
Index

- accountability factors
 - 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
- Allio, 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
- Bagin, D. 210
- Barrett, J. 71, 82, 86, 88
- Barrett, M. 236
- Barsade, S. 118, 153, 157
- Barton, L. *ix-x*, 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
- Beilock, 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
- Boin, A. 27, 28, 110, 111, 112, 115, 271, 273, 274–5, 278, 282, 283–4, 285, 290, 291, 292, 294, 296, 297, 299, 302, 304, 305
- Bolman, L. 194, 196, 197
- Bono, J. 68, 79, 153, 155
- Bonvillian, Gary 92–109
- Bowen, D. 161
- Bowen, S. 219
- Boyatzis, R. 30

- 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
- Carook, 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
 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
 Cnumhittipeddi, 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
 - theory and research review 232–8
 - 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
- Coombs, W. 111, 115, 119, 120, 127, 128, 129, 140, 141, 144, 164, 181, 201, 209, 210, 212, 220, 231, 233–7 *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
- Cropanzano, 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
 DiNardo, 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
 Elenkov, 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; stakeholder, dealing with external, and managing the information vacuum
- Exxon Valdez oil spill 93, 97, 177
- Eyetzemitan, 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
 Greysen, 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
 Halevy, 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
 't Hart, P. 27, 28, 111, 112, 113, 115,
 271, 273, 274–5, 278, 282, 283–4,
 285, 290, 291, 294, 298, 299, 300,
 302, 304
 Härtel, C. 118, 153
 Haudan, J. 201
 healthcare crisis (US) 52
 Hearit, K. 231, 277
 Heath, R. 209, 212, 218, 219, 231, 232,
 233, 235, 236, 247, 273
 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
 crisis phases 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
 theory and research review 178–83
 time pressure, influence of 178–9
 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
- Jin, Y. 115, 119, 120, 128, 129, 130–34,
 140, 141, 144, 145, 215, 223, 224,
 226, 227
- 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
 Kioussis, 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
 Kovoov-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
 emotional *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
 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
- Leanna, C. 237
- learning
 - disaster planning and training *see* disaster planning and training
 - emotional intelligence, training to improve 121
 - encouragement and promotion of a learning environment 282–4
 - experiential learning, disaster planning and training 259
 - failure, dealing with and learning from 163
 - handling strategies and learning from them 54–5
 - human resource development frame 197–9
 - information age organizational training, need for 186
 - organizational *see* organizational learning from crisis
 - organizational learning, information age 188
 - past experience as learning experience 30–31, 34, 38
 - post-crisis reflection phase, information age 182–3
 - post-crisis situation, learning in 283–4
 - resilience, and training prior to crisis 156
 - willingness to learn and change, as personal attribute 14
- 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
- McCauley, 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

- 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

- 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
- Pang, Augustine 9, 111, 115, 119, 120, 127–48, 209–30, 273
- 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, 205, 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

- 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
 contingency planning 16–17
 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
- Sellnow, T. 110, 115, 212, 219, 221, 231, 232, 233, 235, 237, 242, 246, 302

- 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, D. 6–7, 30, 52, 53, 111, 113,
 115, 118, 119, 120, 270, 271, 283,
 285, 290, 305
 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
- situational 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
- framing crisis 215–17, 219–21, 336–7
- 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

- Tewksbury, D. 219
 Thomas, J. 159
 Thweatt, T. 237
 ThyssenKrupp 280
 Tierney, K. 28, 237
 Tompkins, P. 144
 Tosi, H. 68
 training *see* learning
 traits, personality *see* personal
 attributes and behaviors of
 effective crisis leaders
 transformational leadership for crisis
 management 47–66, 334
 attributional component 48
 C-LEAD scale of crisis leader self-
 efficacy 52–3, 55
 charismatic leaders 49–50, 52, 55–6,
 58–9, 60–61
 communications strategy 53–4
 crisis types 60–61
 cross-cultural 58–9
 decision-making and judgment,
 importance of 52–3
 emergency situations, dealing with
 50–51
 employee empowerment 57
 followers, role of 61–2
 future research 58–62
 gender role 59–60
 global financial crisis 52
 Global Leadership and
 Organizational Behavioral
 Effectiveness (GLOBE) study
 58–9
 group cohesiveness and self-efficacy,
 need for 51
 group goals, acceptance of 54, 59
 handling strategies and learning
 from them 54–5
 hardiness, fostering climate of 58
 high power distance and
 collectivism, part played by 59
 idealized influence 48, 52, 55–6, 60
 individualized consideration 48, 52,
 57, 60
 inspirational motivation 48–9, 52,
 56
 intellectual stimulation of followers
 57, 60
 leader emotions, effects of 53
 leadership efficacy, measurement of
 55
 Leadership Practices Inventory
 (LPI) 57–8
 longitudinal studies 61
 opinion and advice review 53–5
 organizational culture and belief
 system, communication of 53–4
 practice implications 55–8
 practices and commitments 57–8
 terror management theory 50, 61
 theory and research review 47–53
 toxic leaders, dealing with 62
 transactional leaders 48–9
 US healthcare crisis 52
 vision, role of 60
 visionary and representative leaders,
 influence on followers 51, 58–9
 Tseng, P. 47, 52, 57
 turnaround managers as crisis leaders
 92–109
 adaptive leadership 95, 99–100
 case studies, and future research
 106
 case studies, problems with 94–5
 crises, benefits derived from 96, 106
 crisis definition 93
 customer communication,
 importance of 100, 101
 Dunlap, Al, as example of success
 and failure 101
 effective leadership, lack of model
 for 94, 95–6
 effective leadership principles 95,
 98–9, 103, 106, 107–8
 expertise levels 103
 future research 94–5, 106–7
 high performance crisis leadership
 model 105, 107–8, 335
 higher education example 101–2
 leader's personal life in times of
 crisis, public view of 97–8
 leader–worker relationship,
 importance of 99
 management and leadership,
 distinction between 96, 97–8,
 104–5, 106, 107
 motivational skills 103
 opinion and advice, review of
 97–102

- 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
 theory and research review 94–6
see also leadership headings
 Tushman, M. 79, 195
 Tvedt, L. 271
 Ty, R. 139, 142
 Tylenol 92, 177

 Ulmer, R. 110, 111, 114, 115, 119, 212,
 219, 221, 231, 235, 237, 302
 United Airlines 184
 US Airways, 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
 Vnette, 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
 Weick, K. 40, 41, 69, 79, 86, 153, 159,
 198, 200, 201, 202, 235, 236, 294,
 295, 297, 298, 302
 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
 Wooten, Lynn Perry *xi*, 18, 31, 32, 33,
 36, 93, 95, 110, 111, 112, 114, 115,
 116, 118, 119, 120, 139, 177–208,
 273, 278, 281, 291, 292
 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
 Yukl, G. 8, 11, 54, 55, 67, 76, 79, 85,
 86, 118, 253, 255, 256, 258–9, 262,
 263, 264
 Yusko, K. 28, 201, 263

 Zhang, W. 183
 Zhang, Z. 51, 53
 Zolli, A. 164