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duty. Indeed the  
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position, culture, and  
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stand for?

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as a universal plague;  
weapons of mass  
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Annotation Reasonable  
variations of human  
emotions are expected at



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the workplace. People have feelings. Emotions that accumulate, collect force, expand in volume and begin to spin are another matter entirely. Spinning emotions can become as unmanageable as a tornado, and in the workplace they can cause just as much damage in terms of human distress and

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All people have emotions. Normal people and abnormal people have emotions. Emotions happen at home and at work. So, understanding how individuals or groups respond emotionally in a business situation is important in order to have a complete perspective of human

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function. Different people have different sets of emotions. Some people let emotions roll off their back like water off a duck. Other people swallow emotions and hold them in until they become toxic waste that needs a disposal site. Some have small simple feelings and others have large, complicated

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emotions. Stresses of life tickle our emotions or act as fuses in a time bomb. Stress triggers emotion. Extreme stress complicates the wide range of varying emotional responses.

Work is a stressor.

Sometimes work is an extreme stressor. Since everyone has emotion, it is important to know what kinds of emotion

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are regular and what kinds are irregular, abnormal, or damaging within the business environment. To build a strong, well-grounded, value-added set of references for professional discussions and planning for Emotional Continuity Management a manager needs to know at least the basics about human

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**Bottom Line**  
emotion. Advanced

knowledge is preferable.

Emotional Continuity

Management planning

for emotions that come

from the stress caused

by changes inside

business, from small

adjustments to

catastrophic upheavals,

requires knowing

emotional and humanity-

based needs and

functions of people and

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Bottom Line  
not just technology and  
performance data.

Emergency and Disaster  
Continuity planners  
sometimes posit the  
questions,?What if  
during a disaster your  
computer is working,  
but no one shows up to  
use it? What if no one is  
working the computer  
because they are  
terrified to show up to a  
worksite devastated by

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an earthquake or bombing and they stay home to care for their children?? The Emotional Continuity Manager asks,?What if no one is coming or no one is producing even if they are at the site because they are grieving or anticipating the next wave of danger? What happens if employees are



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engaged in emotional combat with another employee through gossip, innuendo, or out-and-out verbal warfare? And what if the entire company is in turmoil because we have an Emotional Terrorist who is just driving everyone bonkers?" The answer is that, in terms of bottom-line thinking, productivity is

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productivity? and if  
your employees are not  
available because their  
emotions are not  
calibrated to your  
industry standards, then  
fiscal risks must be  
considered. Human  
compassion needs are  
important. And so is  
money. Employees  
today face the  
possibility of biological,  
nuclear, incendiary,

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chemical, explosive, or  
electronic catastrophe  
while potentially  
working in the same  
cubicle with someone  
ready to suicide over  
personal issues at home.  
They face rumors of  
downsizing and  
outsourcing while  
watching for anthrax  
amidst rumors that co-  
workers are having  
affairs. An employee

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coughs, someone jokes nervously about SARS, or teases a co-worker about their hamburger coming from a Mad Cow, someone laughs, someone worries, and productivity can falter as minds are not on tasks. Emotions run rampant in human lives and therefore at work sites. High-demand emotions demonstrated

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by complicated workplace relationships, time-consuming divorce proceedings, addiction behaviors, violence, illness, and death are common issues at work sites which people either manage well? or do not manage well. Low-demand emotions demonstrated by annoyances, petty bickering, competition,

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prejudice, bias, minor power struggles, health variables, politics and daily grind feelings take up mental space as well as emotional space. It is reasonable to assume that dramatic effects from a terrorist attack, natural disaster, disgruntled employee shooting, or natural death at the work site would create emotional

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content. That content can be something that develops, evolves and resolves, or gathers speed and force like a tornado to become a spinning energy event with a life of its own. Even smaller events, such as a fully involved gossip chain or a computer upgrade can lead to the voluntary or involuntary exit of

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This can add energy to an emotional spin and translate into real risk features such as time loss, recruitment nightmares, disruptions in customer service, additional management hours, remediations and trainings, consultation fees, Employee Assistance Program (EAP) dollars spent,



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time spent,  
administrative  
restructuring, and  
expensive and daunting  
litigations. Companies  
that prepare for the full  
range of emotions and  
therefore emotional  
risks, from annoyance to  
catastrophe, are better  
equipped to adjust to  
any emotionally charged  
event, small or large. It

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**Bottom Line**  
is never a question of if something will happen to disrupt the flow of productivity, it is only a question of when and how large. Emotions that ebb and flow are functional in the workplace. A healthy system should be able to manage the ups and downs of emotions. Emotions directly affect the continuity of

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production and services,  
customer and vendor  
relations and essential  
infrastructure. Unstable  
emotional infrastructure  
in the workplace  
disrupts business  
through such  
measurable costs as  
medical and mental  
health care, employee  
retention and retraining  
costs, time loss, or legal  
fees. Emotional

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## Continuity Management

is reasonably simple for managers when they are provided the justifiable concepts, empirical evidence that the risks are real, a set of correct tools and instructions in their use. What has not been easy until recently has been convincing the powers that be that it is value-added work to deal directly and

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procedurally with emotions in the workplace. Businesses haven't seen emotions as part of the working technology and have done everything they can do to avoid the topic. Now, cutting-edge companies are turning the corner. Even technology continuity managers are talking about human resources

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Bottom Line  
benefits and scrambling  
to find ways to evaluate  
feelings and risks. Yes,  
times are changing.

Making a case for  
policy to manage  
emotions is now getting  
easier. For all the pain  
and horror associated  
with the terrorist attacks  
of September 11, 2001,  
employers are getting  
the message that no one  
is immune to crisis. In

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today's heightened security environments the demands of managing complex workplace emotions have increased beyond the normal training supplied by in-house Human Resources (HR) professionals and Employee Assistance Plans (EAPs). Many extremely well-meaning HR and EAP providers

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just do not have a necessary training to manage the complicated strata of extreme emotional responses. Emotions at work today go well beyond the former standards of HR and EAP training. HR and EAP providers now must have advanced trauma management training to be prepared to support employees.



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The days of easy  
emotional management  
are over. Life and work  
is much too  
complicated. Significant  
emotions from small to  
extreme are no longer  
the sole domain of HR,  
EAP, or even  
emergency first  
responders and  
counselors. Emotions  
are spinning in the very  
midst of your team,

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company. Emotions are not just at the scene of a disaster. Emotions are present. And because they are not controllable, human emotions are not subject to being mandated. Emotions are going to happen. There are many times when emotions cannot be simply outsourced to an

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external provider of services. There are many times that a manager will face an extreme emotional reaction. Distressed people will require management regularly. That's your job.

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investigates how  
American media  
have identified and

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terrorism could be better  
covered by the  
mediagoing forwards

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that terrorism is  
essentially a message,  
Terrorism and  
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examines terrorism from  
a communication  
perspective—making it  
the first text to offer a

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complete picture of the role of communication in terrorist activity.

Through the extensive examination of state-of-the-art research on terrorism as well as recent case studies and speech excerpts, communication and terrorism scholar

Jonathan Matusitz explores the ways that terrorists communicate

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messages through actions and discourse. Using a multifaceted approach, he draws valuable insights from relevant disciplines, including mass communication, political communication, and visual communication, as he illustrates the key role that media outlets play in communicating

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terrorists' objectives and examines the role of global communication channels in both spreading and combating terrorism. This is an essential introduction to understanding what terrorism is, how it functions primarily through communication, how we talk about it, and how we prevent it.



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The symbolic value of targets is what differentiates terrorism from other forms of extreme violence.

Terrorism is designed to inflict deep psychological wounds on an enemy rather than demolish its material ability to fight. The September 11, 2001 attacks, for example,

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demonstrated the power of symbolism. The World Trade Center was targeted by Al Qaeda because the Twin Towers epitomized Western civilization, U.S. imperialism, financial success, modernity, and freedom. The symbolic character of terrorism is the focus of this textbook. A comprehensive analysis,

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it incorporates descriptions, definitions, case studies, and theories. Each chapter focuses on a specific dimension of symbolism in terrorism and explains the contexts and processes that involve the main actors as well as the symbolism of both the purposes and targets of terrorism. Also

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discussed are new religious movements, which represent another important aspect of terrorism, such as Aum Shinrikyo, the Japanese cult that used sarin gas in the Tokyo subway in 1995. Over forty areas of symbolism are covered throughout the chapters, including physical and non-physical symbolism,

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linguistic symbolism,  
the social construction  
of reality, rituals, myths,  
performative violence,  
iconoclasm, brand  
management, logos,  
semiotics, new media,  
and the global village.  
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depth examination of  
many issues, such as  
anti-globalization, honor  
killing, religious  
terrorism, suicide

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terrorism, martyrdom,  
weapons, female  
terrorism, public  
communication, visual  
motifs, and cyberspace.  
Main concepts are  
clearly defined, and  
followed by theory  
illustrated by  
international case  
studies. Chapter  
summaries, key points,  
review questions,  
research and practice

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suggestions are recurring components as well. This groundbreaking text encompasses all major aspects of symbolism in terrorism and will be an essential resource for anyone studying terrorism.

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psychopathology in  
terrorists, but  
demonstrates how  
frighteningly 'normal'  
and unremarkable in  
psychological terms are  
those who engage in  
terrorist activity. By  
producing a clearer map  
of the processes that  
impinge upon the  
individual terrorist, a  
different type of terrorist  
psychology emerges,

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criminology,  
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bombing, abduction,  
smuggling, homicide,  
and hijacking are all  
profoundly criminal  
acts. In *Terrorism as  
Crime* Mark S. Hamm  
presents an

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as well as how future  
acts might be detected  
or exposed.

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disciplinary,  
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