Index

a
aboriginal peoples code of ethics 78
abstraction 27, 36, 37, 121
abstractus 36
academics 35, 38, 41, 57, 63, 71, 76, 86, 117, 118, 135, 145, 179
acculturation 82, 163, 167
accuracy 84, 120, 121, 169
active publics 68
actor-observer bias 128–130, 195
adapting to publics 86–87
adversarial model 85, 86
agency
  defined 92
  in socially responsible strategic communication 91–92
agency-promoting
discourse 92
SC 91, 92
agency-robbing
discourse 92
SC 92
agenda-setting 109, 136
agreement 7, 28, 55, 57, 64, 77, 79, 82, 85, 110, 112, 119–121, 192
Åknes Norway 149
Altruistic campaigns and benefited publics 69–70
Altruistic campaigns defined 69
American Marketing Association 83, 84
American National Standards Institute (ANSI) 36
American Revolution 172, 179
Amnesty International 60, 174
analog 11, 12, 28, 160
analogue 9, 11, 13
analytic understanding of risk 146–148
ancient architecture 10
ancient Middle East 176
answering machine 160
anti-terrorism 57, 137
anti-tobacco campaigns 162
applicability 36, 37, 122
applied approaches 38
a priori terms 67–68, 156
Aristotle 30, 37, 64, 76–78, 88
art and science of IM 111
artificial distinction, experience, theory and research 34, 50, 118, 133
art of SC 49
assessment in cocreational model 51
assigned roles in risk communication 142
assumption of rationality 138, 146–148
  not cocreational 148
assumptive world views 26
asynchronicity 159, 160
asynchronous narrative 149
AT&T 23
Attorney in the Court of Public Opinion 85–86
attributes of audiences 65
attribution theory 126–130
  applications of 126–130
  background 126
  concepts 126–127
  evaluation 130
  fundamental attribution error 128–129
  self-serving bias 126

© 2018 John Wiley & Sons, Inc. Published 2018 by John Wiley & Sons, Inc.
Index

Attrition of issues 106–107
audiences
  as commodity 65
  passive group 65
axia 40
axiology 38, 40

b
balance/coorientation theory 42, 119–122
battle of the currents 89
behaviorist view of publics 55
Bertrand Russell’s 44
blog-mediated crisis communication model (BMCC) 156
Book of the Dead 10
Boston Marathon 177
BP 16, 61, 114, 128, 129
brand(ing)
  evaluations 127
  and image 119
  overused 119
  trust in 132
  value in 119
Burke 76, 88
business majors 35
Business Marketing Association 83

campaigns
  funded for reason 53
  specific or customized segmentation 68–69
  specific segments of publics 68
car safety 104
CC (cocreation) differs from simple interpretation 149
certain losses 151
change 16–18
Chicago School 37
Chief Communication Officer 22
childhood vaccinations 31, 161
chosen one 178, 194, 195
Christian Coalition 60
circle one, can be 70–90% of circle 6 195
civil rights 102, 103
click-throughs 45, 52

cocreation
  approach to ethics, defined 87–94
code of ethics for strategic communicators 93–94
definition
  of a market 62
  of marketing communication 64
  of a public 59
  of risk communication 142
experience, of consumer 62
of meaning 40, 42, 43, 70, 73, 73, 87, 92, 149, 155–159, 168, 169
metatheory 5, 8, 25–53
model 40, 41, 44, 51, 71, 74, 97, 142
model of risk communication 141–143
molecule and model 47–53
not same as interpretation 43
school (see cocreational model)
school of thought 40, 70, 72, 75, 89
term defined 51
view
  conceptually simple 167
  of issues 104
  and journalism model of PR 11
  of risk communication 138–143
  of terrorism communication 185–187
testable hypotheses 40, 53

cocreators of issue 23
Code of Athens 84
Code of Brussels 84
code of ethics
  agreements 84–85
  disagreements 85
Code of Venice 84
collaborative grand strategy 93–94
colonial control 172
commercial marcoms 163
Committee on Public Information 47
Committees of Correspondence 172
common sense theories 138
communication as constitutive 6
Communication Management Professional 35
communicative act, terrorism as 175
community relations 118
community theory 42
company-centric value creation 62
compliance 52, 137, 140
conceplual models 168
conglomerate experience 36, 37
conflicting publics 61
conflicting testimony 113
congruency 120, 121
conscious awareness in experiencing risk 146
conscious persuasion 133
conspiracy theory 30, 144, 180
content-expert level 143
context in which a subfield practices 83
continuing education 33, 35
Continuing Legal Education (CLE) 35
controlled media 158
coorientation
  applied to human communication 119
  in emergencies 125, 148
evaluation of 121–122
literature 120
terms, defined 169
theory, concepts 42, 119–122
Copernican system 37
Copernicus 38
core employment in SC 3
core idea in the cocreational 107
corporate social responsibility 75, 103
cost or loss that publics feel 151
counter terrorism
  SC, ethics of 84
  strategic communication 190
covering up, perception of 77, 160
Crable and Vibbert 16, 22, 23, 59, 103,
  107–110, 115, 139
Creel Committee 47
crisis 101–115
  stage in risk 113
critical-cultural perspective 92
critical mass in diffusion theory 110
critical public 68
  of terrorism 178, 185
critical tradition 57
cross-cultural communication/models 168
cross-sectional research 60, 61
crucial publics 68
culture 15, 36, 40, 51, 71, 82, 84, 93, 124, 129,
  147, 155, 158, 159, 162, 163, 167–173,
  183, 191
customers 5, 12, 19, 55–74
  as cocreators of value 62
cyber terrorism 211
dark age of SC 81
data directly testing, cocreational, none 31
definition of a crisis 111
definition of publics 59, 104
demassification 93, 159–160
  of messages 93
demographics 67
deniability 110
dependent variable 27
De revolutionibus orbium coelestium 38
Dewey 58–60, 64, 66, 70, 120
dialectic 91, 136
dialogic approach 169
dialogic communication, persuasive
  and non-persuasive 133
dialogue 42, 84, 91, 93, 136, 149
dialogue theory 42
dialog vs. monolog 133
differences in assumpptive world 26
differences in content 146
diffusion of innovations curve 109
diffusion theory applied to issues life cycle 109
dimensions
  in survey instrument 47, 132
  of trust 132
disaffected young males 178, 186
disaster
  communication 124, 143
  constructionists 147
divided publics 111
domain of practitioner ethics 47
doubting the values and intentions of risk communicators 147
early adopters 106–108, 110
earthquakes 113, 143, 149
Edison Electric Company 89
educating publics 135
educational views of senior PR practitioners 35
egoism 44, 45
elephant charm 106
the elite 178
embryonic issues 108–109
  stage in risk 108–109
  stage one 108–109
  stage two 109–110
emergency communications 143
emergency operations plans (EOP’s) 138, 148
emergency response and sense-making 124
emotionalism in risk communication 141
empiricism 38, 39
employee–practitioners, may see only common interests with employer 93
employment in strategic communication 4
enforcement of ethical codes 79
enlightened self-interest 86
Environmental Risk Management Alliance 149
environmental scanning 18, 19, 22, 23, 107–108, 111
environmental threats 146
environment, organizational 16
envisionment aids 151
epidemics 176
epistemology 30
of SC 38–39
ethicity primarily strategic and grand strategic 3, 11, 93–94
ethical practitioners alone powerless 94
ethical relativism 86
ethics
of an intercultural SC campaign 162, 163, 167, 169–174
as applied field 28, 34, 35, 76, 77
Aristotle’s view 77, 78
cocreated 76–77
cocreational perspective 76
cocreational view 76, 87, 95, 97–98
code enforcement 78, 79
good or bad 78
inherently present in SC relationships 47
not external to SC 20, 88
pledge for strategic communication employers and clients 96–97
pledge for strategic communicators 95–96
in political discourse 97–98
product of process of communication 6, 23, 78
right or wrong 77, 78
ethnic cleansing 132, 177
ethnicity 67, 124, 147
ethnocentric
and polycentric 169
view of SC 169
cocreational view criticism 53
of instrumental campaigns 45
levels of 52–53
of modern campaigns 46
everyday theory 29
experience
not to turn against 139
vs. theory 34–35
experienced practitioners 69, 106, 111, 168
steadying hand 106, 111
experience-theory link 36–37
experiential understanding of risk 141
expert-media relations 150
exposure measures 45
extreme instrumental 97
*Exxon Valdez* oil spill 16, 20, 112

f
Facebook 159, 188
face saving 110
falsifiability 31
feminist tradition 57
Fleischmann, Martin 34
following orders 7, 76, 85, 96
Foreign Agents Registration Act (FARA) 102
formal and informal theory 28
formal education 34, 35, 88
formal–informal theory continuum 27
formal testing of theory 32, 33
formal vs. substantive theories 28
for-profit 83, 91, 139, 172, 179
framing
instrumentalizing 72, 82, 169
message 62
in metatheories 37
by naming 183, 184
Francophone Canada 172
Frandsen & Johansen 41
free and informed decisions 87
freedom of choice 56
free lunch 156, 163–165
free press, right of 179, 194
free will 70, 87
fully informed choice 87
*functional* approach 38
functionalist 44
functional view of publics 55
fundamental attribution error 126, 128–129, 196
g
Galileo 30, 38

gaps
  in sense-making 122–124
  in trust 75

generalists 34
generic grand strategies 15
get our story out there 39, 130
Gillett amendment 134
global communication 35, 158, 168
Global Communication Certification Council 35
GM 44
goals, short-term 44, 53
golden age of SC 81
Google Translate 51
government relations 101
graduate degrees among practitioners 35
grand strategy. see also strategy
  defined 13
  just ideas 12, 14
  not military 190
Greek cult of Dionysus 64
Greenpeace 60
gross rating points 52
Gulf oil spill 16, 61, 114, 129

h
Hazard, defined 141, 151
Hazelton 42
health campaigns 69, 89, 128, 151, 162, 173
health communication 4, 6, 28, 41, 42, 46, 50,
  53, 56, 82, 83, 86, 108, 109, 118, 122,
  132, 135, 138, 145, 152, 157, 158, 162,
  171, 172
hero in terrorist narrative 181
heterogeneous publics 48, 66
h-images 89–90, 169
hired gun 11, 45, 50, 55, 75, 85, 87
  model 50, 75
  or mercenary 85
history of segmentation 66–67
History of the practice 172
Hitler 30, 80, 92
homogeneous publics 48, 66
homo narrans 59, 74
human caused disasters 149–150
humanism
  in communication 72
  and ethics 72
humanistic view of publics 70, 72
human nature
  perspective 75, 89, 93
  view of ethics 88–91
humanness 60
hurricanes/typhoons 149
i
if they only knew what we know 39, 128
I-images and H-images 89–90
images
  as cocreated 169
  as controlled by practitioner 59
  doctors 89
  in strategic communication 89
  as subjective knowledge structures 45, 89, 90
IMC, limitations to 63
importance of the subjective/emotional
  component in risk 146
independent testers of theory 33
independent variables 27
individual focus theories 46
information
  communication,
    persuasive and non-persuasive 133
  defined 7
  dependency 148
  god, model 138, 140, 145
  inflow 7, 49
infrastructural communication 172
instrumental
  bias 52, 66, 137, 146
  communication, failure to combatting
    terrorism 157
  evaluation 46, 52, 53
  goals 51, 97
  metatheory 25, 94, 163
  mindset 165
  risk communication 82
  school 44–45, 47, 50, 55, 70
  school of thought 38, 44, 89, 109
  view of publics 58, 70, 71
  worldview, and new media 147, 163
instrumentalist school
insurgent political movements 103
integrated grand strategy 22
integrated marketing communication (IMC) 62, 63, 118
interactionist social psychology 120
interactivity 159, 184
intercultural communication 167, 168
intercultural SC 5, 90, 162, 163, 167–174
internal processes in publics 39, 55
international and intercultural SC, cocreational view of 5, 90, 167, 169, 171
International Association of Business Communicators (IABC) 35, 83
international SC, included in intercultural SC 168
International Standards Organization (ISO) 36
internet 4–5, 50, 106, 130, 150, 155, 156, 163, 164, 165, 167, 171, 173, 176, 177, 179, 180, 182, 184, 185, 190, 194
ideal for terrorist 184
SC sites 4
and social media 50, 106, 155, 163–165, 167, 179, 180, 194
interpretive communities in SC 90, 168, 204
intersubjective definition of knowledge 45
interventions 90, 117, 137, 138
intransigent grand strategy 15–19, 45
intransigent organizations 16, 19, 23, 108
inverse risk communication 152
investigating communication 5, 33
iodized salt 30
Iowa School 37
Islamic State in Iraq and Syria (ISIS) 181
12 claims of 186
Islam not same as terrorism 180
issues
attrition 101, 105–107, 109, 110, 113, 115
reasons for 101
evolution 104
legitimacy 109
life cycle
crucial to SC 105
stage in risk communication 107
management (IM), instrumental view 101–115

J
Jericho 176
Jones and Chase 16, 102, 103, 107
journalism 11, 93, 94, 172, 179, 193
journalistic standards 93

K
Katrina hurricane disaster 120
Kenneth Boulding 45
kinds of theories 28, 33

L
labels important 56–57
Lancet 31
landslides 149
language use 27, 60, 70, 72–74, 76
largest determinant of campaign success 49
latent publics 68
law 79–80
of averages 29–31
≠ ethics 79
of the instrument 188–192
Lay/Naive theory 29–30
legal political context 172
lens and mirror 170
less formal types of theory 28–32
level of analysis 12–13, 194
level of national development 168, 172
licensure 35, 78, 93
life cycle of an issue 16, 104–107, 109, 142
line function 81
literal translation 168
lobbying
annual expenditures 102
defined 102
largest clients 102
Lobbying Disclosure Act of 1995, 102
logic of a campaign 50
longitudinal research 60, 61
low-level theory 26
lurking issues 101, 103, 115

M
magic bullet 17, 55, 60, 63, 72, 103, 125, 165, 185
magnitude of a threat 142
managing vs. cocreating issues 102–103
communication  4, 28, 41, 46, 47, 62–64, 83, 118, 133–135, 163, 171, 172
subfield  53, 66, 119, 161, 162
and marketing communication  62–64
mass and electronic media  179
mass media
  important public  68, 105, 160
  not cause of terrorism  178
matrix
  and cocreationality  172–173
  modified  171
mature issues
  normal  110–111
  or lurking stage in risk  142
  stage three  110–115
maximum codes  78, 80, 87
meaning-making  24, 40, 50, 51, 60, 68, 87, 104, 107, 108, 109, 139, 145, 146, 148, 158, 170
media
  coverage, encourage acts of terror  179
  professionals  150
  for profit  172, 179
  stamp of approval  157
medical issues  146
meeting  12, 60, 65, 86, 91, 94, 97, 110, 113, 161, 190, 194
memes  194
Mesolithic and Neolithic periods  9
message-centered focus on risk communication  145
message-centered understanding of communication relationships  146
message content  145, 152, 162, 185
meta-communication  139, 145, 150, 160
relationship  150
meta-crisis  114–115
  defined  114
  shifts focuses of publics  114
metatheory  5, 8, 11, 25–53, 38, 55, 81, 82, 94, 145, 146, 155, 163, 167, 170, 185
  for SC  25–53
micro and meso level theories  123
military
  public affairs  86, 118, 128, 147
  and SC  3
  science  3, 9
military-legal-expert
  counter terrorist communication  191–192
  responses  191–193
military-legal-technical  157
minima for a theory  27–28, 36
MiniMax  17, 20, 21
  principle  17, 20
minimum and maximum codes  78, 80
mini-theory  9, 50
models  11, 15, 35, 38, 40, 41, 43, 44, 46–53, 55, 63, 71, 73–76, 79, 85–87, 90, 95, 97, 102, 107, 119, 135–139, 141–144, 146, 147, 149, 156, 157, 168, 188, 195
  used to cocreate meanings  41
modern
  campaigns  43, 45, 46, 50
  social scientific  43, 45–47, 52
molecular analysis of communication  47
molecule of cocreationality  47–52
monological approach  169
monologic and dialogic campaigns  90–91
morality  75, 77–80
motivated practice  53, 133, 135–136
moving up the time stream  159, 161
multicultural
  communication  168
  between more than two cultures  168
n
naive theory  29–30
narrative(s)  93, 146, 149, 164, 175, 176, 178, 180–184, 186–193, 195, 196
  requires understanding meanings  189
national development  28, 34, 93, 118, 168, 172
national liberation movements  172
National Organization of Women  60
national preparedness  137
national unity 172
nations and SC 34, 167, 171, 172, 191
natural disasters 143, 146, 148, 149, 176
negatively worded ethical items 80
new information technologies
cocreational view 155, 156
connecting publics 156
instrumental view 155
nexus, social media and cocreation 156–157
non-governmental organization (NGOs) and SC 6, 174
non-persuasive and persuasive subfields 133
non-verbal aspects of SC 140
non-verbal communication, processing 140
non-verbal component of messages 140
no substitute for experience 88
no substitute for proper training 88
nuclear sites, contaminated 149
nuclear waste, risks 149, 150

o
Oak Ridge 149
objective publics 59
ontological knowledge 169
ontology 38, 39
open issues, stage two 109–110
Order of Assassins 177
organizational communication 4, 6, 124, 131, 161, 183
organizational intervention and change consulting,
organizational-public relationships 42
organizational rank, not to turn against 139
organization as product of process of communication 23
organizations where SC is not a primary function 83
orphan strategy 13, 14
orphan tactics 14, 194, 195
in counter terror communication 195
orte 149
outcome variable 27
outflows 6, 48–50, 96
output measures 45
outrage 112, 124, 139, 141, 142, 146
defined 124
overadaptation 87

p
paid advertising, coordinating with news coverage 163
defined 26
partisan values 85
passive publics 68
Pavlov’s dog 20, 60, 71, 72
persuading vs. informing 133–136
persuasion
avoiding 133
impact 133, 136
non-cocreational definitions 59, 66, 143
vs. non-persuasive SC 133
PhD dissertations 5
planned strategic campaigns 7
planning, evaluation and ethics of intercultural SC campaigns 169–174
political campaign(s) 3, 5, 16, 34, 63, 66, 70, 118, 127, 156, 187, 188
political communication, subfield of SC 85, 97, 133, 134, 171
polycentric view of SC 169
Pons, Stanley 34
Popper, Karl 31, 33
portability 36, 37
Positioning Cocreational Metatheory 40, 42–47
positive and negative effects of lay theories 31–32
positively worded ethical items 80
potential publics 59, 68
power
to define the cause of a problem 136
to define the problem 136
power to choose the topic to discuss 136
practice-based theory 32–36
differs from common sense 32
in other fields 32, 35
PR as subfield of SC 4, 5, 41, 63, 102, 124, 132, 174
PR curricula 11
predictor variables 27
preparedness communication 137–152, 188
primary client 93, 172
primary public 66, 68
primary strategic issues 179
principle of mutuality 170
principle of social proof 149
problems vs. issues 104–105
process in publics 70–74, 185
profession
characteristics of 8
community interest primary 94
education and experience needed 81
emerging 36
professional/s 8, 16, 17, 18, 30–35, 47, 76–78, 81, 83–88, 94–96, 120, 138, 144, 150, 158, 164, 171, 179, 182, 190
attributes of 31
journalism, responsibility of 179
practitioner organizations 88
responsibility model 86
progress in cocreational model 51
prohibition 103, 134
pro-management public 61
promotion 3, 4, 21, 62, 71, 83, 139
PRSA code 84
PRSA 2000 Code of Ethics 84, 95
pseudo-event 179–180, 187
psychographics 67
Ptolemaic system 31, 37
Ptolemy 37
public(s)
change 20
cocreational definition 59, 188
communicators conducting own SC 188
communicators constantly changing 60, 61
diplomacy 5, 7, 9, 34, 41, 50, 56, 68, 69, 86, 118, 134, 171, 173–174
dynamic 55, 60, 61, 72
function 40, 46, 55, 69, 70, 74
health campaigns, altruistic 69
health education 3, 71
health threats 151
as ongoing process 60, 104, 188
as opponent 86, 187
policy (laws and regulations) 102
process 73
as product of process or communication 23
relationships, employment 4
segmentation 57, 66–70
as self-directing forces 70
as sovereign bodies 59
stage in risk 109
Public Relations Society of America, Code of Ethics 80, 84
Public Relations Theory 1989, 45
publics
vs. audiences 64–65
Public Safety Canada 195
pyramid mode 86
q
qualitative and quantitative 51
qualitative difference between embryonic and public issues 110
qualitative leap, public to mature issues 110
quasi-scientific explanations 150–151
r
race 30, 56, 80, 184, 185, 190, 193
racial divisions 158
radicalization of youth 178
Ramesses’s military victories 10
rational choice 74, 88, 89
rational decisions, right to 89, 147
rationalism 38, 39
rationality
assumption of 138, 146–148
assumption of defined 146
rational model 147
readiness communication 143, 144
reasonably predictable results of campaigns 30
Red Cross 60, 174
refutational inoculation 120
regulated practice 34
relational approach to SC 41
relational risk communication 138, 139
relation of law and ethics 79
between communicators 12
def communicators 140
of grand strategy, strategy and tactics 9, 11, 14–15
of individual and group/social theories 123
of theory, practice and experience 34
Index

religio

religious beliefs in ethics 82
bigotry 192, 194
repeatability 33
replication 32–34
research
on publics 58, 61
same or different cultures 158
resistant grand strategy 20–21, 105, 106, 113, 114
response times 160
reverse engineering 194
rhetorical approach to SC 47
rhetorical communication, terrorism as 175
rhetorical organizational communication 4
rhetorical scholars 86, 92, 107
rhetorical scholarship 92
rhetorical strategies in terrorism 185
right-to-life 60, 184
risk
communication, terrorism communication as 144, 151, 152, 175
defined 142
formula in strategic communication 142
as a human experience 139
perceptions 147
and preparedness communication 137–152
scenarios 146
rockslide 149
Rocky Flats 149
role of mass media 178–180
S
sacred story 183
sacrificial low employees 113
Sales and Marketing Executives International, Code of Ethics 83, 95
Sandman, Peter 124, 139, 141, 142, 146, 175
satisficing 111
scenarios
can suppress analytic information 146
in risk communication 146
scholarly SC publications 5
scholars
defined 77
or academic 57
school of thought 37–40, 44, 47, 59, 70, 72, 73, 75, 89, 109
schools of thought, metatheory and paradigms in SC 37–40
science beneath the art of public relations™ 147
scientific and technical information 147, 150
scientific theories 29, 33, 45, 46
scope of a theory 36
SC-specific ethical code 81–82
secondary crisis, 61, 114. see meta-crisis
secondary or peripheral subfields 3
secondary publics 68
second axiom of communication 139
segmentation
customized 66, 68–69
and functions of publics 66–70
history of 66–67
standardized or a priori 67–68
self-report 46, 161
self-serving bias 126, 128–130
semiotics and publics 73–74
sense-making theory 124
concepts 122–123
evaluation 121–122
shared culture 51
shills 69
shrilling of society 165
silver bullet 46, 71
sine qua non of IM 105
situational theory of publics 59
small group communication 40, 60
Smith-Mundt Act 134
social cognitive theory 149
social constructivism 41
social-emotional decisions, right to
141–143
social-emotional dimension 141, 142
of risk 141–143
social-emotional level 143
socially necessary information 92, 93
socially responsible strategic communication (SRSC) 91–93
socially responsible view of SC ethics 87
social marcoms (marketing communication) 163
social marketing 3, 4, 62, 63, 66, 117, 118, 128, 135, 163, 174
social media 3, 13, 50, 60, 64, 76, 78, 80–81, 93, 106, 109, 110, 114, 155–166
and intercultural SC 5, 163, 167
between publics 121, 155
within publics 41, 142
and social cooperation 190
social movement 60, 102, 103, 118, 184, 188, 191, 192, 194
through SC 191, 192
social responsibility
2 characteristics 91
in practice 92–93
social support by narrative model (SS/N) 149
sovereignty of publics 169
spam 44, 63, 147, 164, 165
specifically measurable outputs 12
Stafford Act 148
stakeholders 5, 18, 19, 42, 55–74, 83–85, 90, 102, 138
standardized or a priori terms 67–68
Stanford Encyclopedia of Philosophy 30
state of the news media 164
stewardship 149, 150
stockholders 16, 61
campaigns 61
storytelling 74, 173, 183, 188, 193
strategic ambiguity 112–113
strategic communication (SC)
core subfields 3, 4, 102, 152, 157, 158
defined 8
as emerging or quasi-profession 94
employment in the US by 2020, 4
ethics 75–98
as a gestalt 8–9
is neither inherently good nor bad 47
management pay 56
molecule defined 47
as a motivated practice 135–136
not good nor bad just powerful 176
strategic communication history. See Military science, Ancient Architecture, Book of the Dead
strategic content in terrorist communication 186–187
strategic information defined 7
strategicness 47
strategies. see also grand strategy
defined 14
options 16, 22, 23, 105, 108–110, 112, 142
property of a campaigns 10
versatility 105, 110, 112–113, 117
as what points to make 187
subfield
of political communication 97, 183
specific names 56
subjective knowledge structure 45, 89, 90
subsystems
boundaries between 8
essence of 8, 20
success rates of SC campaigns 156, 161–163
suicide 193
superficial sensory similarities 11
superstition 29
superstructural communication 23
supportive inoculation 120
surprise in crisis 113
symbolic interactionism 37
symmetrical/excellence theory 46, 135
sympathetic audiences 178
synchronous 149, 155, 160
tactical level vs. strategic & societal levels 11
tactical self-concept 11
tactics
defined 14
make SC concrete/real 12, 14
Tactics-strategy continuum 15
TARES Test 86
target public 39, 59, 60, 68
technical language 113
technician
approach 38
models 11, 45
view of publics 55
tell the truth 82, 113
terrorism
communication 138, 144, 177, 185–187
meaning 175
not persuasive magic bullet 185
not same as Islam 180
as SC 98, 176–187
strategic goal 178, 190
strategic purpose 177
use of pseudo-events 179–180
terrorist
acts as legitimate news 179
narratives, most fundamental form 181
recruits 176
resources 180, 190, 192
typically claim credit 180
theoretic scope 36
theories
boxes explained 121–122
defined 26–27
guidance of 50
message centered 25
misapplying across levels 123
sender centered 11, 49, 70, 97, 133
thought experiments 30–31
tipping point in diffusion theory 110
tool, teaching communication as 47
transitional theory 63
translation, literal 168
tree metaphor 8–9, 102
tribal 172
trust
applications of 132
background 130
concepts 130–131
evaluation of 133
measurement of 132
truth in a crisis 113–114
tsunami 149, 150
two basic kinds of theory 28
two components of All SC 139–141
two-way communication 23, 133, 136, 148
types of theory 27–34

U
uncertain gains 151
uncontrolled or earned media 64
unearned media 158
unifying strategic communication 56
unionism 103
United Nations, Charter 84
United Nations code of ethics 78
United Nations Universal Declaration of Human Rights 84
university campuses 178
up the time stream 18, 22, 103, 105–106, 109, 156, 159–161
user-centered nature of sense-making 125

V
vaccination controversy 135
value
creation 62
dollars and profit 39
is cocreated through social agreement 119
unique to individuals 62
Vasquez’s Homo Narrans 59, 74
Vatican 86
vicious cycle, traditional news media 164
victim mindset 178
vigilantism 192, 194

W
war on terror 189, 192
waste coverage 44, 51, 64, 66, 93, 158–160, 163, 164
Watergate case 16, 19, 114
Web 2.0 155
web page design 3
Weick’s interacts 47
Westinghouse 90
what theories are 25
workplace apprenticeship 34
worldwide SC employment 4