

# Contents

<b>Preface</b>	<b>ix</b>
<b>Acknowledgments</b>	<b>xiii</b>
<b>1. The Importance of Crisis Management</b>	<b>1</b>
Types of Crises	2
What Is a Stakeholder?	4
How Crisis Management Can Benefit Your Business or Organization	4
Crisis Management and Traditional Public Relations— Similarities and Differences	6
Crisis Management and the C-Suite	7
Manager’s Checklist for Chapter 1	8
<b>2. Crisis Prevention</b>	<b>11</b>
The Best Way to Manage a Crisis Is to Prevent It	11
The Best Way to Prevent a Crisis Is to Anticipate	12
Typical Audit Questions	14
How a Vulnerability Audit Is Conducted	14
Do-It-Yourself Audits	16
A Case History: Audit Benefits	17
Manager’s Checklist for Chapter 2	18
<b>3. Crisis Planning</b>	<b>19</b>
Crisis Plan Essentials	20
Anticipate Crises	24
Don’t Go Plan Crazy	25
Evaluating Your Existing Crisis Plan—10 Questions “It Can’t Happen to Me”	26
Manager’s Checklist for Chapter 3	29

<b>4. Crisis Training</b>	<b>31</b>
What Good Is a Plan Nobody Knows About?	31
Types of Training	32
Media Training	34
What You Learn from Media Training	35
What Makes a Good Spokesperson?	36
Don't Go It Alone	36
Media Training the Untrainable	38
Manager's Checklist for Chapter 4	39
<b>5. Crisis Drills</b>	<b>41</b>
How Drills Help	42
Types of Crisis Drills	42
Drills and the Media	44
Methods of Practice	45
Manager's Checklist for Chapter 5	46
<b>6. Crisis Response</b>	<b>47</b>
The Five Tenets of Crisis Communications	49
External Communications—The Media	50
External Communications—Beyond the Media	54
The Forgotten Stakeholders—Internal Communication	55
Manager's Checklist for 6	57
<b>7. Crisis Messaging</b>	<b>59</b>
Messaging—General Guidelines	61
Messaging—Specific Guidelines	63
Manager's Checklist for Chapter 7	65
<b>8. Crisis Recovery</b>	<b>67</b>
Step One—Determine the Damage	69
Step Two—Conduct a Post-Crisis Analysis	69
Step Three—Do a Vulnerability Audit	75
Manager's Checklist for Chapter 8	75
<b>9. Online Reputation Management</b>	<b>77</b>
The Impact of the Internet	77
The I-Reporter—Born of the Web	79
Other Sources of Online Threats	81
ORM Terms	82
Who You Gonna Call?	83
Examples of Online Reputation Threats	84

---

Online Reputation Management—The Strategic Side	85
Safeguards	87
Dealing with Internet Critics	88
Education and Reorientation	89
The Role of SEO in Online Reputation Management	91
Manager's Checklist for Chapter 9	93
<b>10. Crisis Management and the Law</b>	<b>95</b>
Integrating Crisis Management and Legal Strategy	97
Common Ground in the Legal vs. Crisis Management Debate	98
Trial by Media—An Attorney's Worst Nightmare	100
Educating the Jury Pool	102
Manager's Checklist for 10	103
<b>11. Crisis Management and the Publicly Owned Company</b>	<b>105</b>
The Communications Pros and Cons of Public Companies	105
How a Public Company Should Respond to a Crisis	107
How the Board Can Help . . . or Hurt	108
The Danger of Ignoring Threats	110
Mergers and Acquisitions	113
On the Positive Side	114
Manager's Checklist for Chapter 11	116
<b>12. Cultural Issues in Crisis Management</b>	<b>117</b>
The Reason? Your Stakeholders	119
How to Manage a Crisis with Multicultural Stakeholders	120
Manager's Checklist for Chapter 12	122
<b>13. Crisis Management Tools</b>	<b>123</b>
Connectivity and Accessibility	123
Staying Online	124
Okay, You're Online . . . Now What?	125
As to Social Media . . .	128
The In-Person Approach—A Tool Not to Be Forgotten	129
Emergency Preparedness Checklist for Small Businesses	130
Manager's Checklist for Chapter 13	134
<b>14. Crisis Management Consultants</b>	<b>135</b>
How Do Crisis Management Consultants Operate?	136
Hiring a Crisis Management Consultant	137
Hiring a Web Consultant	139

Contracting with a Crisis Communications Consultant	141
Working with a Consultant	142
Manager's Checklist for Chapter 14	144
<b>15. Special Crisis Management Risks</b>	<b>145</b>
When You're Targeted by the Media	145
Keeping the Media Out of the Trash	146
Handling the Ambush Interview	147
When You're Targeted by Activists	149
When You're Targeted by an Official Investigation	151
Manager's Checklist for Chapter 15	153
<b>16. Moral Imperatives and the Future of Crisis Management</b>	<b>155</b>
The Future of Crisis Management	158
Where Do You Fit In?	159
Manager's Checklist for Chapter 16	159
<b>Index</b>	<b>161</b>