

Lifesaving Tools for Crisis Management



October 1, 2012

Download *IESE Insight* magazine (Issue 15, Q4 2012) on Crisis Management and Crisis Communication.

- **Claus Rerup** (Richard Ivey School of Business) presents a framework for companies to improve their ability to pick up on signals that impending crises give off before they happen.
- The corporate communications consultant **Alfonso González-Herrero** looks at the

key issues that companies must address, with forecasting and planning, in order to safeguard their reputations.

- IESE's **J.R. Pin** provides a guide to help managers lead and communicate, so as to prevent uncertainty from crippling the organization.
- **Mark S. Schwartz, Wesley Cragg** (both of York University) & **W. Michael Hoffman** (Bentley University) use the 2010 BP oil spill as a cautionary tale of what happens when a company fails to make decisions based on ethical values.

Also in this magazine:

- **Kandarp Mehta** discusses why creative offers and counteroffers play such vital roles in negotiation processes, and he proposes strategies to help you improve your own negotiating skills.
- **Marco Tortoriello** maps the informal networks that employees form across functions and divisions: understanding them may facilitate innovation.

In our case discussion, three experts recommend how the airport management company, **Aena**, should deal with an air traffic control strike that closes airspace and strands passengers.

And finally, the real-life story of **a Mexican kidnapping** offers valuable lessons for overcoming your own worst fears and taking control of your life when you find yourself a hostage to fate.

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