

Contents

	<i>Acknowledgments</i>	ix
	<i>Introduction to Courageous Communication in Organizations</i>	1
PART I	Moving from Control to Collaboration	
1	Controlling Communication and Case Studies	13
	• Enron's Controlling Culture Covered Leaders' Tracks	19
	• Life Inside Foxconn's Electronics Factory: The Complex Relationship between Employees, Foxconn, and Apple	25
	• Jim Beam's Sour Bathroom Break Policy	31
	• Workplace Bullying at the Miami Dolphins	35
2	Collaborative Communication and Case Studies	49
	• Virtual-Learn: Growth and Struggle Between "Silos" and Collaborative Efforts at an Upstart	57
	• Two-Way Communication at an Online Real Estate Education Organization: Bigger Pockets	62
	• IDEO: Collaboration at the World's Most Influential Product Design Firm	69
3	Tips, Tools, and Resources to Move from Control to Collaboration	79

PART II	Moving from Top-Down to Upward Communication	
4	Top-Down Communication and Case Studies	95
	• NASA Squelched Safety Warnings from Its Own Experts	100
	• Netflix “Slid into Arrogance” and Lost 800,000 Customers	108
	• Customers Not Juiced about Tropicana’s New Logo	113
	• Pushing a Dangerous Drug: The Case of Merck Pharmaceutical’s Medication, Vioxx	118
5	Upward Communication and Case Studies	129
	• FinancialCo Struggles to Understand Why their Best Supervisors Do Not Want to Apply for a Management Team Opening	135
	• Customer Outcry and Nalgene’s “BPAfree” Water Bottle Campaign	140
	• Domino’s Finally Listens to Customer Complaints	146
	• Great for Pets and People: Nestlé Purina Relies on Employee Feedback to Shape the Company	150
6	Tips, Tools, and Resources to Move from Top-Down to Upward Communication	161
PART III	Moving from Secretive to Transparent Communication	
7	Secretive Communication and Case Studies	177
	• Cheryl Eckard Blows the Whistle at GlaxoSmithKline	183
	• Hiding Sexual Abuse in the Boy Scouts of America	188
	• Academic Fraud at the University of North Carolina at Chapel Hill: Exposure of a Shadow Curriculum for Student Athletes	192
	• GM’s Ignition Switch Investigation Reveals a Culture of Inaction	197
8	Transparent Communication and Case Studies	209
	• Wrong-Site Surgery at Massachusetts General Hospital	216
	• Got a Beef with Taco Bell?: “Thank You for Suing Us”	220
	• Valentine’s Day on the Tarmac: JetBlue’s Response to Disproportionate Delays and Cancellations	224
	• Treating “Patient Zero” for Ebola at Texas Health Presbyterian Hospital: Mistakes, Apologies, and Changes	230
9	Tips, Tools, and Resources to Move from Secrecy to Transparency	241

PART IV	Moving from Impersonal to Engaging Communication	
10	Impersonal Communication and Case Studies	257
	• Things are Heating Up and Cooling Down at an Amazon.com Warehouse	264
	• Interacting with Customers at Comcast: “We’d Like to Disconnect Please”	269
	• Abercrombie & Fitch’s Objectification of Employees and Customers: An Old Interview Comes Back to Bite the Hip Retailer	274
	• AOL’s Public Embarrassment of Employees	279
11	Engaging Communication and Case Studies	291
	• Developing a Great Place to Work: The Southwest Airlines Legacy	295
	• Wegmans Food Markets Says “Employees First, Customers Second”	302
	• Google’s Data-Driven Approach to Help Employees Love Their Jobs	308
	• Zappos.com: In the Business of Happiness	314
12	Tips, Tools, and Resources to Move from Impersonal to Engaging Communication	325
	<i>Conclusion and Implications</i>	337
	<i>Index</i>	345