

Index

INTRODUCTION: WHAT TO EXPECT FROM THIS BOOK	11
Chapter 1: OUR WORLD	15
A society prone to crisis. – The media as crisis catalyzers. – The impact of technology. – Bigger and more vulnerable institutions. – This book is about relations. – Is there a “crisology”? – The story: Why people don’t trust companies.	
Chapter 2: LEADERSHIP, COMMUNICATION AND ETHICS	37
Crises: basic concepts and features. – Classifying institutional crises. – Statistical analysis. – Managing and communicating in crisis. – Ethics and crisis management. – Corporate culture and reputation. – The story: acting and communicating.	
Chapter 3: PRINCIPLES	61
Address perceptions more than facts. – Listen to protesters. – Tune in emotionally. – Argument from the other person’s point of view. – Differentiate between public opinion and the law. – Follow your conscience (Always tell the truth. – Answer for your actions. – Be prepared). – The story: A Panama paper.	
Chapter 4: STAKEHOLDERS	99
Classifying criteria. – Victims. – Participants (managers and employees; shareholders and partners; public authorities and regulators; clients). – Secondary publics. – The mediators: reporters. – The story: Safety and self-driving cars.	

Chapter 5: CONSENSUS AND DISSENT	135
The curve of dissent. – Creating and managing consensus. – Trust, the secret of consensus. – Communication strategy during negotiations. – The story: Consorcio Financiero’s stakeholders.	
Chapter 6: PREVENTION: RISKS, CONFLICTS AND CONTROVERSIES	151
Risk analysis and communication. – Issues Management (Issue, Agenda, Agenda-Setting and Framework; the conflict cycle; monitoring). – Digital turbulences. – Operational guidelines for specific conflict situations (claim handling; errors and rectifications; rumors; leaks). – Risky issues (big little mistakes: sexuality, power, money, secrecy). – ESG, the new frontiers. – Conflicts regarding values: controversies. – Conflicts with the established authorities. – The story: Facebook and the rohingyas.	
Chapter 7: PREPARATION: THE CRISIS MANUAL	209
Crisis plan: its nature and objectives. – Crisis plan models. – How to prepare the crisis plan. – Contents. – How to design scenarios. – The Crisis Management team. – External advisors. – Assessing the plan: drills and simulations. – The story: Emergency plans.	
Chapter 8: ACTION	239
First, convene the crisis team. – Second, think before acting. – Third, decide on the corporate position. – Fourth, define the corporate response. – Fifth, formalize the message (Position paper; Q&A document; ‘Argumentaire’). – Sixth, take the initiative. – Sixth, designate spokespersons. – Seventh, communicate. – The story: true leadership.	
Chapter 9: SITUATIONAL GUIDELINES	289
Facing a declared enemy and public opinion. – Confronting your adversary in court. – Boycotts. – Illegal attacks. – Financial crises. – Misguided values in the organization. – Illegal corporate behaviors. – Corporate scandals. – Communication experiences in emergency situations. – How to apologize and be forgiven. – The story: Shareholders said, enough is enough.	
Chapter 10: THE POST-CRISIS PERIOD	333
Declaring the end of the crisis. – Measuring the overall effects caused by a crisis. – Plans of reform. – The next normality. – Post crisis reconciliation. – The story: rise and fall of a myth.	
Epilogue: IN PRAISE OF PRUDENCE	349
Dangers... and opportunities. – Role of the communicator in a crisis. – The manager’s virtue.	
Bibliographic references	355