Vlahov, D. xviii
Vogus, T. 23, 268
Von Nordenflycht, A. 279
Vroom, V. 219

Wachtendorf, T. 23
Wallach, J. 177
war on terror
making world more dangerous xii–xiii, 7
Ware, M. 40
Watkins, M.D. xxii, 25
weapons, terrorist 43, 50
Weick, K.E. 268, 286
Weinert, C.R. 119
Weisaeth, L. 199
Weisenberg, M. 9
Weiss, D.S. 162
Wells, J.D. 82  
Wenger, D. 239  
Wessely, S. 112  
West, S.G. 136  
Whetten, D. 221  
Whitelaw, K. 46  
Wildavsky, A. 268, 269  
Wilkinson, Paul 57  
Wolf, Stephen 277  
Woods, J.B. 108  

workplace emergency preparedness  
   codes and standards 244–7  
   compliance issues 247–8  
   importance of 232–3  
   see also employee assistance programs  
world tensions 27–8  
World Trade Center (WTC)  
   1993 Bombing 25, 36–7, 239–40  
   9/11 terrorist attack see 9/11 World Trade Center (WTC) terrorist attack  
World Trade Center Evacuation Study  
   background 249  

barriers to initiation of evacuation 249–50  
barriers to progression of evacuation 251  
environmental factors 252–3  
organizational factors 251–2  
recommendations 253  
Worline, M.C. 268  
worried well 111–12  
Wray, R. 113  
written emergency plan 237–8  
Wrzesniewski, A. 10, 11  
Wu, K.K. 119  
Yalom, I.D. 97  
Yehuda, R. 126  
Yukawa, S. 173  
Yule, W. 235  
Zeidner, M. 14, 128, 129  
Zimbardo, P.G. 3, 153  
Zivotofsky, A.Z. 19  
Zuckerman, M.B. 50