



CONTENTS

Foreword ix

Preface xi

About the Authors xvii

PART ONE: BUSINESS COMMUNICATION IN THE EVOLVING CORPORATION 1

1 Characteristics of Excellent Communication 3

James E. Grunig, Larissa A. Grunig

2 The Corporate Communicator: A Senior-Level Strategist 19

Nick Durutta

3 Organizational Culture 31

Paul M. Sanchez

4 The Communication of Trust 44

Pamela Shockley-Zalabak, Kathleen Ellis

5 Communication Ethics: Sorting Out What Is Right and Wrong 56

Mark P. McElreath

PART TWO: MANAGING COMMUNICATION 65

- 6 Strategic Approaches to Managing the Communications Function 67**
Diane M. Gayeski
- 7 Strategic Planning: Timeless Wisdom Still Shapes Successful
Communication Programs 80**
Lester R. Potter
- 8 Aligning Internal Employee Communication with Business Strategy 93**
Ayelet Baron
- 9 Issues Management: Linking Business and Communication Planning 108**
George McGrath
- 10 Change Communication: Twelve Questions to Ask Before
Communicating Change 122**
Carol Kinsey Goman
- 11 Current Realities in Crisis Communication 136**
Elpi O. Cuna Jr.
- 12 Corporate Social Responsibility 146**
Adine Mees
- 13 Communicating for a Merger or an Acquisition 159**
Patricia T. Whalen
- 14 Managing and Communicating Cultural Diversity 178**
Jenifer Armand-Delille
- 15 Communication Counsel in Corporate Communication:
The Care and Feeding of Leadership 192**
Mark Schumann

PART THREE: INTERNAL COMMUNICATION 203

- 16 Internal Communication 205**
Brad Whitworth
- 17 Manager-Employee Communication 215**
Hilary Scarlett
- 18 Throwing Rocks at the Corporate Rhinoceros: The Challenges
of Employee Engagement 227**
Roger D'Aprix

- 19 **Communicating Major Change Within the Organization** 240
Rodney Gray, Gerard Castles
- 20 **Internal Communication Media** 257
Tamara L. Gillis
- 21 **Internal Branding: Employer Branding** 268
R. Alan Crozier
- PART FOUR: PUBLIC RELATIONS** 281
- 22 **Public Relations Research and Planning** 283
Don W. Stacks
- 23 **The CEO-Leader as Relationship Builder: Convinced But Unengaged** 296
J. David Pincus, Stephen C. Wood
- 24 **Successful Media Relations** 310
Brenda Siler
- 25 **Investor Relations and Financial Communication** 320
Karen Vahouny
- 26 **Government Relations** 343
Bill Carney
- 27 **Taking a Leadership Position in the Community: It Is About More Than Writing a Check** 352
Mary Ann McCauley
- 28 **Public Relations and Ethical Conduct** 362
Meryl David, Todd T. Hattori
- 29 **Measuring Public Relations Programming** 371
Mark Weiner
- PART FIVE: MARKETING COMMUNICATION** 389
- 30 **Marketing Communication Today** 391
Lorenzo Sierra
- 31 **Branding and Brand Management: Integration and Innovation** 400
Paul Mlodzik
- 32 **Building and Sustaining a Dynamic Corporate Reputation** 414
Alison Rankin Frost

33 **Communication for Customer Satisfaction and Loyalty** 425
Jeff Schmidt

34 **Measuring Marketing Communication** 436
Merry Elrick

PART SIX: THE FUTURE OF BUSINESS COMMUNICATION 451

35 **The Future of Measurement in Corporate Communication** 453
Vicci Rodgers

36 **Navigating the Infinite Nature of Knowledge** 462
Kellie Garrett

37 **New Values for a New Workplace** 471
Christopher Nevill

38 **The Future of Integrated Communication** 479
Jane Sparrow

39 **International Communication** 491
Sylvie Testard-Ramírez

40 **The Impact of Technology on Corporate Communication** 504
Shel Holtz

41 **The Future of Business Communication** 514
Katherine Woodall

Index 531