Contents

Managing the Crisis You Tried to Prevent 1
NORMAN R. AUGUSTINE

When an Executive Defects 33
ANURAG SHARMA AND IDALENE F. KESNER

A Strategic Approach to Managing Product Recalls 61
N. CRAIG SMITH, ROBERT J. THOMAS, AND JOHN A. QUELCH

Right Away and All at Once: How We Saved Continental 87
GREG BRENNEMAN

Media Policy—What Media Policy? 119
SANDISONNENFELD

After the Layoffs, What Next? 143
SUZY WETLAUFER

Leadership When There Is No One to Ask: An Interview with Eni's Franco Bernabe Y7
LINDA HILL AND SUZY WETLAUFER

Lincoln Electric's Harsh Lessons from International Expansion 207
DONALD F. HASTINGS

About the Contributors 237

Index 241