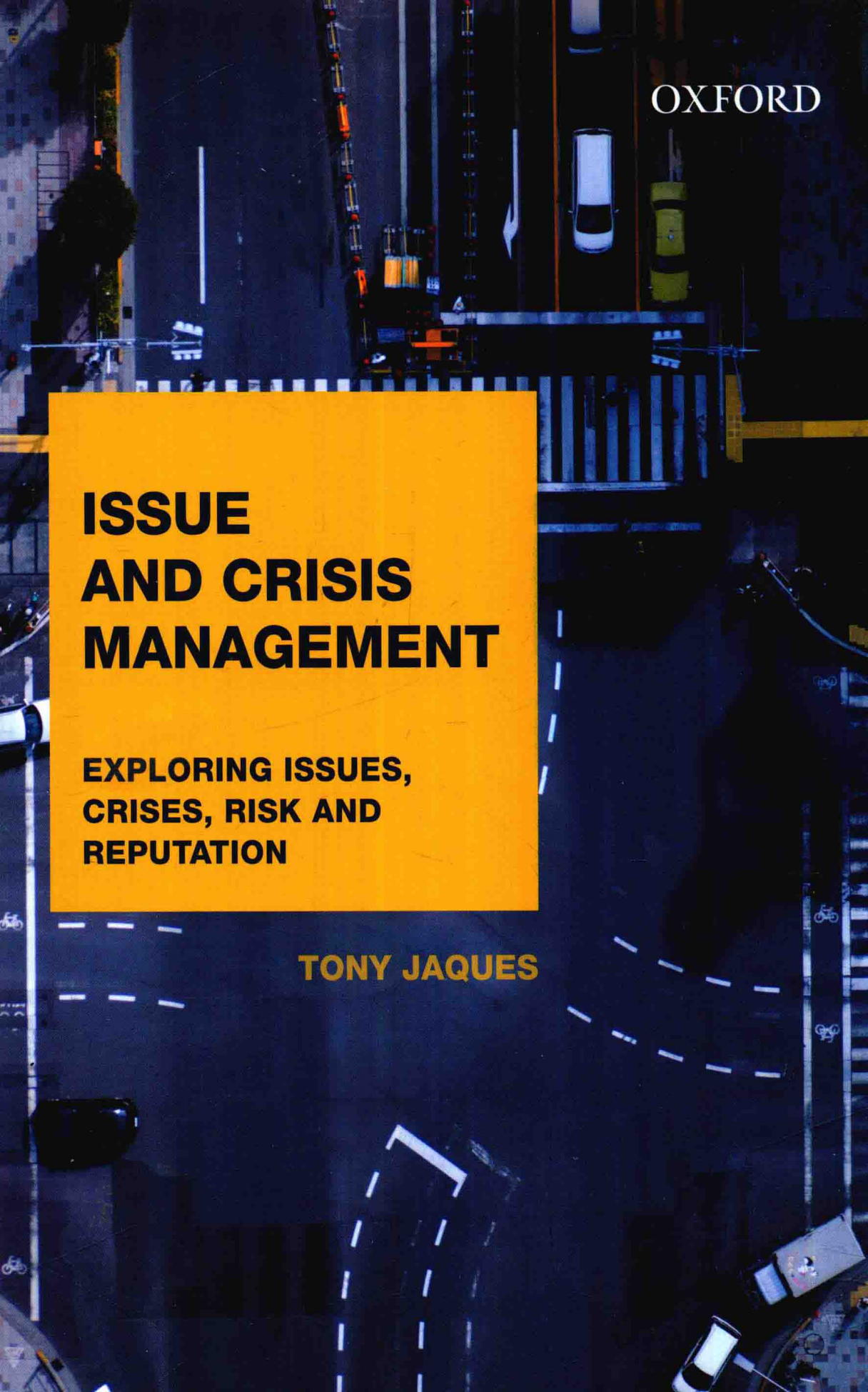
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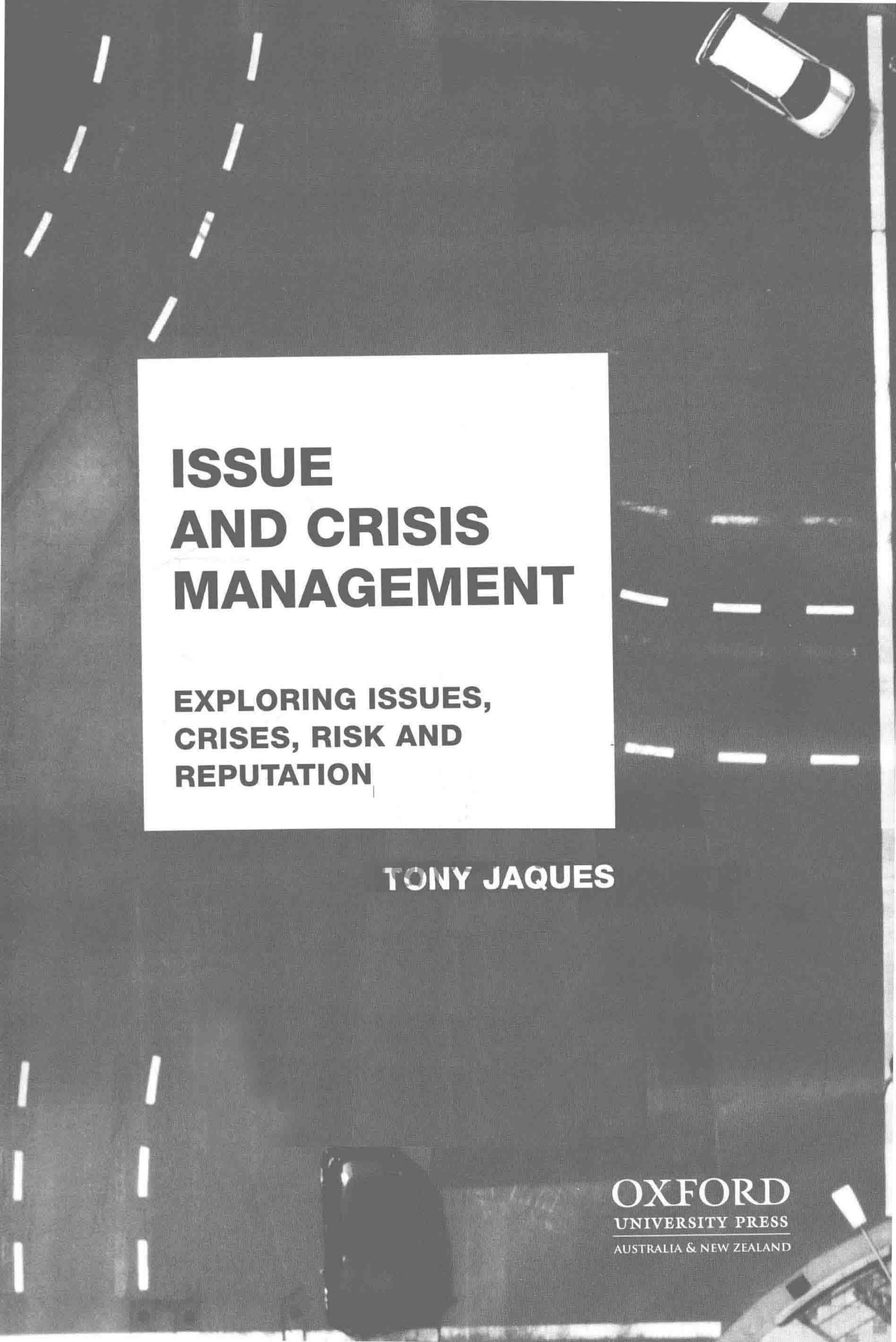

ISSUE AND CRISIS MANAGEMENT

EXPLORING ISSUES, CRISES, RISK AND REPUTATION

TONY JAQUES

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Published in Australia by
Oxford University Press
253 Normanby Road, South Melbourne, Victoria 3205, Australia

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First published 2014

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National Library of Australia Cataloguing-in-Publication data

Jaques, Tony, author.
Issues and crisis management: exploring issues, crises, risk and reputation/Tony Jaques.

9780195529081 (paperback)

Issues management.
Crisis management.
Management.

658.401

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Edited by Pete Cruttenden
Cover design by Kim Ferguson
Cover image: Getty Images/Michael Hitoshi
Typeset by diacriTech
Proofread by Carol Goudie
Indexed by Russell Brooks
Printed by Sheck Wah Tong Printing Press Ltd

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THE AUTHOR

Dr Tony Jaques is a consultant specialising in issue and crisis management and lectures in postgraduate programs at universities in Melbourne. Since working as Asia-Pacific Issue Manager for a US multinational, he has established an international reputation in the field, with speaking engagements and through publications in leading academic journals including *Public Relations Review*, *Journal of Communication Management*, *Journal of Public Affairs*, *Corporate Communication*, *International Journal of Strategic Communication* and *Asia Pacific Public Relations Journal*. In addition, he has written book chapters in Australia, Britain and the USA, most recently *The Sage handbook of public relations* (Sage, 2010), *Pre-crisis planning communication and management* (Peter Lang, 2012), *The handbook of research on crisis leadership in organisations* (Edward Elgar, 2013), *Workplace communication for the 21st century* (Praeger, 2013) and *Exploring public relations* (Prentice-Hall, 2014). He is a former Director of the Issue Management Council in Leesburg, Virginia, and writes Australia's only specialist online issue and crisis management publication, *Managing Outcomes* (www.issueoutcomes.com.au).

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CONTRIBUTORS

Brendan Elliott

Brendan Elliott is the Community Relations Manager on a major Australian rail infrastructure project being delivered by John Holland in New South Wales. He has previously held Senior Media Advisor roles at NBN Co and Australia's largest urban water utility—Sydney Water. Brendan handled public affairs for the Australian Radiation Protection and Nuclear Safety Agency during consultation periods for the replacement research reactor at Lucas Heights and the Commonwealth Government application to site a national radioactive waste repository near Woomera in South Australia. He received a Masters in Communication Management from the University of Technology, Sydney in 2000.

Chris Galloway

Dr Chris Galloway is a senior lecturer in public relations at Massey University, Auckland, New Zealand. His research interests focus on reputation risk management; issue, crisis and risk communication; and the role of communication in emergency management. He is co-editor of *Public Relations Issues and Crisis Management* (Thomson, 2005) and his work has been published in journals including *Public Relations Review, Journal of Communication Management* and *Asia Pacific Public Relations Journal.*

Gwyneth Howell

Dr Gwyneth Howell has been teaching and researching the crisis and disaster communication for 15 years. She has published extensively in this area and today is one of Australia's leading researchers in social media response during and post disasters. She also consults to a range of NGOs and government agencies in the design and development of communication strategies for disaster response. In 2012 Dr Howell was awarded a national OLT Teaching Citation for her integrated and innovative delivery of crisis and issue management at the University of Western Sydney.

Tina Hunter

Dr Tina Hunter teaches and researches in the areas of national and international petroleum law, mining law, property law, administrative law and legal philosophy. After completing her PhD in comparative petroleum law at the University of Bergen, Norway, Dr Hunter has taught in Australia, the UK, Russia and Norway, and has provided consulting services to governments both overseas and in Australia. She drafted the resource management and administration regulations in Western Australia, and analysed petroleum laws in Western Australia and the Northern Territory. Prior to joining the TC Beirne School of Law, University of Queensland, Dr Hunter held positions at Bond University and the University of Bergen.

Joanne Chen Lyu

Joanne Chen Lyu is a PhD Candidate in the School of Journalism and Communication at the Chinese University of Hong Kong. Her research interests include public relations, crisis communication and management, relationship/*guanxi* studies and Chinese

communication. Her research work has been published by *Public Relations Review* and Chinese scholarly journals. Previously, she worked in the public relations department of a transnational media corporation. The case study included in this textbook is adapted from her publication in *Public Relations Review*, which was awarded Top Student Paper in the Public Relations Division of the International Communication Association (ICA).

James Mahoney

James Mahoney is Head of the Discipline of Communication at the University of Canberra and convenes the Master of Strategic Communication and the Bachelor of Communication in Public Relations degrees. He is the author of *Public Relations Writing* (Oxford University Press, 2013) and *Strategic Communication Principles and Practice* (Oxford University Press, 2013) He has written on program evaluation and strategic communication for international academic journals and is a former Honorary National Secretary of the Public Relations Institute of Australia, of which he is a Life Fellow.

Lynette McDonald

Dr Lynette McDonald is a Lecturer in Public Relations at the University of Queensland in the School of Journalism and Communication. Lynette completed her PhD on the topic of consumer reactions to company crisis communication and management. She has multiple publications, including on different aspects of company crises, and has worked for a number of years as a public relations practitioner.

Gary Mersham

Gary Mersham is Professor of Communication at the Open Polytechnic in New Zealand and his research interests include e-learning and crisis communication. He has been a disaster management and crisis communication consultant to several large multinationals and to the South African and New Zealand governments. He has published widely in communication, authoring eight books and numerous peer reviewed research articles, including co-authoring the book *Disaster management: A guide to issues management and crisis communication* (Oxford University Press, South Africa, 2002) He has been a visiting professor at institutions in Australia, the USA and throughout Africa, and continues to consult to community, government and corporate clients.

Augustine Pang

Dr Augustine Pang is an Assistant Professor at the Wee Kim Wee School of Communication and Information at Nanyang Technological University, Singapore. Dr Pang's research interests include crisis management and communication, image management and repair, media management and public relations. Beside contributing chapters to leading textbooks such as the *Handbook of crisis communication* (Wiley-Blackwell, 2010) and *The Sage handbook of public relations* (2010), he has published widely in peer-reviewed journals. He is the regional editor for *Corporate Communications: An International Journal* and has co-guest-edited special issues in the *International Journal of Strategic Communication* and *Media Asia*.

Timothy Sellnow

Dr Timothy L. Sellnow is Professor of Communication at the University of Kentucky. He currently serves as theme leader for risk communication research at the National Center for Food Protection and Defense. His research focuses on risk and crisis communication in organisations and government agencies. He has worked globally on risk communication projects with such organisations as the World Health Organization and the International Food Information Council. He has co-authored five books on risk and crisis communication. His latest book, co-authored with Matthew Seeger, is *Theorizing crisis communication* (Wiley, 2103).

Mark Sheehan

Mark Sheehan combines almost 25 years of management marketing and public relations experience in the private sector with more recent academic experience as Senior Lecturer in Public Relations in the School of Communication & Creative Arts at Deakin University. He was the founding Postgraduate Course Director of the Master of Arts (Professional Communication) program from 2001 to 2006. From February 2007 to June 2009 he was SCCA Associate Head of School—Regional and Development. He has published widely and presented at Australian and international conferences in the areas of crisis management, public relations history and market research.

Manoj Thomas

Dr Manoj T. Thomas is an Associate Professor of Strategic Management at XLRI-Xavier School of Management, Jamshedpur, India. He has a doctorate in management from IRMA, Anand, and an MPhil in Economics from the Centre for Economic and Social Studies, Hyderabad. He has also trained as a civil engineer and has several years of working in consulting organisations on issues related to strategy and the environment.

Deborah Wise

Deborah Wise is a PhD candidate at the University of Newcastle, Australia. Her research interests are varied but they primarily concern the role of public relations in constructing and shaping socio-cultural discourses. Currently Deborah is examining the role of public relations in the positioning of the Australian carbon tax.

Katharina Wolf

Katharina Wolf is an academic at Curtin University in Perth, Australia, and course coordinator of the public relations program. She is passionate about student-centred, work-integrated learning; a commitment that has been recognised with a number of local and national awards. Katharina's industry experience encompasses communications and research roles in Germany, Spain, the United Kingdom and Australia. She is a former West Australian President of the Public Relations Institute of Australia and a director on the institute's national board. Her research interests include activism, the integrated use of new technologies, public relations education and career advancement in public relations.

Aimei Yang

Dr Aimei Yang is an Assistant Professor of Public Relations at the University of Southern California's Annenberg School for Communication and Journalism. Her work focuses on

international public relations, activism studies, crisis communication and social network research. She has received research awards from both the International Communication Association and the National Communication Association. She has published numerous journal articles and book chapters in leading refereed journals in her field, including *Public Relations Review*, *Journal of International & Intercultural Communication*, and *Mass Communication and Society*.

ACKNOWLEDGMENTS

Thanks to the academics from around the world who adapted their published work to be included in the case studies; their names and achievements are listed in the earlier Contributors section of this book.

Thanks also to the many individuals whose support and encouragement made this book possible, in particular Dr Chris Galloway at Massey University, Auckland; Dr Robert Heath at University of Houston, Texas; Dr Peter Sandman; Dr Tim Coombs at University of Central Florida, Orlando; Dr Vince Covello of the Center for Risk Communication in New York; and Karen Hildebrandt at Oxford University Press, Melbourne.

Some parts of this book draw on previous publications by the author, which have been adapted for the present use and are identified at the end of the relevant chapters. Specific citations from the author's other publications are referenced in the normal way.

Thanks to Wayne Burns, CEO of Australasian Centre for Corporate Public Affairs, for permission to adapt material for figures in Chapter 3 and Chapter 12; Teresa Crane, CEO of the Issue Management Council in Leesburg, Virginia, for permission to use the Issue Management Best Practice Principles in Chapter 4; Dr Vince Covello for permission to use the message maps in Chapter 10; Harvard Business Review for permission to reprint the table in Chapter 11. The SCCT crisis response strategy guidelines in Chapter 11 are reprinted with permission from Macmillan Publishers Ltd: Corporate Reputation Review, 'Protecting Organization Reputations During a Crisis: The Development and Application of Situational Crisis Communication Theory' by Timothy Coombs, Copyright © 2007, Macmillan Publishers Ltd, published by Palgrave Macmillan. Also Dominic Cockram, Managing Director of Steelhenge Consulting, UK, for permission to use the leadership principles in Chapter 12.

INTRODUCTION

Where issue and crisis management intersect and converge with risk and reputation is one of the most dynamic and challenging areas of management and professional communication. Moreover, the new process approach to issue and crisis management reveals that these disciplines are not separate activities but form part of a continuum of management responsibilities that comprise a comprehensive response to events or developments which threaten organisational reputation or success.

This book introduces and explores each element, while at the same time emphasising the intimate relationship between them all.

The first chapter sets the framework, introducing the main elements of the book and placing them within an integrated, relational model.

Chapters 2–5 develop in detail the important concept of issue management, and Chapters 6–9 introduce and analyse the critical aspects of crisis management and the related concept of disaster management.

Chapter 10 introduces the basic elements of risk, risk management and risk communication, while Chapter 11 brings much of the previous discussion together in describing how the different elements combine to impact organisational reputation.

Chapter 12 summarises some of the main concepts; introduces corporate social responsibility as an integrated model; develops the role of leadership across the continuum of activity; and identifies some trends for likely future development.

While all the chapters contain frequent examples and references to illustrate key ideas, Chapters 2–11 also include two case studies relevant to the chapter theme. These case studies all focus on examples from the Asia-Pacific region, and are based on research or published journal articles by experts in their fields. Each contribution has been adapted by the original author especially for this book.

In addition to the main chapters, there are two additional features in this book. While each chapter lists the sources formally cited, there are many other useful sources that are referred to or that support each chapter. These additional references focus mainly on those published since 2000, although there are some exceptions for earlier publications that are of particular importance, or that reflect significant historical perspectives. They are listed in Further reading sections, also at the end of each chapter. Following the main chapters there is an Appendix with a fully worked example of a detailed issue management plan developed from the model introduced in Chapter 4.

Finally, in addition to the specific online resources referenced in the text, there is also a list of more general useful websites, which can be accessed by students or practitioners. This list appears at the end of the book before the index.

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1 SETTING THE FRAMEWORK

CHAPTER OBJECTIVES

This chapter will help you to:

- understand the basic outline of issue management and crisis management
- recognise the link to risk and reputation
- assess the impact of the internet and social media
- distinguish different approaches to defining an issue
- learn how issue process models evolve
- evaluate tactical crisis response versus strategic crisis management
- differentiate between the categories of crises
- appreciate how issue and crisis management align with other management disciplines.

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