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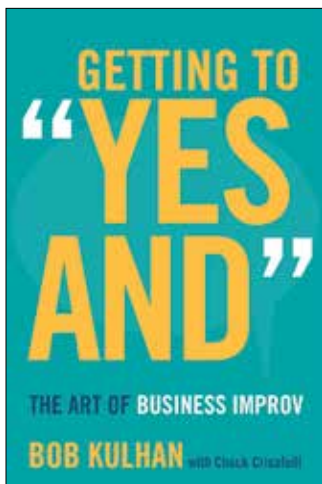
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Getting to “Yes And” *The Art of Business Improv*

Bob Kulhan with
Chuck Crisafulli

Amidst the deluge of advice for businesspeople, there lies an overlooked tool, a key to thriving in today’s fast-paced, unpredictable environment: improvisation. In *Getting to “Yes And”* veteran improv performer, university professor, CEO, and consultant Bob Kulhan unpacks a form of mental agility with powers far

beyond the entertainment value of comedy troupes.

Drawing on principles from cognitive and social psychology, behavioral economics, and communication, Kulhan teaches readers to think on their feet and approach the most typical business challenges with fresh eyes and openness. He shows how improv techniques can translate into more productive meetings, swifter decisions, stronger collaboration, positive conflict resolution, mindfulness, and more. Moving from the individual to the organizational level, Kulhan compiles time-tested teaching methods and training exercises into an instrumental guide that readers can readily implement either as a party of one or a company of thousands.

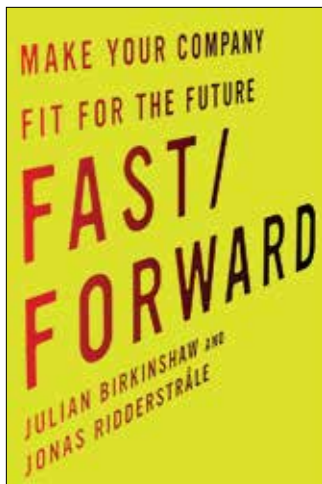
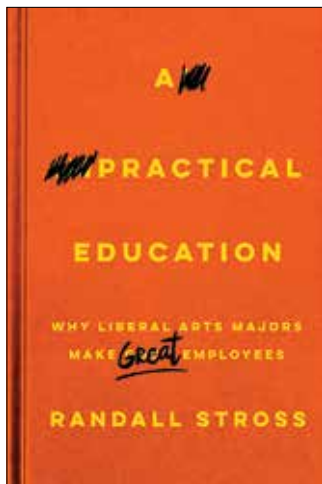
“You don’t have to spend years on stage to be good at the art of improvisation. Read this intriguing book and get ready to take communication at work to a whole new level.”

—Ken Blanchard, coauthor of *The New One Minute Manager* and *Collaboration Begins with You*

“Getting to ‘Yes And’ has earned its place on the bookshelves, desks, and nightstands of savvy business readers. It’s Dale Carnegie Training® for the 21st century.”

—Jack Canfield, CEO, The Canfield Training Group,
bestselling author of *The Success Principles*

280 pages, January 2017
9780804795807 Cloth \$29.95 **\$23.96 sale**



Fast/Forward

Make Your Company Fit for the Future

Julian Birkinshaw and
Jonas Ridderstråle

The leading companies of the past twenty years have all harnessed the power of information to gain competitive advantage. But as access to big data becomes ubiquitous, it can no longer guarantee a leg up. *Fast/Forward* makes the case that we are entering a new era in which firms that

understand the limits of bits and bytes will take the lead.

Whereas the industrial age saw the rise of bureaucracy, and the information age has been described as a meritocracy, we are witnessing the rise of adhocracy. Adhocratic organizations scan the horizon for winning opportunities, and then respond with agility by making smart, intuitive decisions. Combining decisive action with emotional conviction, future-facing firms seize the day. *Fast/Forward* paints the big picture of a new approach to strategy and provides the necessary playbook to make your company fit for the future.

“Fast/Forward makes a compelling case for spontaneity, speed, and a willingness to lead with intuition. More importantly, it speaks to the leadership qualities required to implement its suggestions.”

—Jeffrey Pfeffer, Stanford University, author of *Power*

“Big data is oversold as the most important facet of competitive advantage. Rather, breakthrough leaps of faith are necessary to achieve extraordinary results. Fast/Forward is full of practical advice about how to capitalize on this simple idea.”

—Anita McGahan, University of Toronto,
author of *How Industries Evolve*

240 pages, April 2017
9780804799539 Cloth \$29.95 **\$23.96 sale**

REDWOOD  PRESS

A Practical Education

*Why Liberal Arts Majors
Make Great Employees*

Randall Stross

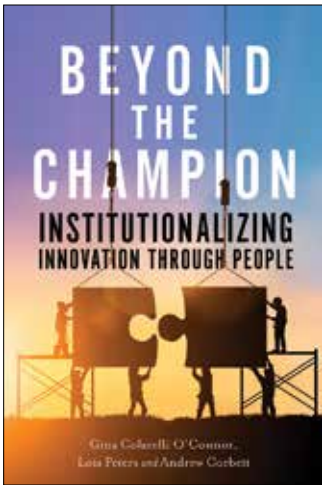
The liberal arts major is often lampooned: lacking in “skills,” unqualified for a professional career, underemployed. But studying for the joy of learning turns out to be surprisingly practical. Just look to Silicon Valley, of all places, to see that liberal arts majors can succeed not in spite of, but because of, their education.

A Practical Education investigates the real-world trajectories of graduates with humanities majors who might seem least employable in engineering-centric workplaces. Drawing on the experiences of Stanford University graduates—their education, job searches, and early work experiences—Randall Stross shows liberal arts graduates to be multi-capable majors who thrive in positions that no one would have predicted.

“The need for critical thinking and liberal arts-educated leaders is more relevant than ever. An engaging perspective on this crucial topic that proves the humanities pays dividends in the long run.”

—David Kalt,
CEO and Founder,
Reverb Holdings, Inc.

304 pages, September 2017
9780804797481 Cloth \$25.00 **\$20.00 sale**



Beyond the Champion *Institutionalizing Innovation Through People*

Gina Colarelli O'Connor,
Andrew C. Corbett, and
Lois S. Peters

Beyond the Champion argues that innovation is a talent and a discipline all its own, just like finance or marketing. Breakthrough wins require an organizational design with clearly delineated roles, responsibilities, and career tracks for those who shoulder

the responsibility for new products. Drawing on the results of a four-year study and two decades of related research, this book outlines three fundamental competencies necessary for innovation—discovery, incubation, and acceleration—and maps these skills onto roles and opportunities for advancement. Companies will come away with a pioneering roadmap for sustainable innovation, built on the power of their people.

“This book is the capstone of 20+ years of longitudinal research that has revealed the issues with corporate innovation on numerous levels. It’s spot on.”

—Rich Duncombe, University of Oregon

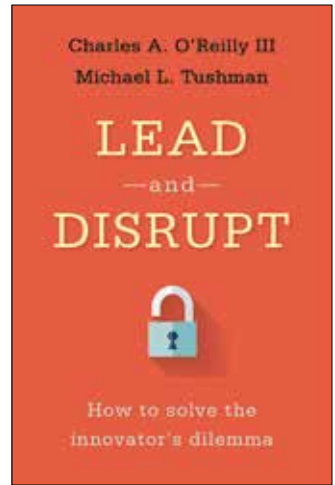
“A masterwork on system-level innovation. Comprehensively researched and replete with superb analysis, Beyond the Champion is destined to be the definitive work on how to foster continued business growth.”

—William E. Schneider, President, Corporate Development Group, Inc., author of *Lead Right for Your Company’s Type*

“This book supplies a blueprint for how to institutionalize the innovation function and create an organization that enhances the talents of its people.”

—Donald F. Kuratko, Indiana University

312 pages, January 2018
9780804798273 Cloth \$35.00 **\$28.00 sale**



Lead and Disrupt *How to Solve the Innovator’s Dilemma*

Charles A. O’Reilly III and
Michael L. Tushman

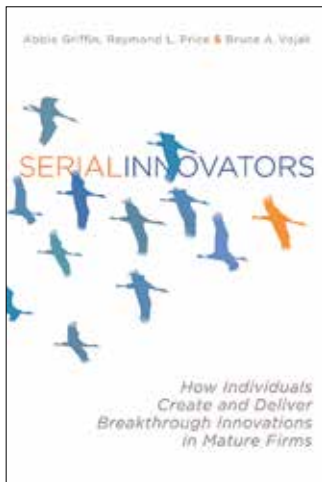
A startling fact: companies large and small are shuttering more quickly than ever. Innovation guru Clayton M. Christensen has been pessimistic about whether established firms can prevail in the face of disruption, but Charles A. O’Reilly III and Michael L. Tushman know they can!

Lead and Disrupt explains how shrewd organizations have harnessed *ambidexterity* to solve their own innovator’s dilemmas. These luminaries improve their existing businesses through efficiency, control, and incremental change, while also seizing new markets where flexibility, autonomy, and experimentation rule the day.

“One of the perennial puzzles in business is how established companies can maintain their core while simultaneously pursuing new growth. This book provides an insightful perspective on the important role leadership can play in solving that puzzle.”

Clayton M. Christensen,
Harvard Business School,
author of *The Innovator’s Dilemma*

280 pages, 2016
9780804798655 Cloth \$29.95 **\$23.96 sale**



Serial Innovators

How Individuals Create and Deliver Breakthrough Innovation in Mature Firms

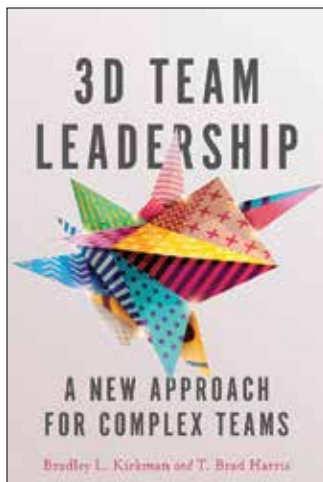
Abbie Griffin, Raymond L. Price, and Bruce A. Vojak

Serial Innovators zeros in on the cutting-edge thinkers who repeatedly deliver breakthrough innovations and new products in large, mature organizations. Abbie Griffin, Raymond L. Price, and Bruce A. Vojak detail who these pioneers are and how they develop novel products, ranging from salt-free seasonings to improved electronics in companies such as Alberto Culver, Hewlett-Packard, and Procter & Gamble. Based on interviews with over 50 serial innovators and an even larger pool of their co-workers, managers, and human resources teams, the authors reveal key insights about how to better understand, emulate, enable, support, and manage these important individuals for long-term corporate success.

“In Serial Innovators managers will find a refreshing perspective and clear guidance on how to locate, reward, and retain serial innovators within their organization.”

—Anthony Di Benedetto,
Temple University

240 pages, 2012
9780804775977 Cloth \$29.95 **\$23.96 sale**



3D Team Leadership

A New Approach for Complex Teams

Bradley L. Kirkman and
T. Brad Harris

Many organizations believe that high-functioning teams hold the key to breakthrough thinking, superior customer service, and high-quality products. But all too often, leaders and managers fail to support teams in ways that allow them to live up to their promise. Leaders may

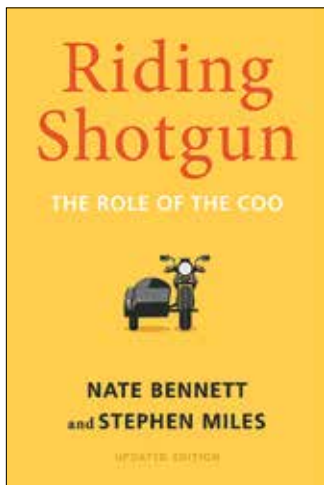
ask for teamwork, but only reward and evaluate individual performance; focus on the group at the expense of individual members; or leave team members to sort out their differences, leading to the formation of unhealthy cliques.

In *3D Team Leadership*, Bradley L. Kirkman and T. Brad Harris present a dynamic new model for maximizing team performance that accounts for two often overlooked components: the individuals who make up the team and the subgroups that form within teams. Drawing on their own research, best-in-class studies, and extensive consulting, they show leaders how to properly diagnose the state of their teams, hone in on the element that needs attention, and seamlessly shift focus among the three components of teamwork as time goes on. Delivering practical recommendations rooted in scholarship, this is a thoughtful, straightforward guide to the challenge of teaming today.

“Great leaders bring out the best in their teams. This handbook from two experts makes the latest evidence on team leadership accessible to anyone looking for insight in a messy and complex world.”

—Adam Grant, *New York Times* bestselling
author of *Originals* and *Give and Take*

312 pages, September 2017
9780804796422 Cloth \$35.00 **\$28.00 sale**



UPDATED EDITION

Riding Shotgun *The Role of the COO*

Nate Bennett and
Stephen Miles

The role of Chief Operations Officer is arguably the toughest job in a company. COOs play a critical part in executing the strategies developed by top management. And, in many cases, they are being groomed—or test-driven—as the firm’s CEO-elect. *Riding Shotgun*

provides unique insight into this little-understood role. The authors develop a framework that illustrates who the COO is, why a company should create this position, and what the challenges of the job entail. Drawing heavily on first-person accounts from top executives, the authors offer a set of strategies to inform individuals who aspire to serve as COO. With a new preface and conclusion and even more interviews from some of the most established and important companies in today’s economy, this book is a one-of-a-kind resource for the c-suite and the boardroom.

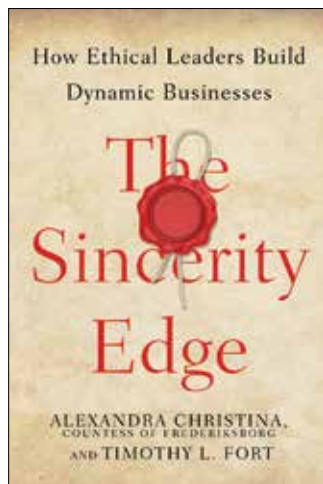
“Bennett and Miles illuminate the potential and the perils of being number two. A must-read for anyone aspiring to make the leap, and for those who recruit, oversee, and coach them.”

—Michael Watkins, Founding Partner,
Genesis Advisers, author of *The First 90 Days*

“This updated edition provides essential insight into what makes the COO role work and remains a must-read for current or aspiring COOs.”

—John S. Petterson, Senior Vice President, Tiffany & Co.

248 pages, January 2017
9781503600386 Cloth \$29.95 **\$23.96 sale**



The Sincerity Edge *How Ethical Leaders Build Dynamic Businesses*

Alexandra Christina,
Countess of Frederiksborg
and Timothy L. Fort

Recognizing their role as “corporate citizens,” companies are seeking guidance on how to be true to their missions, principled in practice, and well regarded for their contributions to society. As this book reveals, the key lies in sincerity—the sum of values like authenticity, integrity, and trust.

Countess Alexandra Christina, a European corporate board director, and Timothy L. Fort, a leading American scholar, delineate a clear, actionable model for bringing sincerity to the business context. Their vision complies with law, aligns corporate social and financial performance, and values corporate ethics in its own right, rather than as a means to an end.

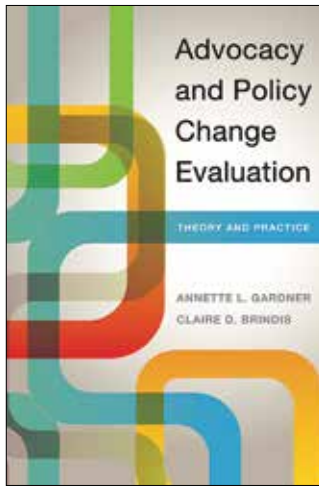
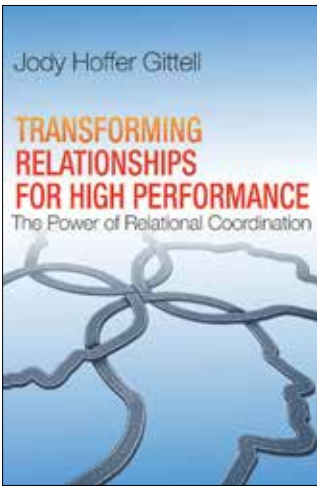
176 pages, September 2017
9780804797450 Cloth \$45.00 **\$36.00 sale**

ALSO OF INTEREST

The Diplomat in the Corner Office *Corporate Foreign Policy*

Timothy L. Fort

224 pages, 2015
9780804796606 Paper \$24.95 **\$19.96 sale**



Transforming Relationships for High Performance

The Power of Relational Coordination

Jody Hoffer Gittell

Whether at the hand of customers, supply-chain partners, policymakers, or regulators, organizations across industries are facing calls to do more with less. Just in time, this book offers a road-tested approach for doing just that through positive organizational change.

Jody Hoffer Gittell reveals that high performance is fundamentally relational—rooted in both human and social capital. She provides a unique model that will help companies build meaningful relationships among colleagues, developing better work processes and organizational structures. By following four organizations on their change journeys, she illustrates how “relational coordination” unfolds in real-world settings. Tools for change guide readers on how to implement this new model in their own workplaces.

“An inspired and substantive account of how relational coordination enables excellence in teams and organizations.”

—Jane E. Dutton,
University of Michigan, co-editor of
How to Be A Positive Leader

320 pages, 2016
9780804787017 Cloth \$35.00 **\$28.00 sale**

Advocacy and Policy Change Evaluation

Theory and Practice

Annette L. Gardner and
Claire D. Brindis

Ideal for evaluators, change makers, and funders, this book is the authoritative guide to advocacy and policy change evaluation. Part I provides a conceptual foundation for navigating advocacy tactics within today’s turbulent policy landscape. Part II offers recommendations for developing appropriate evaluation designs and working with unique advocacy and policy change-oriented instruments. Part III turns toward opportunities and challenges in this growing field. To illuminate and advance evaluation practice, the authors draw on over 30 years of experience; collective wisdom based on a new, large-scale survey of evaluators; and in-depth case studies on issues from the environment to public health to human rights.

“Advocacy and Policy Change Evaluation definitively announces to the world that this is a specialization contributing credible and useful evaluations, documenting its accomplishments for all to see.”

—Michael Quinn Patton, author of
Utilization-Focused Evaluation

288 pages, April 2017
9780804792561 Paper \$35.00 **\$28.00 sale**

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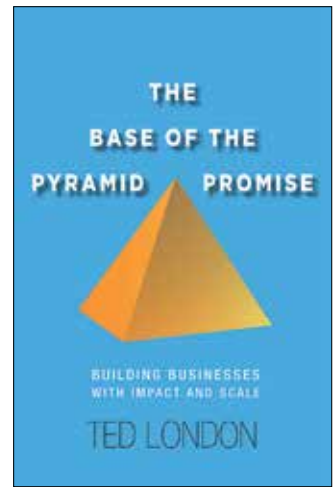
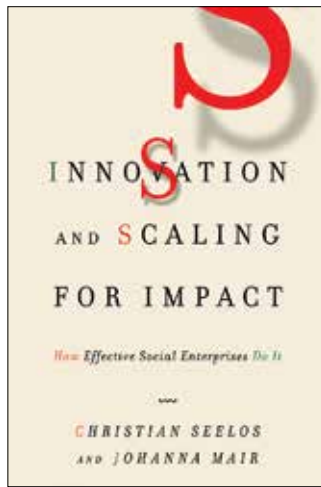
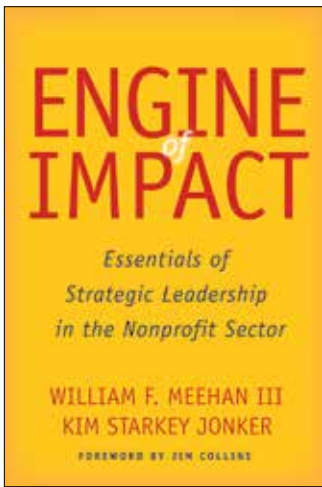
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Engine of Impact

Essentials of Strategic Leadership in the Nonprofit Sector

William F. Meehan III and
Kim Starkey Jonker
Foreword by Jim Collins

We are entering a new era—an era of impact. The largest intergenerational transfer of wealth in history will soon be under way, bringing with it the potential for huge increases in philanthropic funding. *Engine of Impact* shows how nonprofits can apply the principles of strategic leadership to attract greater financial support and leverage that funding to maximum effect. As *Good to Great* author Jim Collins writes in his foreword, this book offers “a detailed roadmap of disciplined thought and action for turning a good nonprofit into one that can achieve great impact at scale.”

“As a philanthropist constantly grappling with how I can achieve more impact, I found Jonker and Meehan’s insights to be provocative and engaging. A must-read.”

—Jeff Raikes,
Co-Founder, Raikes Foundation,
former CEO, Bill & Melinda Gates
Foundation, and Chairman,
Stanford Board of Trustees

264 pages, November 2017
9780804796439 Cloth \$29.95 **\$23.96 sale**

Innovation and Scaling for Impact

How Effective Social Enterprises Do It

Christian Seelos and
Johanna Mair

Innovation and Scaling for Impact forces us to reassess how social sector organizations create value. Drawing on a decade of research, Christian Seelos and Johanna Mair reveal an overlooked nexus between investments that might not pan out (innovation) and expansion based on existing strengths (scaling). In the process, it becomes clear that managing this tension is a difficult balancing act that fundamentally defines an organization and its impact. And common *innovation pathologies* often derail organizations by thwarting their efforts to juggle these imperatives. With four rich case studies, the authors detail *innovation archetypes* that effectively sidestep these pathologies and blend innovation with scaling.

“A timely corrective to commonly held myths in the social sector, this book has potential to save entrepreneurs much heartache and confusion.”

—Sarah Soule,
Stanford University

256 pages, January 2017
9780804797344 Cloth \$35.00 **\$28.00 sale**

The Base of the Pyramid Promise

Building Businesses with Impact and Scale

Ted London

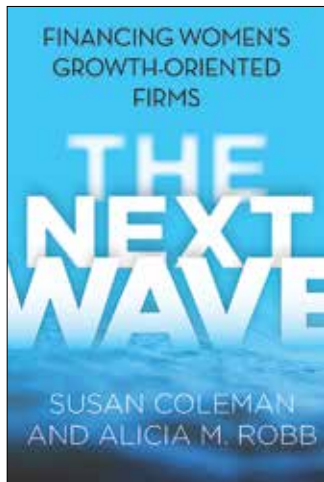
Of the world’s 7 billion inhabitants, around 4 billion live in low-income markets in the developing world. At the same time, the business community seeks new opportunities for growth, and the development community is striving to increase its impact.

Drawing on over 25 years of experience across some eighty countries, Ted London offers concrete guidelines for how to build better enterprises while simultaneously alleviating poverty. He outlines three key components that must be integrated to achieve results: the successes and failures of enterprises to date; the development of an ecosystem conducive to market creation; and the voices of the poor. London provides aspiring market leaders and their stakeholders with the tools and techniques needed to succeed in the unique, opportunity-rich BoP.

“Highly practical and based on deep insights. This book offers one of the most convincing accounts yet of the role BoP enterprises play in poverty alleviation.”

—Paul Polman,
CEO, Unilever

240 pages, 2015
9780804791489 Cloth \$35.00 **\$28.00 sale**



The Next Wave
Financing Women's Growth-Oriented Firms

**Susan Coleman and
Alicia M. Robb**

You may be familiar with the success stories of Spanx, GoldieBlox, and other women-owned businesses that have taken their markets by storm. But only two percent of women-owned firms generate more than one million dollars each year.

Susan Coleman and Alicia M. Robb present data-driven advice to increase that number. They consider the unique approaches and specific concerns of female business owners and the growing pool of investors who will help to select and groom a new generation of leaders, providing entrepreneurs with useful resources and illustrating the road ahead with real cases.

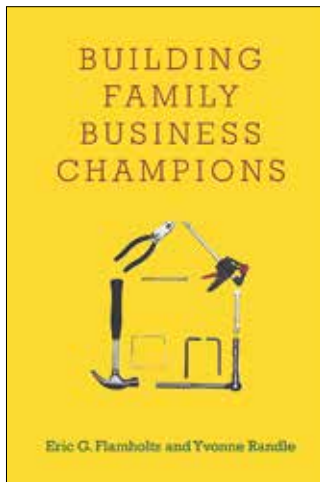
312 pages, 2016
9781503600003 Paper \$29.95 **\$23.96 sale**

ALSO OF INTEREST

A Rising Tide
Financing Strategies for Women-Owned Firms

**Susan Coleman and
Alicia M. Robb**

288 pages, 2012
9780804773065 Paper \$27.95 **\$22.36 sale**



**Building Family
Business Champions**

**Eric G. Flamholtz and
Yvonne Randle**

Building Family Business Champions provides a theoretically sound and practical framework for understanding the challenges that family businesses face. Drawing on three decades of consulting with more than 250 companies, their own experience running a family-owned firm, and sound research, Eric G. Flamholtz and Yvonne Randle present a set of managerial tools—for planning, structuring the business, measuring performance, and managing culture. Richly illustrated with stories of companies at various stages of growth from around the globe, this book provides a comprehensive guide for building businesses that thrive as they pass from generation to generation.

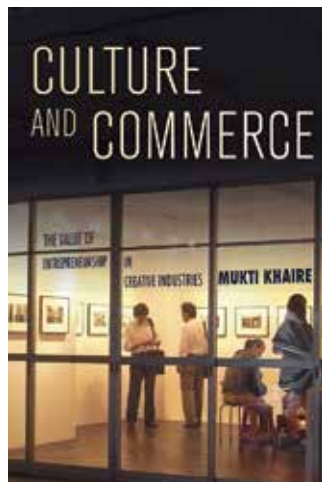
272 pages, 2016
9780804784191 Cloth \$35.00 **\$28.00 sale**

ALSO OF INTEREST

Corporate Culture
The Ultimate Strategic Asset

**Eric G. Flamholtz and
Yvonne Randle**

264 pages, 2011
9780804763646 Cloth \$35.00 **\$28.00 sale**



Culture and Commerce
The Value of Entrepreneurship in Creative Industries

Mukti Khaire

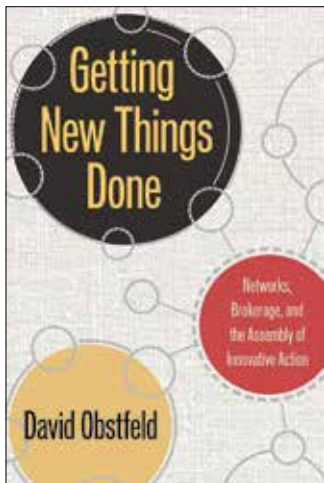
Art and business are often described as worlds apart, even diametric opposites. And yet, these realms are close cousins in creative industries where firms bring cultural goods to market, attaching price tags to music, paintings, theater, literature, film, and fashion.

Building on theories of value construction and cultural production, *Culture and Commerce* details the processes by which artistic worth is decoded, translated, and converted to economic value. Case studies of firms from Chanel and Penguin to tastemakers like the Sundance Institute and the Pritzker Prize illuminate how creative entrepreneurs influence our sense of value, shifting consumer behavior and our culture in deep, surprising ways.

"This remarkable book lucidly and convincingly reveals the structure and functioning of creativity in the marketplace."

—Diana Sorensen,
Harvard University

280 pages, June 2017
9780804792219 Cloth \$65.00 **\$52.00 sale**



Getting New Things Done

Networks, Brokerage, and the Assembly of Innovative Action

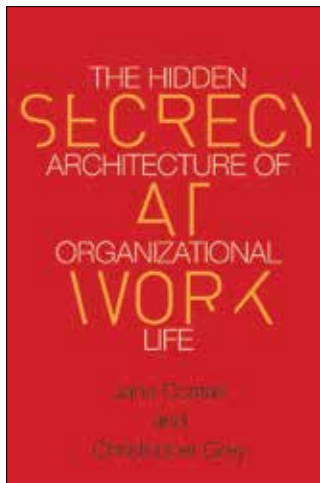
David Obstfeld

This book offers a framework that explains how innovators use network processes to broker knowledge and mobilize action. How well they do so directly influences the outcome of attempts to innovate, especially when a project is not tied to proscribed organizational routines. An entrepreneur launches a business. A company rolls out a new product line. Two firms form a partnership. These instances and many more like them dot today's business landscape. Yet we understand little about the social dimension of these undertakings. Disentangling brokerage from network structure and building on his theoretical work regarding *tertius iungens*, David Obstfeld explains how actors with diverse interests, expertise, and skills leverage their connections to create new ventures and products with extraordinary results.

"Taking no shortcuts, Obstfeld's scholarly tour de force is eminently readable and truly practical."

—Amy C. Edmondson,
Harvard Business School,
author of *Building the Future*

272 pages, July 2017
9780804760508 Cloth \$70.00 **\$56.00 sale**



Secrecy at Work

The Hidden Architecture of Organizational Life

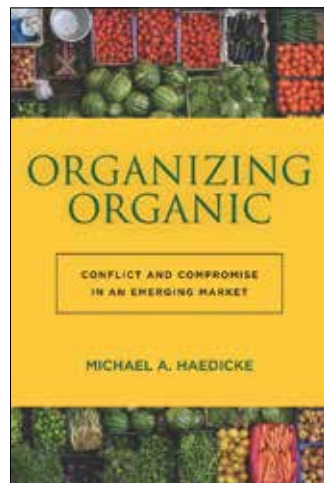
Jana Costas and
Christopher Grey

Secrecy is a part of work, and keeping secrets is a form of work. But also, secrecy creates a social order—a hidden architecture within our organizations. Drawing on previously overlooked texts, as well as well-known classics, Jana Costas and Christopher Grey identify three forms of secrecy: formal secrecy, as we see in the case of trade and state secrets based on law and regulation; informal secrecy based on networks and trust; and public or open secrecy, where what is known goes undiscussed. Animated with evocative examples from scholarship, current events, and works of fiction, this framework presents a bold reimagining of organizational life.

"In an era where calls for transparency and openness dominate the organizational landscape, this book provides an alternative discourse to help readers understand and appreciate secret processes."

—Craig R. Scott,
Rutgers University, author of
*Anonymous Agencies, Backstreet
Businesses, and Covert Collectives*

216 pages, 2016
9780804798143 Paper \$27.95 **\$22.36 sale**



Organizing Organic

Conflict and Compromise in an Emerging Market

Michael A. Haedicke

Tracing the history of the organic food sector, Michael A. Haedicke charts the development of two narratives that give way to competing institutional logics. Social activists contend that organics can break up the power of big agribusiness, while professionals who are steeped in the culture of business emphasize the potential of market growth for fostering better behemoths. Drawing on extensive interviews and unique archival sources, Haedicke looks at how these groups make sense of their everyday work. He pays particular attention to instances in which individuals overcome conflicting narratives by creating new cultural concepts and organizational forms.

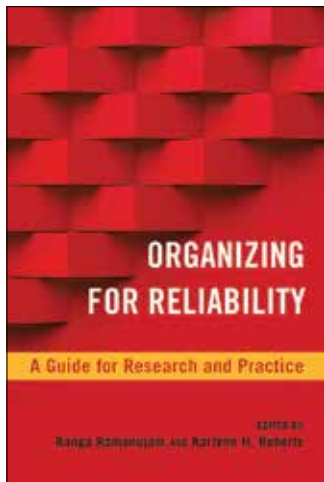
"Haedicke masterfully traces a fundamental tension that fueled both conflict and compromise as organics went mainstream."

—Michael Lounsbury,
University of Alberta

"At the intersection of social movements and organizational theory, Haedicke has fashioned a rich, innovative portrait."

—Doug McAdam,
Stanford University

240 pages, 2016
9780804795906 Cloth \$60.00 **\$48.00 sale**



Organizing for Reliability
A Guide for Research and Practice
Edited by Ranga Ramanujam and
Karlene H. Roberts

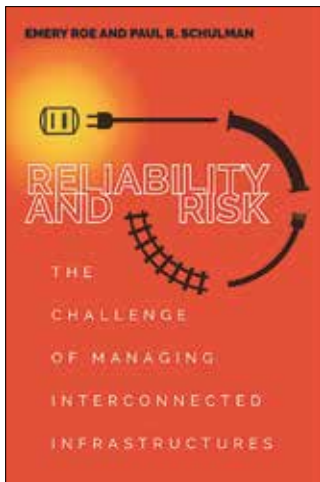
Increasingly, scholars view reliability—the ability to plan for and withstand disaster—as a social construction. However, there is a tendency to evoke this concept only in the face of catastrophes. This book frames reliability as a fundamental issue in the study of organizations—one that can also improve day-to-day operations.

Bringing together a diverse cast of contributors, it considers how we can account for the ability of some organizations to maintain high reliability and what we can learn from them. The first of its kind in over twenty years, this volume delivers a dynamic base of shared knowledge and an integrative research agenda at a time when organizational reliability has never been so important.

“Contributing fresh insight on reliability, this book has the potential to rejuvenate interest and stimulate substantial new research in the field.”

—Sara J. Singer,
Harvard T.H. Chan School of Public
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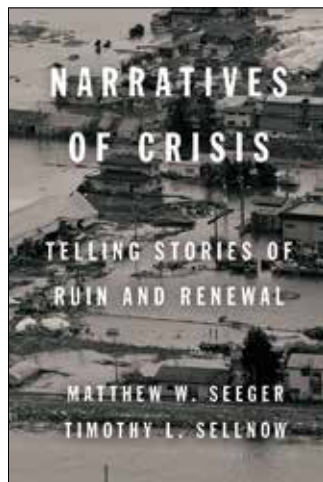
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