

**Table 1a: Literature on Pre-Crisis Prevention – Internal Perspective: Organizational Preparedness**

Reference	Research Design	Setting	Core Concept(s)	Findings/Propositions	Cross Reference
Weick et al., 1999	THEORY	Various examples	Organizing for reliability	Developed a cognitive process of mindful organizing for high reliability.	Crisis Leadership; Organizational Learning
Bigley & Roberts, 2001	QUAL	Emergency services	Organizing for reliability	Certain organizational structures, forms, and processes promote reliability. High reliability organizations are characterized by mindfulness in their organizing.	Crisis Leadership
Rudolph & Reppenning, 2002	QUAL & QUANT	Tenerife air disaster & USS <i>Vincennes</i>	Organizing for reliability	An over-accumulation of interruptions (crisis or crisis-like events) can shift an org. system from resiliency to fragility.	Crisis Leadership
Vogus & Welbourne, 2003	QUANT	Software IPOs	Organizing for reliability	Applied tenants of high reliability organizations to "reliability-seeking" organizations, with a focus on innovation.	
Gittell et al., 2006	QUANT	Airlines post-9/11	Organizing for reliability	Airlines who made layoffs post 9/11 experienced slower financial recover. Layoffs resulted from a lack of financial and relational reserves pre-crisis.	Crisis Leadership; Stakeholder Relationships
Madsen et al., 2006	QUAL	Pediatric ICU	Organizing for reliability	Designing processes for reliability can be difficult, especially if they differ from institutionalized models. Ongoing maintenance is necessary.	Crisis Leadership
Roberts et al., 2007	QUAL	Emergency services	Organizing for reliability	Described the sensemaking practices used to prevent crises, including early model adoption, model migration and resetting, and having a "bubble."	Crisis Leadership
Roux-Dufort, 2007	THEORY	Various examples	Organizing for reliability	Conceptualized crisis as a process and focused on a "psychodynamic perspective" of managerial ignorance and cognitive limitations.	Crisis Leadership
Leveson et al., 2009	THEORY	Various examples	Organizing for reliability	Introduced a systems approach for understanding high reliability organizations and normal accidents theory.	Crisis Leadership; Organizational Learning
Bechky & Okhuysen, 2011	QUAL	SWAT team & film production crews	Organizing for reliability	Individuals within organizations that regularly deal with surprises engage in constant organizational bricolage.	Crisis Leadership
Marcus & Nichols, 1999	QUAL	Nuclear power	Org. culture & structure	Orgs. can drift toward disaster if they fail to maintain adequate resources and knowledge dedicated to disaster avoidance.	Crisis Leadership; Organizational Learning
Ashforth & Anand, 2003	THEORY	Various examples	Org. culture & structure	Identified three pillars that normalize corruption within organizations (institutionalization, rationalization, socialization).	
Schnatterly, 2003	QUANT	White collar crime	Org. culture & structure	Traditional measures of governance had little impact on the likelihood of white collar crime. Operational governance practices reduced the likelihood.	
O'Connor et al., 2006	QUANT	Financial restatements	Org. culture & structure	CEO stock options reduced the likelihood of financial fraud, unless accompanied by CEO duality or board stock options, in which case fraud increases.	
Harris & Bromiley, 2007	QUANT	Financial restatements	Org. culture & structure	CEO stock options increased accounting misrepresentation, and low levels of social relative performance enhanced the effect.	
Zhang et al., 2008	QUANT	Financial restatements	Org. culture & structure	Out-of-the-money stock options increased restatements, stock ownership decreases restatements. Organizational performance and tenure enhanced these relationships.	
Greve et al., 2010	THEORY	Various examples	Org. culture & structure	Reviewed organizational misconduct specifically highlighting the role of org. culture and "strain theory" among other concepts.	Stakeholder Relationships; Stakeholder Perceptions; Social Evaluations
Wowak et al., 2015	QUANT	Product recalls	Org. culture & structure	Stock options promoted risk taking and increased the rate of product safety problems. CEO characteristics moderated this effect.	

**Table 1b: Literature on Pre-Crisis Prevention – External Perspective: Stakeholder Relationships**

Reference	Research Design	Setting	Core Concept(s)	Findings/Propositions	Cross Reference
Ulmer, 2001	QUAL	Malden Mills industrial fire	Positive stakeholder relationships	Establishing strong communication channels and positive relations with stakeholders can help prevent a crisis or facilitate crisis management.	Stakeholder Perceptions; Social Evaluations; Crisis Leadership
Clair & Waddock, 2007	THEORY	Various examples	Positive stakeholder relationships	Developed a "total" responsibility management approach to crisis prevention and management, focusing on recognizing responsibilities to stakeholders.	Crisis Leadership
Jacques et al., 2007	QUAL	Simulated chemical spill	Positive stakeholder relationships	Developed a multilevel understanding of the cognitive processes involved in the evolution of a crisis, specifically focusing on communication and language.	Crisis Leadership
Alpaslan et al., 2009	THEORY	Various examples	Positive stakeholder relationships	Developed a stakeholder theory of crisis management stressing the intrinsic value of all stakeholders, and proposed that stakeholders can aid with crisis prevention and management.	Crisis Leadership; Stakeholder Perceptions
Kim et al., 2012	QUANT	Financial restatements	Positive stakeholder relationships	Organizations high in CSR were less likely to pursue aggressive earnings management strategies and less likely to be investigated by the SEC.	
Lind et al., 2000	QUANT	Wrongful termination lawsuits	Negative stakeholder relationships	Effective human resources practices can help prevent wrongful-termination claims (employees were motivated to sue by perceived unfair treatment).	
James & Wooten, 2006	QUAL	Discrimination and harassment lawsuits	Negative stakeholder relationships	Organizations adopted similar, rigid responses to discrimination lawsuits. The presence of external and mobilized constituencies led to more sweeping changes.	Stakeholder Perceptions; Crisis Leadership
Lehman & Ramanujam, 2009	THEORY	Various examples	Negative stakeholder relationships	Considered selectivity in rule violations, highlighting managerial attention, perceptions of risk, contextual characteristics, and rule characteristics.	
Mishina et al., 2010	QUANT	Corporate illegality	Negative stakeholder relationships	Performance above social aspirations increased the likelihood of corporate illegality and performance below social aspirations decreased the likelihood of corporate illegality. These relationships are particularly true for prominent organizations.	Stakeholder Perceptions; Social Evaluations
McDonnell & King, 2013	QUANT	Boycotts	Negative stakeholder relationships	Organizations used expressions of their commitment to socially acceptable norms (prosocial claims) in response to boycotts. Reputation and threat magnitude influenced this effect.	Stakeholder Perceptions; Social Evaluations

**Table 2a: Literature on Crisis Management – Internal Perspective: Crisis Leadership**

Reference	Research Design	Setting	Core Concept(s)	Findings/Propositions	Cross Reference
Pillai & Meindl, 1998	QUANT	Healthcare	Crisis leadership	A greater sense of crisis and stress among followers is associated with reduced perceptions of leader charisma.	Stakeholder Perceptions
Sayegh et al., 2004	THEORY	Various examples	Crisis leadership	Developed a model of managerial decision-making under crisis highlighting the role of emotions and intuitive decision processes.	Stakeholder Perceptions
Vaaler & McNamara, 2004	QUANT	Credit rating agencies	Crisis leadership	Even experts made biased decisions in crises, influenced by feelings of pessimism, and particularly under conditions of social pressure and rivalry.	Stakeholder Perceptions
Howell & Shamir, 2005	THEORY	Various examples	Crisis leadership	Proposed that different follower qualities will influence responses to crises and attitudes towards leaders.	Stakeholder Perceptions
James & Wooten, 2005	THEORY	Various examples	Crisis leadership	Identified six competencies for crisis leadership, including building a foundation of trust and displaying courage.	Organizational Preparedness; Organizational Learning; Social Evaluations
Maitlis, 2005	QUANT	Orchestras	Crisis leadership	Developed a model of sensemaking and sensegiving in a variety of organizational situations, including crisis. Argued that certain factors, crisis-induced pressures, may fragment or restrict sensemaking efforts.	Stakeholder Evaluations
Dane & Pratt, 2007	THEORY	Various examples	Crisis leadership	Developed a theory of intuitive decision making. Suggested that, within a crisis, decision making (and learning) is enhanced when attention is focused on the entire event (as opposed to deciphering more minute causes and effects).	Stakeholder Perceptions; Organizational Learning
Majchrzak et al., 2007	THEORY	Various examples	Crisis leadership	Developed a model for organizing emergent, impromptu groups in response to crises and disasters. Focuses on sensemaking processes and group structure.	Stakeholder Perceptions; Organizational Preparedness; Organizational Learning;
Mitroff, 2007	THEORY	Product tampering at Rural Books; other various examples	Crisis leadership	Considered the psychological effects of crises, focusing on feelings of denial, trauma, and betrayal. Suggested that individual defense mechanisms can inhibit crisis management efforts, both internally and externally.	Organizational Preparedness; Stakeholder Perceptions
Brockner & James, 2008	THEORY	Various examples	Crisis Leadership	Provided an organizing framework for when executives may view crises as opportunities versus threats, and considered the benefits and consequences of each.	Organizational Preparedness; Organizational Learning; Social Evaluations
James et al., 2011	THEORY	Various examples	Crisis leadership	Reviewed research on crisis leadership and detailed the role crisis handlers play in the multiple stages of a crisis. Positioned crises as "deviant" events and considered the role of leader framing (crisis as threat versus opportunity).	Organizational Preparedness; Organizational Learning; Stakeholder Perceptions; Social Evaluations
Kahn et al., 2013	THEORY	Various examples	Crisis leadership	Introduced a relational perspective on crises, focusing on the repair and transformation of internal relational systems. Suggested the theory is also applicable to other stakeholders.	Stakeholder Relationships; Stakeholder Perceptions; Organizational Learning

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Reference	Research Design	Setting	Core Concept(s)	Findings/Propositions	Cross Reference
Lin et al., 2006	QUANT	Various examples	Conditions on crisis leadership	Demonstrated the benefit of adopting an organizational design approach to preventing and managing crises.	Organizational Preparedness
Lee & Makhija, 2009	QUANT	Economic crises	Conditions on crisis leadership	When significant economic crises occur, international investments can provide organizations with flexibility to adapt to new environmental conditions.	
Dowell et al., 2011	QUANT	Financial distress	Conditions on crisis leadership	Corporate governance can impact survivability following crises. As financial distress increases, organizations benefited from having higher proportions of independent directors.	
Frandsen & Johansen, 2011	THEORY	Various examples	Conditions on crisis leadership	Developed an integrative framework for internal crisis communication drawing from research focused on external crisis management strategies.	Organizational Preparedness; Organizational Learning; Stakeholder Perceptions
Mazzei et al., 2012	QUAL	Industrial accident	Conditions on crisis leadership	Positive communication activities and quality relationships can lead to improved employee communication behaviors during crisis.	Stakeholder Perceptions
Johansen et al., 2012	QUANT	Various crisis types (survey)	Conditions on crisis leadership	Organizational characteristics, such as size, impact which internal crisis communication tactics are pursued and understood. Face-to-face communication is considered a very important management tactic.	Stakeholder Perceptions
Withers et al., 2012	THEORY	Various examples	Conditions on crisis leadership	Highlighted the role of directors in crises and the factors that might influence director turnover, including director identity.	Social Perceptions; Social Evaluations; Organizational Learning
Mazzei & Ravazzani, 2015	QUANT	Global financial crisis	Conditions on crisis leadership	Surveyed companies' internal crisis communication strategies and found that most under-utilize specific strategies but others effectively motivate positive behaviors.	Stakeholder Perceptions

**Table 2a (continued)**

**Table 2b: Literature on Crisis Management – External Perspective: Stakeholder Perceptions**

Reference	Research Design	Setting	Core Concept(s)	Findings/Propositions	Cross Reference
Elsbach et al., 1998	QUAL	Hospital billing	Crisis response strategy	Developed a grounded theory of anticipatory impression management used by organizations to distract attention and reduce challenges to negative practices.	Social Evaluations
Elsbach, 2003	THEORY	Various examples	Crisis response strategy	Reviewed research on perception management. Highlighted importance of org perceptions, symbolic actions/tactics, organizational spokespersons, and org audiences (internal/external).	Stakeholder Relationships; Social Evaluations
Coombs & Holladay, 2004	QUANT	Various crisis types (experimental)	Crisis response strategy; Endowed evaluations; crisis type	Reported results from a series of experiments that show: 1) stakeholders categorize crises into types based on attributions of responsibility; 2) crisis history increases attributions; 3) a matched response strategy reduces negative reactions.	Social Evaluations
Dean, 2004	QUANT	Product harm crises resulting in death	Crisis response strategy; Endowed evaluations	Crisis response strategies are deemed more appropriate when matched with attributions of responsibility. Appropriate responses to crises are more important for well-regarded organizations, suggesting a burden of reputation.	Social Evaluations
Coombs, 2006	QUANT	Various crisis types (experimental)	Crisis response strategy	Crisis response strategies cluster into "deny," "diminish," and "deal" categories, based on how they treat crisis responsibility.	
Coombs, 2007	THEORY	Various examples	Crisis response strategy; crisis type	Detailed SCCT theory, including the role of crisis response strategies, crisis attributions, and reputation as an outcome	Social Evaluations
Pfarrer et al., 2008a	THEORY	Various examples	Crisis response strategy; Powerful stakeholders/medi a	Built a stage model for reintegration following corruption. Highlighted the need to discover and explain the facts, while serving penance and engaging in rehabilitation.	Social Evaluations; Stakeholder Relationships
Gillespie & Dietz, 2009	THEORY	Various examples	Crisis response strategy	Developed a multilevel framework for trust repair at the organization level. Highlighted several stages including immediate response, diagnosis, efforts to reform, and evaluation.	Crisis Leadership; Organizational Learning; Social Evaluations
Kim & Yang, 2009	QUANT	Racial discrimination (experiment)	Crisis response strategy; Endowed evaluations	Found that attributions of crisis responsibility were negatively related to corporate reputation, and that stakeholders' emotional reactions lead to greater damage to reputation.	Social Evaluations
Graffin et al., 2011	QUANT	CEO succession	Crisis response strategy	Organizations released additional "noise" at the time of CEO successions, particularly when successors do not have prior experience or comes from a less well-regarded organization.	
Veil et al., 2011	THEORY	Various examples	Crisis response strategy	Reviewed the nascent literature on social media in crisis situations and offered a set of best practices for crisis communication.	Stakeholder Relationships; Social Evaluations
Claeys & Cauberghe, 2012	QUANT	Various crisis types (experimental)	Crisis response strategy	Being the first to release information reduced the need for a crisis response strategy. Releasing information later requires more effort.	Social Evaluations
Elsbach, 2012	QUANT	Apple iPhone 4 issues	Crisis response strategy	Considered organizational responses over the life of a controversy (multiple related events over time), paying specific attention to the timing, valence, and sequence of events and responses.	Social Evaluations
Fediuk et al., 2012	THEORY	Various examples	Crisis response strategy	Built a model of crisis from the receiver perspective, focusing on stakeholders' affective responses including moral outrage.	Social Evaluations
Lamin & Zaheer, 2012	QUANT	Sweatshop labor	Crisis response strategy	The general public and investors evaluated organizations' crisis response strategies in different ways.	Social Evaluations

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**Table 2b (continued)**

Reference	Research Design	Setting	Core Concept(s)	Findings/Propositions	Cross Reference
Rhee & Kim, 2012	THEORY	Various examples	Crisis response strategy	Detailed a behavioral theory of reputation repair that considers both substantive and superficial solutions and the conditional effects of org., stakeholder, and crisis characteristics.	Social Evaluations
Zavyalova et al., 2012	QUANT	Toy recalls	Crisis response strategy; Crisis spillover; Powerful stakeholders/media	Provided an analysis of media responses to industry and organization-specific wrongdoing; offered best practices for when organizations should perform ceremonial versus technical actions as crisis management tactics.	Social Evaluations
Utz et al., 2013	QUANT	Disaster scenario (experiment)	Crisis response strategy	Crisis communication through social media can protect reputation better than via newspaper, but it can also lead to a stronger emotional response for some types of crises.	Social Evaluations
Bertels et al., 2014	QUAL	Suncor environment violations	Crisis response strategy	Considered the influence of institutional intervention and creative sentencing in the process of reintegration and rehabilitation following misconduct.	Organizational Learning; Social Evaluations
Gillespie et al., 2014	QUAL	Severn Trent fraud and data manipulation	Crisis response strategy	Longitudinal case study of utility fraud to examine themes of reintegration. Confirmed several themes presented in prior models, and added three additional themes, including a focus on identity, turnover, and cultural reforms.	Organizational Learning; Social Evaluations
Poppo & Schepker, 2014	THEORY	Various examples	Crisis response strategy	Considered trust repair in response to competence and integrity violations. Focused on institutional reforms, the role of controllability, and public communication.	Social Evaluations
van der Meer & Verhoeven, 2014	QUANT	Various crisis types (experimental)	Crisis response strategy	Considered the influence of emotion within an organization's crisis response strategy. Showed that the presence of emotions (shame and regret) combines with formal response strategy (in terms of responsibility) to influence reputation.	Social Evaluations
Bundy & Pfarrer, 2015	THEORY	Various examples	Crisis response strategy; Endowed evaluations	Argued that org's with high levels of social approval may be held less responsible for crises (a buffering effect), but that a mismatched response strategy will be more damaging (a burdening effect).	Social Evaluations
Graffin et al., 2016	QUANT	M&A announcements	Crisis response strategy	Showed that org. leaders offset potentially negative expectancy violations by releasing positive information ahead of events.	Social Evaluations
Hoffman & Ocasio, 2001	QUAL	Various crises in U.S. chemical industry	Crisis type; Powerful stakeholders/media	Non-routine events are attention grabbing, and event salience determines whether they will be attended to. Crisis management tactics are influenced by how orgs. and their leaders impose schemas and causal maps onto situations.	Crisis Leadership
Coombs & Holladay, 2002	QUANT	Various crisis types (experimental)	Crisis type	Stakeholders classified crises into types based on perceived organization responsibility. Negative perceptions increased as attributions of responsibility increase.	Social Evaluations
Lange & Washburn, 2012	THEORY	Various examples	Crisis type; Stakeholder identification	Presented a model conceptualizing how corporate social irresponsibility attributions occur for individual observers of organizations. Focused on effect undesirability, corporate culpability, and affected party noncomplicity.	Stakeholder Relationships; Social Evaluations
Brown et al., 2016	THEORY	Deepwater Horizon oil spill & Subway "footlong" scandal	Crisis type; Crisis response strategy	Argued that increasing moral salience of a negative event requires increasing trust repair in the form of goodwill. Prior levels of goodwill can reduce crisis-induced damage.	

Jones et al., 2000

QUANT

Stock market  
crashes

Endowed  
evaluations

Good corporate reputations can buffer companies from market decline in times of economic turmoil, except in panic situations.

Social Evaluations

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**Table 2b (continued)**

Reference	Research Design	Setting	Core Concept(s)	Findings/Propositions	Cross Reference
Coombs & Holladay, 2001	QUANT	Accident crisis (experimental)	Endowed evaluations	Prior negative relationships and a history of crises increased perceptions of crisis responsibility. Reputation negatively correlated with crisis responsibility.	Stakeholder Relationships; Social Evaluations
Brooks et al., 2003	QUANT	Series of experiments using Fortune 500 organizations	Endowed evaluations	Familiarity can breed admiration and contempt depending on the context surrounding the organization.	Social Evaluations
Adut, 2005	THEORY	Oscar Wilde scandal	Endowed evaluations; Powerful stakeholders/medi	Developed theory for how scandals influences observers and predicted how scandals may arise within various social systems. Highlighted the role of the media.	Social Evaluations
Schnietz & Epstein, 2005	QUAL	1999 Seattle WTO failure	Endowed evaluations	Reputations for social responsibility provided tangible financial benefits for organizations during the 1999 Seattle WTO ministerial meeting failure.	Social Evaluations
Coombs & Holladay, 2006	QUANT	Various crisis types (experimental)	Endowed evaluations	Prior reputation acted as a buffer in crisis, shielding organizations from certain negative outcomes. The buffer was limited for organizations with highly favorable prior reputations.	Social Evaluations
Rhee & Haunschild, 2006	QUANT	Automobile recalls	Endowed evaluations	Organizational reputation negatively impacted the market response following disclosure of recalls. Only holds for "severe" recalls.	Social Evaluations
Wade et al., 2006	QUANT	<i>Financial World</i> CEO of the year awards	Endowed evaluations	Award winning CEOs received high pay when performance is high, but lower pay when performance is low. Suggests a burden of celebrity in negative circumstances.	Social Evaluations
Love & Kraatz 2009	QUANT	Organizational downsizing	Endowed evaluations; Crisis spillover	Downsizing negatively influenced year-to-year reputation change. Prior reputation mitigated this effect, as did the prevalence of downsizing.	Social Evaluations
Rhee & Valdez, 2009	THEORY	Various examples	Endowed evaluations; Powerful stakeholders/medi	Built a model considering an organization's perceived capability to cope with a negative event. Argued that endowed reputation increased capability perceptions, except when the event was directly related to the specific dimensions of reputation. Also suggested that organizational age and media coverage make repair more difficult.	Social Evaluations
Pfarrer et al., 2010	QUANT	Earnings surprises	Endowed evaluations	High reputation organizations are protected from negative material earnings surprises, but are also less likely to generate positive material earnings surprises.	Social Evaluations
Decker, 2012	QUANT	Various crisis types (experimental)	Endowed evaluations; crisis response strategy	Negative publicity following crises is less harmful to organizations with high reputations (in terms of perceived trustworthiness and expertise). Also showed that silence reflects guilt.	Social Evaluations
Mishina et al., 2012	THEORY	Various examples	Endowed evaluations	Argued that organizational reputation is composed of assessments of capability and character. Also argued that prior assessments impact how individuals perceive and react to negative information.	Social Evaluations
Graffin et al., 2013	QUANT	2009 British Parliamentary Scandal	Endowed evaluations; Powerful	Showed that status acts as a burden, but only after a certain magnitude of violation. Status also attracts additional media attention, which can lead to negative outcomes.	Social Evaluations

stakeholders/medi  
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**Table 2b (continued)**

Reference	Research Design	Setting	Core Concept(s)	Findings/Propositions	Cross Reference
Haack et al., 2014	THEORY	Transnational governance arrangements	Endowed evaluations; crisis spillover	Argued that the general public uses heuristics and intuition to assess the legitimacy of lesser known actors, particularly by considering network affiliates.	Social Evaluations
Gutierrez et al., 2010	QUAL	Abuse allegations in the Catholic church	Stakeholder identification	Showed that identification is processual and that it can be recrafted and split as a coping mechanism in crisis situations.	Crisis Leadership; Organizational Learning;
Petriglieri, 2015	QUAL	2010 Deepwater Horizon Gulf of Mexico oil spill	Stakeholder identification	Developed a process for organizational reidentification following crisis events. Showed that identification is repaired when employees have opportunities to be part of the response effort.	
Zavaylova et al., 2016	QUANT	NCAA violations	Stakeholder identification	Introduced organizational identification to explain stakeholder responses to crises; High reputation can function as a benefit or a burden, and is ultimately bounded by the degree of organizational wrongdoing.	Social Evaluations
Wiersema & Zhang, 2013	QUANT	Stock option backdating	Powerful stakeholders/media ; Crisis spillover	Media attention and the pervasiveness of a scandal influenced executive turnover. Less turnover when less media and more pervasiveness.	
Yue et al., 2013	QUANT	New York Clearing House Association	Powerful stakeholders/media	Found that elite organizations used their position to protect themselves in the event of a crisis while the rest of the market suffered. This, in turn, caused the elite organizations to suffer.	
Ahmadjian & Robinson, 2001	QUANT	Downsizing	Crisis spillover	Social and institutional pressures against downsizing diminished overtime due to a safety-in-numbers effect.	Social Evaluations
Barnett & King, 2008	QUANT	U.S. chemical industry	Crisis spillover	Showed that industry spillover occurs and self-regulatory institutions can help protect organizations from spillover.	
Kang, 2008	QUANT	Financial restatements	Crisis spillover	Showed that financial fraud has negative consequences for director-interlocked organizations, particularly if the directors are chair of audit or governance committees. Good governance mitigates this effect.	Social evaluations
Yu et al., 2008	THEORY	Various examples	Crisis spillover	Developed a model of crisis spillover, arguing that characteristics of the organization, other organizations, and the industry influence the degree of spillover.	
Jonsson et al., 2009	QUANT	Skandia AB mutual fund scandal	Crisis spillover; Endowed evaluations	An organization's violation of social norms can lead to withdrawal of business from similar organizations. Status of the related organization enhances the effect.	Social Evaluations
Desai, 2011	QUANT	Railroad accidents	Crisis spillover	Following crises, organizations engaged in efforts to defend their field from scrutiny. Prior levels of scrutiny, accident history, and lower levels of similarity enhance this effect.	
Diestre & Rajagopalan, 2014	QUANT	Chemical accidents	Crisis spillover	Similarity in organizational inputs (rather than outputs) had a significant and positive effect on spillover. Also some evidence that geographic similarity increases spillover.	
Paruchuri & Misangyi, 2015	QUANT	Financial misconduct	Crisis spillover	Found that when interpreting financial misconduct, investor cognitive processes spread guilt to the industry as a whole, but in a heterogeneous manner.	

**Table 3a: Literature on Post-Crisis Outcomes – Internal Perspective: Organizational Learning**

Reference	Research Design	Setting	Core Concepts	Findings/Propositions	Cross Reference
Amabile & Conti, 1999	QUANT	Downsizing	Learning process	Organizational downsizing can impact long-term team creativity, largely because of negative changes in the work environment.	
Zahra & George, 2002	THEORY	Various examples	Learning process	Crises function as triggers to influence an organization's absorptive capacity to learn. More intense crises will trigger a greater investment in learning.	Organizational Preparedness
Shepherd, 2003	THEORY	Business failure	Learning process	Higher levels of grief after a business failure may lead to less learning. Suggested that emotions can hinder internalization of lessons.	Organizational Preparedness
Christianson et al., 2009	QUAL	2003 roof collapse at Railroad Museum	Learning process	Offered a process-based perspective on organizational learning following rare events. Specifically focused on role of routines and organizational identity.	Organizational Preparedness; Crisis Leadership
Lampel et al., 2009	THEORY	Various examples	Learning process	Introduced a framework for comparing and analyzing how rare or unexpected events impact organizational learning. Focused on the types and process of learning.	Crisis Leadership
Madsen, 2009	QUANT	U.S. coal mining	Learning process; Vicarious learning	Organizations are less likely to experience disasters as their disaster experience increases—including prior experience with minor accidents, and vicarious experience with disasters within other organizations.	Organizational Preparedness; Crisis Leadership
Starbuck, 2009	THEORY	Various examples	Learning process	Conceptualized the role of prior beliefs and cognitive biases on reactions and learning outcomes following disasters and other rare events.	
Veil, 2011	THEORY	Various examples	Learning process	Detailed a process of learning from focused on developing a mindful culture. Also highlighted barriers to learning, including routines and trained mindlessness.	Organizational Preparedness
Maguire & Hardy, 2013	QUAL	Canadian categorization of chemical substances	Learning process	Showed that objects and situations can become risky and safe in different ways; stabilized meanings of risk are less established than we may realize, suggesting that our interpretation of risk is amenable.	Organizational Preparedness
Haunschild et al., 2015	QUANT	NASA space shuttle accidents	Learning process	Showed that organizations' focus on safety and non-safety-related behaviors varies over time in a systematic way. This variance is predicted by serious errors and how recent these errors occurred.	Organizational Preparedness
Haunschild & Sullivan, 2002	QUANT	Airline accidents	Conditions on learning	Organizations learned more from accidents with heterogeneous causes than with homogeneous causes. Accidents with heterogeneous causes encourage further understanding of crisis characteristics.	
Vera & Crossan, 2004	THEORY	Various examples	Conditions on learning	Offered a model that theoretically links strategic leadership with organizational learning, theorizing the advantages of leaders who can function in transformational and transactional modes.	Crisis Leadership
Elliott & Smith, 2006	QUAL	UK soccer industry	Conditions on learning	Despite crisis-related experience, organizations may reject evidence and fail to learn. This failure may stem from a "mindset of invulnerability," and requires cultural readjustments to overcome. Institutional and regulatory involvement can help overcome this mindset.	Crisis Leadership

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**Table 3a (continued)**

Reference	Research Design	Setting	Core Concepts	Findings/Propositions	Cross Reference
Baum & Dahlin, 2007	QUANT	Railroad accidents	Conditions on learning; Vicarious learning	Considered the conditional role of aspiration-performance feedback in learning. Showed that when accident rates deviate from aspirations, vicarious learning is more effective than experiential learning.	
Gephart, 2007	THEORY	Various examples	Conditions on learning	Reviewed and integrated the literature on public inquiry, highlighting the various perspectives used including narrative analysis and rhetoric.	
Wilson et al., 2007	THEORY	Various examples	Conditions on learning	Clarified the construct of group learning and suggested that learning from crisis may be better when conducted by a groups.	Crisis Leadership
Beck & Plowman, 2009	THEORY	Various examples provided (focus on Columbia disaster)	Conditions on learning	Middle managers—by facilitating clear communication—can help organizations make sense of and learn from rare and unusual events.	Crisis Leadership
Rerup, 2009	QUAL	Novo Nordisk insulin crisis	Conditions on learning	Emphasized the limitations of standard learning processes; suggested the value of learning from weak environmental cues. Introduced idea of attention triangulation.	Organizational Preparedness; Crisis Leadership
Madsen & Desai, 2010	QUANT	Orbital launch industry	Conditions on learning	Found that experiencing major failures and observing others' failures is more effective at preventing future mistakes than observing successes.	Organizational Preparedness
Kim & Miner, 2007	QUANT	Bank and thrift failures and near failures	Vicarious learning; Conditions on learning	Learning spillovers depended on industry and geographic market characteristics; vicarious learning is greater when within the same geographical market. Vicarious learning also may be better from near-failure rather than outright failure.	

**Table 3b: Literature on Post-Crisis Outcomes – External Perspective: Social Evaluations**

Reference	Research Design	Setting	Core Concepts	Findings/Propositions	Cross Reference
Zyglidopoulos, 2001	QUANT	Industrial accidents	Social evaluations	Focused on reputation for social performance. Found that accident severity and media attention did not impact reputation, but environmental damage severity and accident complexity did impact reputation.	Stakeholder Perceptions
Hudson, 2008	THEORY	Various examples	Social evaluations	Detailed a theory of core-stigma and distinguished from event-stigma. Also considered organizational outcomes and responses to stigma.	Stakeholder Perceptions
Pozner, 2008	THEORY	Various examples	Social evaluations	Proposed that actors involved with organizational misconduct face labor market consequences; misconduct can stigmatize actors and harm their market value.	
Devers et al., 2009	THEORY	Various examples	Social evaluations	Detailed a theory of org. stigma by identifying the conditions under which stigma arises, how this process unfolds, and the consequences of stigma.	Stakeholder Perceptions
Hudson & Okhuysen, 2014	THEORY	Various examples	Social evaluations	Argued that there are structural barriers to studying stigma, including the stigmatization of stigma researchers and the difficulty in accessing data.	
Kim et al., 2004	QUANT	Competence- and integrity-based trust violations	Response strategies and social evaluations	Showed that trust was repaired more when apologies were used in response to competence violation, but when denials were used in response to integrity violations.	Stakeholder Perceptions
Lee et al., 2004	QUANT	Company downturns and negative events	Response strategies and social evaluations	Found organizations that admitted responsibility following negative events were considered more in control and benefitted financially from their admission.	Stakeholder Perceptions
Tomlinson et al., 2004	QUANT	Policy capture scenario of trust violation	Response strategies and social evaluations	Following violations of trust, timely and sincere apologies helped to restore trust, as did having prior positive violations. Violation magnitude negatively moderated these effects.	Stakeholder Relationships; Stakeholder Perceptions
Sinaceur et al., 2005	QUANT	Mad-cow disease	Response strategies and social evaluations	Showed that stakeholders react emotionally to crises, particularly in the presence of emotional language, such as "Mad Cow."	Stakeholder Perceptions; Crisis Leadership
Coombs & Holladay, 2007	QUANT	Various crisis types (experimental)	Response strategies and social evaluations	Showed that anger moderates the relationship between crisis responsibility and negative outcomes.	Stakeholder Perceptions
Dardis & Haigh, 2009	QUANT	Product-harm crisis	Response strategies and social evaluations	Reducing the offensiveness of a product-harm crisis consistently led to higher reputation perceptions of organizations than did denial, evading responsibility, corrective action, or mortification.	Stakeholder Perceptions
Tomlinson & Mayer, 2009	THEORY	Various examples	Response strategies and social evaluations	Proposed different avenues to trust repair through social accounts, including denials, excuses, apologies, and justifications.	Stakeholder Perceptions
Jin, 2010	QUANT	Various crisis types (experimental)	Response strategies and social evaluations	Stakeholders respond to crises with different emotions (anger, sadness, fear, anxiety), which require different response strategies to manage.	Stakeholder Perceptions
Jin et al., 2012	QUAL	Various crisis types (case based)	Response strategies and social evaluations	Showed that anxiety is the natural emotion felt by stakeholders in response to crises. Other emotions are a function of crisis type. When stakeholders experience emotions they expect the organization's assistance for coping.	Stakeholder Perceptions
Claeys & Cauberghe, 2014	QUANT	Various crisis types (experimental)	Response strategies and social evaluations	Found that crisis response strategies are more effective when matched according to stakeholders' crisis attributions when the message framing is rational. Emotional message framing reduces the effectiveness of the match.	Stakeholder Perceptions



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