

# history of united airlines

**\*\*The History of United Airlines: From Humble Beginnings to a Global Aviation Giant\*\***

**history of united airlines** is a fascinating journey that traces the evolution of one of the world's largest and most influential airlines. United Airlines' story is not just about planes and routes; it's about innovation, resilience, and growth that mirrors the development of commercial aviation itself. Whether you're an aviation enthusiast or just curious about how this carrier came to be, exploring the history of United Airlines reveals a rich tapestry of milestones, mergers, and transformations that have shaped air travel as we know it today.

## Early Origins: The Birth of United Airlines

The history of United Airlines dates back to the mid-1920s, a period when the commercial aviation industry was still in its infancy. The airline's roots lie in a small company called Varney Air Lines, founded in 1926 by Walter Varney. This company initially operated mail routes under a contract with the U.S. Postal Service, which was a common starting point for many early airlines. The ability to carry mail reliably was critical to the survival and growth of these early carriers.

In 1931, Varney Air Lines merged with other small carriers to form United Airlines. This consolidation was part of a broader trend in the industry, driven by the need to create more efficient and financially stable entities. The new airline was officially christened United Air Lines, Inc., and it quickly positioned itself as a key player in the burgeoning commercial flight market.

## The Impact of Boeing and Technological Innovation

A significant chapter in the history of United Airlines is its longstanding relationship with Boeing. United was one of the first airlines to operate Boeing aircraft, starting with the Boeing 247 in the early 1930s, which was considered revolutionary for its time due to its all-metal design and advanced features. This partnership helped United stay at the forefront of aviation technology for decades.

Throughout the mid-20th century, United Airlines continued to invest in newer and more efficient aircraft, including the iconic Douglas DC-3 and later the jet age marvels like the Boeing 707 and 747. These aircraft allowed United to expand both domestically and internationally, offering passengers faster, safer, and more comfortable flights.

# Expansion and Challenges Through the Mid-20th Century

The decades following World War II were a transformative period for United Airlines. The post-war economic boom fueled a surge in air travel demand, and United was quick to capitalize on this growth. The airline expanded its route network significantly, connecting major U.S. cities and launching international services to destinations in Asia and Europe.

However, the history of United Airlines during this time was not without challenges. The airline industry was heavily regulated by the government, which controlled routes, fares, and schedules. United, like its competitors, operated within this framework until the Airline Deregulation Act of 1978 dramatically changed the landscape.

## The Deregulation Era and Its Effects

The passage of the Airline Deregulation Act marked a pivotal moment in the history of United Airlines. Deregulation eliminated many government controls over routes and pricing, introducing fierce competition and forcing airlines to become more efficient and customer-focused. For United, this meant adapting to a rapidly changing market environment, including the emergence of low-cost carriers.

United responded by modernizing its fleet, improving customer service, and expanding its international presence. The airline also began to focus on building alliances and partnerships, recognizing the importance of global connectivity in an increasingly interconnected world.

## Mergers and Modernization: United Airlines in the 21st Century

One of the most defining moments in the recent history of United Airlines was its merger with Continental Airlines in 2010. This merger created one of the largest airlines in the world, significantly expanding United's route network and fleet size. The combined airline retained the United name and branding but incorporated many elements from Continental, including its customer service philosophies and operational strategies.

## Technological Advancements and Customer Experience

In the 21st century, United Airlines has embraced technology to enhance the passenger experience. From online booking and mobile check-ins to in-flight entertainment systems and Wi-Fi connectivity, United has aimed to keep pace with evolving traveler expectations. The airline has also focused on environmental sustainability, investing in more fuel-efficient aircraft and exploring alternative fuels.

## Challenges and Resilience

Like many airlines, United has faced its share of challenges, including economic downturns, fluctuating fuel prices, and the unprecedented impacts of the COVID-19 pandemic. The history of United Airlines during crises highlights its resilience and ability to adapt through strategic planning and innovation. For instance, during the pandemic, United implemented enhanced health and safety measures and adjusted operations to meet new travel realities.

## United Airlines' Cultural and Historical Significance

Beyond its business achievements, the history of United Airlines is also a reflection of broader cultural and technological shifts. United played a role in pioneering transcontinental flights, advancing pilot training programs, and supporting military transport during times of conflict. Its legacy includes contributions to the development of the commercial aviation industry and shaping the way people travel across continents.

## United's Role in Shaping Air Travel Standards

United Airlines was instrumental in setting industry standards, from safety protocols to customer service innovations. For example, it was among the first airlines to introduce frequent flyer programs, enhancing customer loyalty and engagement. These programs have since become an industry norm, with United's MileagePlus standing out as one of the most popular.

## Community Engagement and Corporate Responsibility

Over the years, United Airlines has also committed to corporate social responsibility. Its history includes efforts to support communities through charitable initiatives, disaster relief, and environmental programs. These actions demonstrate the airline's recognition of its role not just as a business but as a global citizen.

## Looking Ahead: The Future of United Airlines

As United Airlines continues to navigate the complexities of 21st-century air travel, its rich history provides valuable lessons and a strong foundation. The airline's ongoing investments in technology, sustainability, and customer experience suggest a commitment to innovation that honors its past while embracing the future.

Exploring the history of United Airlines offers more than just a timeline of events—it reveals the story of an organization that has continually evolved, survived challenges, and shaped the world of aviation. Whether through its pioneering flights, strategic mergers, or dedication to service, United Airlines remains a key player in connecting people and places around the globe.

## **Frequently Asked Questions**

### **When was United Airlines founded?**

United Airlines was founded in 1926 as Varney Air Lines and later merged with other carriers to form United Air Lines in 1931.

### **How did United Airlines get its name?**

The name 'United Air Lines' was adopted in 1931 after a merger of several airlines under the control of William Boeing, reflecting the unification of these carriers.

### **What was United Airlines' role during World War II?**

During World War II, United Airlines contributed to the war effort by transporting troops and materials, as well as modifying aircraft for military use.

### **When did United Airlines become a publicly traded company?**

United Airlines became a publicly traded company in 1970 when it was listed on the New York Stock Exchange.

### **What significant merger shaped the modern United Airlines?**

The merger with Continental Airlines in 2010 significantly shaped the modern United Airlines, creating one of the largest airlines in the world.

### **How has United Airlines evolved in terms of fleet over the years?**

United Airlines has evolved from operating small propeller planes to a modern fleet of advanced jets, including the Boeing 787 Dreamliner and Airbus A350.

### **What historical challenges has United Airlines faced?**

United Airlines has faced several challenges including economic downturns, labor strikes, the impact of 9/11, and the COVID-19 pandemic, all of which have shaped its operational strategies.

# Additional Resources

History of United Airlines: Evolution of an Aviation Giant

**history of united airlines** is a tale woven into the broader narrative of commercial aviation in the United States. As one of the country's oldest carriers, United Airlines has undergone numerous transformations, mergers, and strategic shifts that have shaped its identity and operational footprint. This article delves deeply into the airline's origins, growth phases, challenges, and innovations, providing a comprehensive understanding of its enduring presence in the competitive airline industry.

## Founding and Early Development

The history of United Airlines begins in the 1920s, a period marked by burgeoning interest in commercial air travel. Originally founded as Varney Air Lines in 1926 by Walter Varney, the company primarily operated mail routes under contract with the U.S. Post Office. This initial focus on airmail laid the foundation for what would become a major passenger airline.

In 1930, a significant restructuring took place when William Boeing merged Varney Air Lines with his own company, Boeing Air Transport. This merger, along with other consolidations under the United Aircraft and Transport Corporation, led to the creation of United Air Lines in 1931. The carrier quickly expanded its route network and introduced innovations such as the use of the Boeing 247, considered the first modern airliner.

## Expansion and Innovations Through Mid-20th Century

United Airlines capitalized on the post-World War II boom in commercial aviation. The airline invested heavily in new aircraft, including the Douglas DC-6 and later the Douglas DC-8 jets, which allowed for faster and more comfortable flights. This period was notable for United's pioneering efforts in route expansion, connecting major U.S. cities and venturing into international destinations.

The airline also distinguished itself by introducing services such as the first in-flight movie and advanced reservation systems. In the 1960s, United was among the first to adopt computerized booking through the implementation of the Apollo reservation system, a technological advancement that improved operational efficiency and customer experience.

## Strategic Mergers and Network Growth

Throughout its history, United Airlines has used mergers and acquisitions as a key strategy for growth.

One of the most consequential mergers occurred in 2010 when United merged with Continental Airlines, creating the world's largest airline at the time by revenue and passenger traffic. This merger not only expanded United's domestic and international route network but also integrated Continental's strong presence in key hubs such as Houston and Newark.

The integration process, however, was complex and required harmonizing corporate cultures, fleets, and IT systems. Despite initial challenges, the merger positioned United as a formidable competitor globally, with increased market share and enhanced alliance partnerships, particularly within the Star Alliance network.

## **Challenges and Adaptations in the Modern Era**

The airline industry is cyclical and highly sensitive to economic fluctuations, fuel prices, geopolitical events, and public health crises. United Airlines has navigated several turbulent periods, including the aftermath of the 9/11 attacks, the 2008 financial crisis, and the COVID-19 pandemic. Each event forced United to adapt operationally and financially.

During the COVID-19 pandemic, United implemented unprecedented measures, including route suspensions, workforce reductions, and enhanced health protocols. The crisis accelerated United's focus on digital transformation, contactless services, and flexible booking policies, reflecting broader industry trends toward passenger safety and convenience.

## **Fleet Modernization and Sustainability Efforts**

A critical aspect of United's recent history centers on its commitment to fleet modernization and environmental sustainability. The airline has invested in fuel-efficient aircraft such as the Boeing 787 Dreamliner and the Airbus A350, which reduce emissions and operational costs. Furthermore, United has set ambitious goals to achieve net-zero greenhouse gas emissions by 2050, incorporating sustainable aviation fuels (SAF) and carbon offset programs.

These initiatives not only respond to growing regulatory and consumer pressures but also position United competitively among airlines prioritizing corporate responsibility and innovation.

## **Customer Experience and Technological Integration**

Improving the customer experience has remained a strategic priority. United Airlines has consistently updated its in-flight entertainment systems, enhanced seating options in premium cabins, and expanded loyalty programs through MileagePlus. The airline's investment in mobile technology, including apps for booking, check-in, and real-time flight updates, aligns with evolving passenger expectations for seamless

travel.

Moreover, United's emphasis on operational reliability and on-time performance has been a key differentiator in a crowded market. While service disruptions occasionally occur, ongoing efforts to improve maintenance protocols and crew scheduling have mitigated these challenges.

## United Airlines in the Competitive Landscape

In the context of the U.S. airline industry, United competes directly with other legacy carriers such as American Airlines and Delta Air Lines. Each competitor has unique strengths in hub locations, fleet composition, and international reach. United's main hubs—Chicago O'Hare, Denver, San Francisco, and Washington D.C.—provide strategic access to both domestic and transpacific markets.

Compared to low-cost carriers, United offers a broader network and premium services but faces pressure to maintain cost efficiency. Balancing these factors is an ongoing challenge as the airline industry evolves toward hybrid service models.

## Summary of Key Milestones in the History of United Airlines

- **1926:** Founding of Varney Air Lines, the precursor to United.
- **1931:** Formation of United Air Lines through mergers.
- **1950s-60s:** Expansion with new aircraft and introduction of computerized booking.
- **2010:** Merger with Continental Airlines, creating a global aviation leader.
- **2020s:** Focus on sustainability, digital transformation, and pandemic recovery.

By tracing the history of United Airlines, it becomes clear that the carrier's ability to evolve has been central to its sustained relevance. From its origins as a small airmail operator to its current status as a global airline powerhouse, United's journey reflects the broader trends and challenges of the commercial aviation industry. Its ongoing investments in technology, sustainability, and customer service continue to define its path forward in an ever-changing marketplace.

## **History Of United Airlines**

**history of united airlines: United Airlines** Simon Forty, 1997 United Airlines has a route network serving the US and 30 other countries worldwide. This concise and authoritative reference covers United Airlines' history, current operations, fleet configuration, and much more. Illustrations and photographs throughout, many in color.

**history of united airlines: History of U.S. Aviation Disasters** Rodney Stich, 2010-05-29 History of forewarned and preventable aviation disasters that were caused or allowed to occur by politics, incompetence, and hard corruption. Authored by former federal airline safety inspector-investigator, airline captain, and Navy patrol plane commander. Further information at [www.defraudingamerica.com](http://www.defraudingamerica.com).

**history of united airlines: History and Development of Airline Cabin Safety** Fons Schaefer, 2025-03-19 History and Development of Airline Cabin Safety offers an understanding of how cabin safety evolved over time. It covers six key areas: impact protection, fire protection, egress potential, life support equipment, information and instructions, and cabin professionals. Exploring the organic choreography of accidents, research, technological progress, rulemaking, and industry response, the book clarifies that cabin safety enhancements were not well planned but came incidentally and step by step. Each step was triggered by accidents with survivability issues, except in one area where a proactive approach proved to be first time right: oxygen for passengers. The step improvements, which mainly occurred in the U.S., concentrated in three waves centered around 1950, 1970, and 1985, respectively. The book will interest aviation regulators, aircraft manufacturers and operators, cabin safety professionals (including cabin crew), and accident investigation professionals.

**history of united airlines: Touching History** Lynn Spencer, 2008-06-03 On the azure blue morning of 9/11 the skies were pronounced severe clear, in the parlance of airline pilots; a gorgeous day for flying. Nearly 5,000 flights were cruising the skies over America when FAA Operations Manager Ben Sliney arrived at the Command Center for his first day on that job. He could never have anticipated the historic drama that was about to unfold as Americans who found themselves on the front lines of a totally unprecedented attack on our homeland sprang into action to defend our country and save lives. In this gripping moment-to-moment narrative, based on groundbreaking reporting, Lynn Spencer brings the inspiring true drama of their unflinching and heroic response vividly to life for the first time, taking us right inside the airliner cockpits and control towers, the fighter jets and the military battle cabs. She makes vital corrections to the findings of the 9/11 Commission Report, and reveals many startling, utterly unknown elements of the story. As a commercial pilot herself, for whom the attacks hit terribly close to home, she knew that the true scope and nature of the response so brilliantly improvised that morning by those in the thick of the action -- with so little guidance from those at the highest levels -- had not at all been captured by the news coverage or the 9/11 Commission. To get to the truth, she went on a three-year quest, interviewing hundreds of key players, listening to untold hours of tapes and pouring through voluminous transcripts to re-create each heart-stopping moment as it happened through their eyes and in their words as the drama unfolded. From the shocking moment at 7:59 a.m. that American 11 fails to respond to a controller's call, until the last commercial flight has safely landed and military jets rule the skies, all Americans will find themselves deeply moved and amazed by the grace and fierce determination of these steely men and women as they draw on all of their exquisite training to grasp, through the fog of war, what is happening, put their lives on the line, and mount an astonishing response. This beautifully crafted and deeply affecting account of the full story of their courageous actions is a vital addition to the country's understanding of a day that has forever changed our nation.

**history of united airlines: Airline Deregulation and Laissez-Faire Mythology** Paul S. Dempsey, Andrew R. Goetz, 1992-09-08 Airline deregulation is a failure, conclude Professors Dempsey and Goetz. They assault the conventional wisdom in this provocative book, finding that the



Airline Deregulation Act of 1978, championed by a profound political movement which also advocated the deregulation of the bus, trucking, rail, and pipeline industries, failed to achieve the promises of its proponents. Only now is the full impact of deregulation being felt. Airline deregulation has resulted in unprecedented industry concentration, miserable service, a deterioration in labor-management relations, a narrower margin of safety, and higher prices for the consumer. This comprehensive book begins by exploring the strategy, tactics, and egos of the major airline robber barons, including Frank Lorenzo and Carl Icahn. In separate chapters, the strengths, weaknesses, and corporate cultures of each of the major airlines are evaluated. Part Two assesses the political, economic, and social justifications for New Deal regulation of aviation, and its deregulation in the late 1970s. Part Three then addresses the major consequences of deregulation in chapters on concentration, pricing, service, and safety, and Part Four advances a legislative agenda for solving the problems that have emerged. Professors Dempsey and Goetz advocate a middle course of responsible government supervision between the dead hand of regulation of the 1930s and the contemporary evil of market Darwinism. The book will be of particular interest to airline and airport industry executives, government officials, and students and scholars in public policy, economics, business, political science, and transportation.

**history of united airlines:** Legislative History of the Airline Deregulation Act of 1978 , 1979

**history of united airlines:** Air University Library Index to Military Periodicals , 1999

**history of united airlines:** Encyclopedia of U.S. Labor and Working-class History Eric Arnesen, 2007 Publisher Description

**history of united airlines:** History of Air Cargo and Airmail from the 18th Century

Camille Allaz, 2005-03 It was first published in French by the Institut du Transport Aerien in 1998 and received very favourable reviews. Through the publication of the English language edition, this remarkable work is now accessible to many more readers around the world. In addition, the author has expanded the book with new sections and he has extensively updated it to bring the story of air cargo into the twenty first century, concluding with a look into the future. The author, Camille Allaz, served as Senior Vice President Cargo at Air France for 10 years which gave him an insider's close-up view of his subject, a privilege not enjoyed by many historians. There is no aspect of mail or cargo transport by air that has not been thoroughly researched and documented by Allaz, from the first brief transport of animals by balloon in France in 1783 to the vast global networks of the integrated express carriers in the 21st century. As a true scholar, he fits his narrative into the larger framework of political, military, economic and aviation history. This book should stand for years as the definitive work on the history of air cargo and airmail, and will be of immense value to the academic community, to the air cargo industry, the postal services, and to the general public.

**history of united airlines:** Boeing Magazine , 1950

**history of united airlines:** Boeing 747: A History Martin W. Bowman, 2014-06-10 A comprehensive history of the aircraft that transformed commercial aviation. Includes photos. A presence in our skies for over half a century, the iconic Boeing 747 has transported hundreds of thousands of passengers across the world. From its introduction with Pan American Airlines in 1970, it has persevered as one of the forerunners of commercial flight. Often labeled the "Queen of the Skies," this is an aircraft revered by passengers and aircrew alike. The first wide-body airliner ever produced, it has set new standards in air travel and opened up the air routes of the world to vast numbers of people who might otherwise have been unable to afford international air travel. This book focuses not only on the 747, but also its many variants, including the YAL-1A, which Boeing developed for the US Air Force, and the Evergreen 747 Supertanker, a 747-200, modified as an aerial application for fire-fighting. Across its types, the 747 carries around half the world's air freight. Accordingly, freight variants feature here too, including the 747-8. The sheer size of the workload carried out by this craft is astounding. From the glamorous 1970s, an era of rapid expansion that saw an unprecedented boom in the tourist trade, to the various environmental and economical imperatives that impact upon modern flight, this work shows how the Boeing 747 has been developed in accordance with the changing demands of the ages.

**history of united airlines:** The Jet Sex Victoria Vantoch, 2013-04-09 Victoria Vantoch takes us on a fascinating journey into the golden era of air travel. The Jet Sex explores the much-mythologized stewardess within the context of the Cold War, globalization, and the emerging culture of glamour to reveal how beauty and sexuality were critical to national identity and international politics.

**history of united airlines:** Historical Dictionary of the U.S. Presidency Richard S. Conley, 2015-12-14 This book covers the development of the presidential office within the context of constitutional interpretations of presidential power and socio-political and economic developments, as well as foreign affairs events, from 1789-2015. It provides details on the men who have held the office, and biographies of vice presidents, unsuccessful candidates for the office, and noteworthy Supreme Court and other appointees. The Historical Dictionary of the U.S. Presidency contains a chronology, an introduction, appendixes, and an extensive bibliography. The dictionary section has over 300 cross-referenced entries on the development of the institution of the presidency, and details the personalities, domestic and foreign policy governing contexts, elections, party dynamics and significant events that have shaped the office from the Founding to the present day. This book is an excellent resource for students, researchers, and anyone wanting to know more about the U.S. Presidency.

**history of united airlines:** *Congressional Record* ,

**history of united airlines:** *Tower Stories: An Oral History of 9/11 (20th Anniversary Commemorative Edition)* Damon DiMarco, 2021-08-17 Damon DiMarco's *Tower Stories: An Oral History of 9/11 (20th Anniversary Commemorative Edition)*, eternally preserves a monumental tragedy in American history through the voices of the people who were in New York City on that fateful day. At the same time, the individuals featured in the book speak to the myriad ways by which Americans rose to meet the challenges presented by 9/11, and celebrates the many heroes that are found within its pages. In the tradition of Studs Terkel, DiMarco's literary time capsule includes a wide variety of viewpoints, including: The small group of people who miraculously made it safely down from the 89th floor of Tower 1, the New York Times reporter who desperately fought her way through the fleeing crowds to get back into Lower Manhattan, the paramedic who set up a triage area 200 yards from the base of the Towers before they collapsed, and the bereaved citizens of New York City who struggled to get on with their lives in the days and months following the tragic event, among dozens of others. The original edition of *Tower Stories* was one of the best-selling and most critically acclaimed books on 9/11 ever published, and for this 20th Anniversary Commemorative Edition, DiMarco has conducted additional interviews that offer a contemporary perspective on the 9/11 tragedy. The individuals DiMarco interviewed for the new edition include: • Alice Greenwald (President and CEO of the 9/11 Memorial & Museum) • Father Jim Martin (New York Times bestselling author) • Tom Haddad (survivor of the 89th floor, Tower 1) • Stephen Adly Guirgis (Pulitzer Prize-winning playwright). The 20th Anniversary Commemorative Edition of DiMarco's moving oral history preserves all of the voices from the original edition for generations to come, while offering new insights that benefit from twenty years of reflection on the world-shattering event. The voices in *Tower Stories* are in turn haunting and heartbreaking, always emotional, yet ultimately heroic. It's no wonder that MSNBC called *Tower Stories* "Arguably the most successful attempt at capturing the enormity of the events of 9/11," while Publishers Weekly wrote that "DiMarco's contribution to the memory of that horrific day is enormous; the testimonies collected here form a one-of-a-kind account."

**history of united airlines:** *History Lover's Guide to Denver*, A Mark Barnhouse, 2020 Founded in an unlikely spot where dry prairies meet formidable mountains, Denver overcame its doubtful beginning to become the largest and most important city within a thousand miles. This tour of the Queen City of the Plains goes beyond travel guidebooks to explore its fascinating historical sites in detail. Tour the grand Victorian home where the unsinkable Molly Brown lived prior to her Titanic voyage. Visit the Brown Palace Hotel suite that President Dwight and First Lady Mamie Eisenhower used as the Summer White House. Pay respects at the mountaintop grave of the

greatest showman of the nineteenth century, Colonel William F. Buffalo Bill Cody. From the jazzy Rossonian lounge where Ella scatted and Basie swung to gleaming twenty-first-century art museums, author Mark A. Barnhouse traces the Mile High City's story through its historical legacy.

**history of united airlines: Tourism Crises and Destination Recovery** David Beirman, 2021-10-20 Topical and issue based, and arranged by type of crisis showcasing a wide range of examples and case studies, Beirman approaches the topic both as an academic and with a professional insight gleaned from his vast experience in industry.

**history of united airlines: Computerworld** , 1979-01-15 For more than 40 years, Computerworld has been the leading source of technology news and information for IT influencers worldwide. Computerworld's award-winning Web site (Computerworld.com), twice-monthly publication, focused conference series and custom research form the hub of the world's largest global IT media network.

**history of united airlines: *Historic Disasters of East Tennessee*** Dewaine A. Speaks, 2019 For more than 150 years, East Tennesseans have experienced disasters of historic proportions. The 1902 Fraterville Mine explosion took the lives of 216 men and boys. A 1904 head-on passenger train wreck in New Market claimed the lives of 64. In 1906, Jellico was practically destroyed by the explosion of a train car loaded with dynamite. Floodwaters near Rockwood in 1929 took the lives of 7 Boy Scouts and their Scoutmaster. An explosion in 1960 at Kingsport's Eastman plant killed 16 workers and injured 400. In 2016, a fire in the Great Smoky Mountains claimed the lives of 14 while destroying 2,460 buildings. Knoxville author Dewaine Speaks chronicles these and other historic tragedies in East Tennessee.

**history of united airlines: Reputation Capital** T.J. Winick, 2022-09-20 A longtime broadcast journalist, ABC News correspondent, and business communication strategist shows how you can craft an honest and authentic response to any scandal, rather than try to deny it, and ultimately bolster your brand. In twenty years as a television reporter, T. J. Winick covered many scandals, including the British Petroleum oil spill, the Pennsylvania State University football scandal, the Catholic priest molestation scandal, and the Toyota recall of 20092010. The biggest mistake he's seen organizations make in their crisis communication is to try to make it go away by refusing to apologize, declining to comment, or going on the attack—anything to deflect attention. Instead, Winick argues for communicating ethically, with transparency, honesty, authenticity, and empathy. Handled correctly, the way you address an egregious violation of your standards can increase your reputation capital. It can remind people of what those standards are and how strongly you believe in them. Drawing on his intimate insider knowledge of how the media works, Winick addresses every aspect of how to respond to a scandal. He includes the Ten Crisis Commandments—universal dos and don'ts. And he gives practical advice on who you should talk to and when, who should do the talking, how to form a crisis communication team, what tone you should strike in your message, how to work with the media, and much more.

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