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Leadership during Crisis Management

القيادة في ظل إدارة الأزمات

By

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Abstract

Crises cause negative impacts towards organizations, nevertheless, leaders have an important responsibility in terms of eliminating crises. The aim of the research is to realize the criticality of leadership during crisis management and reveal its necessary aspects that are required to be enhanced as well as implemented in order to prevent or deal with any crises that can cause further negative impact. In order to build the main foundation of the research, the literature review was carried out on the basis of which hypotheses based theoretical framework was developed. As the methodology, this research used quantitative, qualitative and mixed method approach. The research was based on the industries in UAE operating in the construction, investments and oil & gas sectors. The tool used to analyze qualitative data was content analysis while the tools used to analyze quantitative data were reliability test, correlation analysis and linear regression analysis. The findings of the analysis indicate areas where leaders should avoid as well as areas which leaders should implement in terms of their roles in crisis management, risks management and communication strategies.

خلاصة

تؤثر الأزمات بشكلٍ سلبي على المؤسسات، وهنا يبرز دور القادة المهم في تقادي هذه الأزمات. يهدف البحث إلى تسليط الضوء على أهمية القيادة في إدارة الأزمات والكشف عن نواحيها التي يُعتَبَرُ تعزيزها كما تنفيذها ضرورياً لتقادي أو التعامل مع أي أزمة قد تؤثر سلباً. من أجل وضع القاعدة الأساس لهذا البحث، تمت المراجعة العلمية على أساس تطوير الإطار النظري المرتكز على الفرضيات. أمّا في ما يتعلّق بالمنهجية، فقد تم إتباع منهجية المقاربة الكمية والنوعية والمختلطة. وقد ارتكز البحث على مجالات الإنشاءات والاستثمار والنفط والغاز في دولة الإمارات العربية المتحدة. ولتحليل البيانات بإتباع منهجية المقاربة النوعية فقد تم استخدام أسلوب تحليل المحتوى، أما التحليل البيانات بإتباع منهجية المقاربة الكمية فقد تم استخدام الأساليب التالية: اختبار الوثوقية، تحليل الارتباط، وتحليل الانحدار الخطي. وتظهر نتائج التحاليل المجالات التي يتعين على القادة تقاديها أو تطبيقها في ما يتعلّق بدورهم في إدارة الأزمات والمخاطر واستراتيجيات الاتصال.

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Dedication

I dedicate my work to:-

- ❖ My late respected father, who taught me lessons throughout his life.
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- ❖ My dear wife for her unwavering love and support throughout the dissertation.
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Chapter 1: Introduction

1.1 Background

Crises are known to be unpredictable, and their outcomes can potentially vary from one type of crisis to another. In addition, most organizations view crises as negative forces that impact their operations. Moreover, these crises impacts could lead the organization to have disruption in business, financial loss, and capital loss. Furthermore, crises can ruin the organization's reputation and even worse, it can inflict harm to the people external to the organization (Mitroff, 2005; Coombs 2007; Hargis and Watt, 2010). Some of the examples of crises with their impact are mentioned below:-

1. The oil spill of tanker Exxon Valdez in Alaska which was one of the most environmental disasters man-made in history, spilling 10.1 million gallons of oil into the ocean (The Times, 28 March 2007). The Exxon Mobil oil group had to pay more than \$500m for that disaster (Herman, 25 June 2008).
2. The explosion that occurred with one of BP's wells near Gulf of Mexico spilling more than 170 million gallons of oil into the ocean, which neither the government or BP responded quickly to the issue (The New York Times, 28 October 2010). Furthermore, claims of 20 billion dollars were raised against BP and other involved organizations responsible for the cause.
3. The case for Ford with their car production Pinto 1971, where the fuel tank of the car explodes once the car gets crashed from the back, killing the lives of many people (The Sunday Times, 22 October 2006, p. 4).

Crisis situations can differ from one field to another. A relevant example would be that of crisis a leader in war faces and that a leader in a business environment. Both of these cases are different in their fields, however, the common criteria between these two cases is that crisis can be unpredictable in time, unknown in potential damage/impact and it requires quick response to resolve the problem (Tichy and Bennis, 2008). Furthermore,

Mitroff (2001b) mentions that crisis is an inevitable problem which entails leaders to get prepared and respond to crises in order not to have any disruptions with their activities.

During the phases of crises, the leader has an important role to counter them as to avoid their impact to the organization (Brockner and James, 2008; Wooten and James, 2004; Wooten and James 2008). Furthermore, leaders use their skills and abilities to setup and arrange mechanisms that are used to prevent crises from occurring (Mitroff, 2001b). Moreover, leaders apply methods such as implementing quick response and decision making (Farazmand, 2009), or communicating with external and internal stakeholders during crisis (Garcia, 2006; Yusko and Goldstein, 1997). Successful implementation of leadership during crisis management is vital in order to effectively respond and resolve crisis impacts (Darling 1994; Mitroff, 2001a; Pollard and Hotho, 2006).

1.2 Aim of Research

The aim of the research is to realize the criticality of leadership during crisis management and reveal its necessary aspects that are required to be enhanced as well as implemented in order to prevent or deal with any crises that can cause further negative impact.

1.3 Objectives

In order to achieve the aim of the research, several objectives need to be addressed as shown below:-

1. Identify leadership failures during crises.
2. Explore the different roles of leadership when dealing with crises.
3. Categorize the roles of leadership during each stage of a crisis.
4. Determine the essential aspects of crisis and risk management that need to be addressed by leaders.
5. Identify the effectiveness of leadership using communication strategies during crises.

1.4 Scope of Work

This research was based on the industries in the United Arab Emirates operating in the construction, investment and oil & gas sectors. Among the areas that need to be focused on are the roles of leadership during crisis and also their roles within each stage of crisis. Furthermore, this research investigates lacking in leadership when leaders deal with crises. In addition, the research covers essential areas of crisis management when dealing with crises. Moreover, the research also focuses on communication strategies when dealing with crises and their impact. Risk management and the required stages for preparation and countering threats will also be examined.

Chapter 2: Literature Review

2.1 Introduction

The Literature Review chapter has been divided into several sections. The first section of this chapter describes more about crises itself. The next section mentions several cases of historical failures of leadership during crisis. The subsequent section identifies a number of particular failures of leadership during crisis. The following section mentions the roles of leadership during crises and its stages. Leadership during crisis management and risk management were discussed after that. Finally communication during crisis is the final section in the Literature Review chapter.

2.2 Crises

Shaluf *et al* (2003) mention that the term crisis does not have a global standardized definition and that it differs from party to another. As mentioned previously, organizations commonly see crises as a negative impact as soon as it appears; moreover, their impact could harm society; it can cause the organization major loss in profit, assets, capital, or even ruin its reputation (Coombs 2007, cited in Hargis and Watt, 2010; Mitroff, 2005). Furthermore, the existence of crisis can disturb and disrupt the regular operation of an organization (Hargis and Watt, 2010). Clark (1995/1996, cited in Kash and Darling, 1998 p.179,) defines crisis as:

any unplanned event that can cause death or significant injuries to employees, customers, or the public; shut down the business; disrupt operations; cause physical or environmental damage; or threaten the facility's financial standing or public image.

Darling (1994) believes that every crisis is one of a kind. He further mentions that even if there is a similarity in the case or type of crisis, the time of its occurrence as well as the type of organization that is dealing with the situation and their method of response may be different. In addition, it might be possible that for one organization, the incident might be dealt as a crisis but that may not necessarily be true for another organization. Furthermore, McMullan (1997, cited in Shaluf *et al*, 2003) has given a model that identifies whether a situation is considered as a crisis or not from the following factors:

first is the source of 'trigger', which may possibly or have already the capability to potentially impact a major change; second is the inability of management to control, resolve and adapt these changes; third is the potential result of the 'trigger' is so terrifying that it endangers the existence of the organization. If all these factors are met, then this concludes that a crisis is in existence.

Characterizing and grouping crises can vary depending on how one wishes them to be distinguished and analyzed. For example, Pearson and Mitroff (1993) differentiated different type of crises through a matrix table which ranges from technical/economic to human/social by normal to severe event cases of crises. Coombs (1995) also used the matrix table; however he has differentiated crises using criteria which range from intentional to unintentional acts by internal to external towards the organization. Furthermore, Coombs (1995) describes these types of crises into four different basic categories:-

1. One category mentions that the impact of crisis to the organization comes originally from an external cause in which is unintentional; however the results of that cause effected the organization, thus lead to the occurrence of crisis (an example would be: "Faux Pas").
2. The second category is having unintentional actions which are internal to the organization but have resulted into crisis (a proper crisis type for this category would be: "Accidents").
3. The third category is to have the original cause of crises within the organization that is actually intended by the organization. The types of crisis in this category would be: "Transgression".
4. The fourth and last category is based on intentional acts of crises that are originally from an external source (an example would be: "Terrorism")

Pearson and Mitroff (1993), on the other hand, characterized other types of crises as follows:-

1. "External Information Attacks" – external threats such as having essential information lost and being unable to retrieve it.
2. "External Economic Attacks" – economical threats such as having people boycotting certain products or services which will put the organization who is selling them into a high risk of loss.
3. "Perceptual" – damaging organizational reputation.
4. "Psycho" – these can be such as terrorist attacks, wars
5. "Occupational Health Diseases" – diseases such as Mad Cow disease, SARS and H1N1.
6. "Breaks" – an example would be having a product break down, such as defects in cars. This category is the cause of the 'Mega Damage'.
7. "Mega Damage" – this is the resultant effect of 'Breaks', an example could be a fatal car accident due to the defective cars with faulty break controls.

Regardless to the number of categories describing crises, the most important aspect is to identify the types of crisis which can impact an organization. Therefore, Mitroff (2004, cited in Pollard and Hotho, 2006) have characterized below most of the common types of crisis that could occur:-

1. "Economic-related" – such as a massive drop in the world's or a country's stock market. Another case would be having the organization facing a major loss in earnings and no returns. Other economical crisis could be labourers striking against the organization, or having shortage in the number of workers within the organization. Another illustration which Pearson and Mitroff (1993) as well as Mitroff (2004) pointed is an organization being taken over by force from another organization. Pearson and Mitroff (1993) have mentioned also the use of illegal methods such as bribery. They stated another issue which is boycotting products or services by the people.
2. "Informational" – such examples would be the loss, corruption or meddling with confidential documents, reports or information. Pearson and Mitroff (1993)

- pointed on other areas such as violating the copyrights of other parties or organizations.
3. "Physical" – the collapse or major breakdown of the organization's factory, plant, main equipment or system as well as defects in products manufactured. These can all be the causes for other forms of crisis such as accidents or environmental damages.
 4. "Human resources" – the loss of an organization's essential personnel that are backbone of the company. Another example would be having personnel that causes violence and corruption within the organization, or increase in the number of fatal accidents.
 5. "Reputation-related" – these can be rumors and gossips regarding the organization in which can severely damage the organization's reputation.
 6. "Psychopathic acts" – Pearson and Mitroff (1993) as well as Mitroff (2004) have given examples such as the impact of terrorism, kidnapping or sexual harassment.
 7. "Natural disasters" – these types of crises have environmental impact such as hurricanes, floods, earthquakes and fires. Lerbinger (1997, cited in Kippenberger, 1999) mentions that these types of crises are not usually caused by the organization; however, they are required to respond and resolve these issues.

As mentioned previously, crisis situations can differ from one type of field to another; an example would be a leader in war and a leader in a business environment; both areas are different in fields, however, the common criteria between these two is that crises can be unpredictable in time, unknown in potential damage/impact and the need for quick response in time to resolve the problem (Tichy and Bennis, 2008).

2.3 Historical Failure in Leadership during Crises

Once crises and their categories have been mentioned, several real historical cases of crises are discussed. Mitroff (2001b) mentions a case where a plane craft named ValuJet went down in 1996 and crashed in Florida which caused the death of 110 passengers who were on board the plane. The reason behind this crash was that the oxygen cylinders were not installed properly within the plane and were only half filled up. As a result, it

damaged the control system of the jet plane. In addition, it was discovered that Valujet had made a contract with lowest bidder for aviation maintenance and had terrible safety records compared to the other airlines. Even though the head of Valujet responded to the public that there was no issue with the maintenance of the airline, they went out of business due to the incident, after a year.

Mitroff (2001b) discusses another crisis case that occurred 1999 in Belgium. A well known brand drink, Coca-Cola, was removed from the market and was suspended by the local Ministry of Health. The reason was due to the ineffective response of the company regardless to the several complains from the citizens being ill and their discovery on the horrible smells from the cans. The company believed that the production process of their drinks had nothing wrong with it, thus did not respond to the incident and assumed that the citizens were exaggerating. Due to this failure of response, Coca-Cola suffered a huge loss within the European market of almost \$200 million.

There is also the disaster that was caused by Firestone tires for Ford SUV drivers during mid 2000, which caused repetitive more than 100 deaths from blowout tire accidents from the vehicle and more than hundreds were severely injured (Mitroff, 2001b). He further explains that the two companies have denied that they have had any early warning signs regarding this matter; however the media uncovered classified documents proving that they were aware of the issue. As a result this has caused claims of billions of dollars in court against Firestone's parent company. These cases are among the historical failures of leadership during crises; however, it is essential to recognize all possible leadership failures during crisis. For that reason, the next section will identify areas of leadership failure during crises.

2.4 Failure in Leadership during Crises

Boin and Hart (2003, p.544) said that, "Crisis and leadership are closely intertwined phenomena". To society, crises are seen as unexpected events that lead to disasters and that issues should be resolved rapidly (Rosenthal *et al*, 2001). In the event of crisis, people look to their leaders to do something about the issue (Boin and Hart, 2003). They

mention that if leaders resolve the crisis, then leaders are seen as heroes and saviors; however, if they fail to overcome the crisis, or the issue gets worse or remains unresolved, then leaders get blamed, punished or get negative feedback against them and their organization.

Farazmand (2009) states three general areas of leadership failure in crisis: (i) failure to plan and prepare for crisis; (ii) failure to respond to crisis; (iii) failure from recovering and learning from crisis. Mitroff (2004, cited in Pollard and Hotho, 2006) explains that one of the major obstacles when planning and responding effectively to crisis is denying the fact that it exists. When leaders fail in handling crisis, Garcia (2006) has identified four common mistakes:-

1. Ignoring the issue: managers assume that crisis will not cause any harm, thus they tend to ignore it or acted even surprised of not being informed by others.
2. Admitting only half the truth: leaders mislead stakeholders in order to protect themselves; however later by time, the other half of the truth becomes unfolded and the situations becomes worse for the leaders to handle than it was before.
3. Giving false information: lying to stakeholders about the crisis situation which will eventually uncovers by time and worsens the crisis situation.
4. Point the cause of crisis to others: blaming other stakeholders for the impact of crises in order to drive the attention away. This type of response delays in resolving the crisis and the further longer it is delayed the more complicated and difficult it becomes to deal with.

Garcia (2006) highlights that leaders who implement any of these mistakes during the early phases of a crisis shall definitely result in worsening the crisis situation divert the organization's attention away from resolving the crisis and managers will assume that the crisis is being dealt with. Furthermore, the cycle of leaders dealing with crises is inevitable and if crises are not resolved, then it can badly impact the leaders and their organizations. Wolf (2009) asserts that leaders are recognized for their integrity, loyalty and honesty; however, as soon as they fail, they cannot easily win back the people around

them. Garcia (2006) remarks the difference between a leaders being forgiven or not for a crisis incident depends entirely on their effort and concern to deal with that crisis. Boin and Hart (2003) points out the common areas where leaders are expected to accomplish but fail at times of crisis:-

1. Leaders are supposed to ensure the safety of the people from the consequences of crises. In reality, they may or may not implement safety features. Even if leaders set safety features, it may not be the most favored or optimal choice, since leaders generally view them to be politically and economically costly. As a result they go for the second best choice. In terms of:-
 - Economical point of view – leaders are more concerned in growing and expanding the organization’s prosperity. They believe that the funds should be spent on economic purposes to attract investors and expand the business rather than being spent on preventive measure which holds back the growth of the organization.
 - Political point of view – leaders believe that even if funds were spent on preventive measures, crises may not necessary occur. Even if it did occur and was successfully averted, it does not give credit to the leaders for their efforts. As a result leaders see this as deregulation as well as waste of resources and assume that it is the responsibility of others. On the other hand, if no preventive measures are taken or even a few efforts and funds are spent, then people will dispute against it or worse, they start to revolt when crisis occur.
2. Leaders are expected to plan for crises impact along with their subsequent events and how should the leaders respond to crises. However, these are not favored by organizational leaders and governments since they tend to be unwilling to practice these aspects. The reason is that they are more concerned with other important matters, especially when they are trying to achieve business objectives or competing with other organizations.
3. Leaders are required to detect early warning signs of crisis before their occurrence; however, these signs are failed to be detected due to leaders being unaware, not being informed or continuously ignore it. One of the reasons leaders are not able to detect these warnings can be due to the overload of information

which as a result makes it hard to notice. Another reason is the conflict of information which questions whether or not there is danger approaching. Moreover, the information may not reach the leader due to bureaucratic process and barriers that are set for allowing important information to escalate up the organization chart.

4. Leaders should personally be responsible for handling crisis and the same person that will clearly direct the implementation of crisis management. However, in reality it is impossible to have centralized response and coordination structure to handle crisis due to the continuous issues rising in different places.
5. Leaders are expected to show empathy to those who have suffered from the impact of crises, and similarly, these victims expect leaders to show compassion by communicating and taking actions based on what has been promised to them. Even though leaders wish to support these victims, in the end it may be difficult to provide what has been promised or expected. As a result, they may be criticized for years even if the crisis has been long forgotten.
6. After the impact on crisis, leaders are expected to learn lessons from the crisis, in order to avoid repeating the same mistakes again. Unfortunately, a leader may be taken away by victims of crisis which they try to resolve their issues or even get tangled with other issues or other crisis matter. Thus, learning from recent crisis events is quite difficult to achieve.

Among the reasons why leaders make wrong judgments is because they receive false or missing information about an incident. As a result it can lead into having a crisis. Based from the discussions made on leadership failures during crisis, it is important next to be familiar with the roles of leadership during crisis.

2.5 Role of Leadership during Crises

Dealing with crises requires different skills as well as capabilities such as quick decision making, be the center point to receive all essential information and also coordinate easily within the organization (Farazmand, 2009). Some leaders are born with skills, while others are not, thus it is essential for leaders to cover these missing gaps of skills (Wolf, 2009). As mentioned previously, Mitroff (2001b) contends that crisis is an inevitable

problem which requires leaders to counter crisis in order not to have any disruption with their activities. Tackling crisis successfully requires the role of leadership to plan and strategically deal with crisis (Chong, 2004; Fink, 1986; Hargis and Watt, 2010; Keeffe and Darling, 2008) as well as to have the capability for making sound decisions (Hale *et al.*, 2006, cited in Hargis and Watt, 2010).

Several roles and competencies of leadership during crisis are mentioned below:-

1. Leaders should have the ability to setup and organize prevention mechanism against crisis (Mitroff, 2001b). Furthermore, among the important roles of leaders is to be able to plan and create a system for early detection (Garcia, 2006). Mitroff (2001b) elaborates that leaders need to detect early signals of crises before it could occur and resolve the issues. He mentions that by using brainstorming technique, it is possible to think of predictable crises that may occur against the organization. Moreover, he states that leaders can forecast several sets of sequenced scenarios of events which crises may impact on; additionally, leaders can plan for the steps required for implementation in order to resolve the problem. Garcia (2006) explains that simulating the events could be a good practical exercise to identify the effective response method to tackle crisis. Mitroff (2001b) agrees that this method can support in resolving crisis before they could occur or at least minimize their damages once they emerge.
2. When communicating with stakeholders at the impact of crisis, leader should speak the truth without leaving anything untold (Mitroff, 2001b). He believes that if leaders inform anything but the truth, the stakeholders will sooner or later find out. Therefore the longer the truth is kept untold, the worse the organization will be in resolving crisis as well as recovering from it.
3. Leader should be able to satisfy the emotional needs of the people whom are affected by the crisis (Mitroff, 2001b; Yusko and Goldstein, 1997). Moreover, having leaders who are unemotional to their people will definitely not ease in resolving crisis. Therefore, leaders should feel the pain and sorrow of these people as well as they must show concern and prove to the public that they care about them. This method builds a bond between the leader and their people in order to stand together rather than against each other during crises.

4. Leader should have strong set of communication skills when dealing with stakeholders whether they are internal to the organization or external (Garcia, 2006; Yusko and Goldstein, 1997). In addition, it is among the essential capabilities that are vital to leaders, since it is the key to turn and recover from crisis as well as to avoid having negative feedbacks or comments from stakeholders.

Yusko and Goldstein (1997) stated that regardless to the significance of crises, leadership capabilities in dealing with crises are indispensable. Furthermore, they have extended several leadership competencies required during crisis:-

1. The ability for leaders to frame each crisis as an opportunity or threat to stakeholders. Even if all other stakeholders see crises as threats, leaders have the capability to identify opportunities and a turning point in crises.
2. Leaders should have the capability to motivate their team members in order to overcome and resolve crises.
3. To be able to inspire their team and give them self-confidence. Furthermore, when crises become very critical and filled with many complexities, leader should allocate certain authority as well as responsibility for each of their team members who have potential to implement each of these tasks.
4. It is essential that leaders should have adequate background experience and knowledge within the field that they are dealing with during normal and crisis events. Leaders who do not meet such technical requirements will cause a huge gap in leadership competency when dealing with crises.
5. Resolving and negotiation should be among the leader's capabilities when dealing with problems and conflicts respectively.
6. Among the critical capabilities for leaders to have at times of crises is to make quick and sound decisions.
7. Leaders should have skills to adapt situations, be flexible in their behavior as well as having the ability to be creative and innovative when dealing with crises.
8. To be able to effectively direct, prepare and organize resources available in order to resolve crisis.

Garcia (2006) has also brought up a different set of leadership roles in terms of preparing and dealing with crisis:-

1. One of the roles that leaders must have is the responsibility of preparing and responding to crisis, using the available resources.
2. Leaders are required to obtain sufficient information and use tools to investigate further into crises. Furthermore, they are required to identify any weaknesses caused during crises and propose strategies to counter them successfully.
3. Another role is for leaders to have the authority to respond to crises without going through formal bureaucratic procedures. Response is very critical in times of crisis, especially that the time given to act is short; therefore, these long processes in making decisions or approvals to implement any emergency tasks can lower the chances in resolving crises.
4. Leaders must monitor the activities that is executed to resolve against crisis and should be able to make rapid decisions within the available given time.
5. It is essential for leaders to know and prioritize their stakeholders that can affect the organization as well as to identify their expectations and response regarding crisis.
6. Leaders should be fast in their response and action towards crisis in order to avoid any delays that can cause crisis to grow and causes more harm than.

2.6 Leadership during Each Stage of Crises

Previously, the roles of leadership during crises have been discussed; still it is important to know their role during each stage of crises. As mentioned before, the role of leaders during crises are to deal and counter crises at each of their phases in order to avoid any threat to the organization (Brockner and James, 2008; Wooten and James, 2004; Wooten and James 2008). Furthermore, the leader's role is divided into five different stages during crises: “(a) signal detection, (b) preparation and prevention, (c) damage containment, (d) recovery, and (e) learning” (Coombs, 1999; Mitroff, 1988; Pearson and Mitroff, 1993; Pheng *et al*, 1999; Wooten and James, 2008, p. 355). Wooten and James

(2008) discuss below the roles of leader within each stage as well as the core competencies:-

The first stage is known as signal detection; leaders are required to detect early signs and warnings that lead to the occurrence of crises. Among the roles required for leaders to execute at this stage are:-

- "Sense-making" – Weick *et al* (2005, cited in Wooten and James, 2008) mentions that it is the process of setting and creating situations from circumstance that are already known in order to predict their outcomes as well as respond to them effectively.
- "Perspective taking" – The safety and concern of those who are affected by crisis is one of the essential priorities and responsibilities of a leader (Wooten and James, 2008). They further mention that taking perspective allow leaders to become more sympathetic and shall sequentially perform for the benefit of their stakeholders.

After Signal Detection stage, leaders may either head to the second stage which Prevention and Preparation stage or move towards the third stage which is Containment and Damages stage. This depends entirely on how leaders respond and deal with the crises situations

The second stage refers to prevention and preparation stage. Furthermore, leaders are necessitated to prevent crisis from occurring and implement the necessary preparations. Regarding this stage, the roles of leaders that must be implemented are:-

- "Issue selling" – Dutton and Ashford (1993, cited in Wooten and James, 2008) mention that leaders use this method in order to grasp the attention of the key personnel or those with strong authority power. They further explain that this method is used to convince these critical stakeholders of the essential issues that they have not considered nor is it known to them.
- "Organizational agility" – This require leaders to strongly coordinate and execute processes within the organization structure; processing this capability enables them to interact across different functional departments, groups or individuals to

complete the job (Wooten and James, 2008). Moreover, this helps leaders become more prepared for any crisis and prevent them from occurring.

- "Creativity" – Is useful and helps identify the various areas which the company may be exposed to crisis (Wooten and James, 2008). This is done through brainstorming and setting multiple different contingency plans. Furthermore, leaders will be able to set consecutive possible events and scenarios of crisis impact, thus helps the organization prepare and plan ahead to avoid any crisis from occurring.

Subsequently after Prevention and Preparedness stage comes the next phase of leadership role in crisis which is Containment and Damage Control stage.

The third stage discusses about containment and damage control of crises. Moreover, the stage involves leaders to maintain the impact of crises in order not to result for any further damages or negative issues. In order to do so, leaders are required to implement the following roles in order to tackle crisis and move on to the next stage:-

- "Decision making under pressure" – During crises, the response time is limited; therefore it is essential for leaders to give quick decisions during these critical times in order to avoid further disaster (Wooten and James, 2008). However, Smith and Ellsworth (1985, cited in Wooten and James, 2008) stress that due to the load pressure and negative emotions that comes within the leaders during that time, it is difficult for them to make effective decisions against crises. Therefore, Wooten and James (2008) mention that leaders must be capable to overcome these negative emotions such as fear, in order to provide wise and rapid decision during such pressured times in crises.
- "Communicating effectively" – Very essential core competence for leaders when communicating with stakeholders to protect the organization's image and reputation from crises impacts (Coombs, 1995; James and Wooten, 2006; Wooten and James, 2008). Furthermore, leaders need to have the ability to convince their stakeholders as well as to persuade them not to think or respond negatively towards the organization.

- "Risk taking" – Leader must be capable to take risks with the use of innovation and creative thinking to eliminate crisis (Wooten and James, 2008).

The fourth stage states the business recovery which comes after containment and damage control of crises. In order for the organization to recover from crisis, leaders are entailed to bring up long as well as short term strategies and plans. The following roles are necessary for leaders during this stage:-

- "Promoting organizational resiliency" – Leaders should have the ability to recover the organization from crises and aim to set it in a better position than it was before the occurrence of crisis.
- "Acting with integrity" – Leaders should have this ability to build up trust from stakeholders after crises impact (Wooten and James, 2008). They further state that communication between leaders and their stakeholders should be consistent along with the actions that have been promised by the leaders in order for them to be forgiven by their stakeholders.

The fifth stage mentions to be learning and reflection. Leaders should motivate their key personnel to learn the lessons from crises that occurred in order to avoid them being repeated again. In order to do so, leaders must implement:-

- "Learning orientation" – leaders should encourage personnel to learn from past crises, set innovations, create problems as well as set solutions in order to reflect them for future similar crises (Wooten and James, 2008). This can be a learning opportunity for those who are involved in eliminating crises; this allows them to gain knowledge as well as experience from these issues and incidents in order to avoid them in the future.

Wooten and James (2008) have demonstrated that after the implementation of the fifth stage, leaders shall extract the lessons learnt that are concluded from that stage and set them within the first two stages ("Signal Detection" and "Preparation and Prevention") in order to strengthen the organization against future crises. The purpose behind this is to have a better chance in detecting crises and preventing them from occurring. This gives

an overall view of roles of leadership during each stage of crisis; the subsequent section shall discuss on leadership during crisis management.

2.7 Leadership during Crisis Management

Darling *et al.* (1996, cited in Kash and Darling, 1998 p.179) define crisis management as “a series of functions or processes to identify, study and forecast crisis issues, and set forth specific ways that would enable an organization to prevent or cope with a crisis”. Crisis management is a method of dealing and resolving crisis issues, in order to avoid unwanted interruptions to the organization (Darling 1994). Moreover, both Darling (1994) and Mitroff (2001a, cited in Pollard and Hotho, 2006) agree that crisis management primarily requires applying leadership skills and managerial capability as to respond effectively to crisis impacts. However, some managers believe that focusing into crisis management is not important compared to the core business of the organization (Pollard and Hotho, 2006). Furthermore, Kash and Darling (1998) mention that there are several managers who assume that crises rarely occurs to organizations; as a result, this assumption increases the risk of crises penetrating their organization.

Regarding crisis management, Jackson and Schantz (1993, cited in Kash and Darling, 1998) claim that it is vital for leaders to set proper procedures as well as methods to identify, prepare and deal with future possible crisis. Furthermore, it is essential for leaders to have a strong network of information in order to gather and share the necessary data regarding crises. In addition, Kash and Darling (1998) explain that proactive planning is beneficial for leaders in order to give them good preparation to counter and eliminate crises in case it occurs. Additionally, they mentioned several preventive measures that can be used against crises, such as:-

1. "Strategic forecasting" – mainly uses the method of forecasting different circumstances and then sees the organization's capability in handling each case. Digman (1995) agrees that these circumstances are predicted to be main and extensive changes rather than specific. Kash and Darling (1998) mention that it requires the use of several techniques such as cause and effect analysis, simulating system or extrapolating information.

2. "Contingency planning" – It focuses on specific changes and compared to Strategic Forecasting, these changes do not necessary have to be predictable events. The core of this method is to provide backup plans for each case whenever the situation does not turn out as planned. The benefit of contingency plan is to directly counter crises before or once they occur in order to minimize any disruption to the organization.
3. "Issue analysis" – This method is similar to the contingency plan, however, the purpose here is to analyze issues related to the organization, and see how to turn these issues into opportunities. Moreover, once these opportunities are identified, the organization sets targets and actions that need to be accomplished in order to take advantage from these issues.
4. "Scenario analysis" – Grant and King (1979, cited in Kash and Darling, 1998) mention that it is a method that illustrates a series of possible events that leads to different end results; furthermore, these end results can vary in favor to the organization or not, depending on how the organization deals with each of these events. Pollard and Hotho (2006) stated that the scenario planning helps organizations to view not only on the present situation, but also to consider the possible future outcomes which are built through several scenarios that are logically linked to reach that outcome. Schoemaker (1997, p. 45 quoted in Pollard and Hotho, 2006, p.727) defined scenario planning as “a disciplined method for imagining possible outcome”.

Hargis and Watt (2010) stress that during each phase in crisis, there is always a certain level of threat towards organizations. Fink (1986, cited in Darling 1994; and cited in Kash and Darling, 1998) explains the different stages that are involved in crises:-

1. "Prodromal Crisis stage" – This is usually the first and earliest stages of crises where signal warnings appear regardless of how self successful the organization is. This stage is known to be difficult to detect and identify these warnings in order take action if crisis is approaching; however, they are very important in terms of crisis management, since this stage can easily resolve crises and it is the least trouble compared to the other stages. If an organization is incapable to detect

- or is not willing to take proper action at this stage, then these signal warnings will turn into actual crises.
2. "Acute Crisis stage" – The next phase after the prodromal is the acute stage; at this point there is no turning back, since crisis have occurred to the organization due to the lack of detection and response on the previous warning signs. Furthermore, crises usually come in a rush towards the organization and define their impact. In addition, the damages and loss have already been made to the organization. Further damages and issues may occur depending on whether the organization responds to crises effectively or not.
 3. "Chronic Crisis stage" – This is the peak stage of crises which requires the organization to either, resolve and recover from the incident or suffer the consequences incurred by crises.
 4. "Crisis Resolution" – Compared to the above three stages, this stage is used for resolving crisis which is considered the last step in eliminating crises. Furthermore, it is the turning point for resolving crises at each stage as the situation escalates on to the next stage. However, the method in resolving the problem may differ at each stage of crises.

Shrivastava *et al.* (1988, cited in Pollard and Hotho, 2006) mention that learning as well as analyzing from past crises events are helpful to avoid repeating similar situations in the future. Mitroff (2005) further highlights that resolving and learning from crisis successfully will consequently strengthen the organization. However, resolving crises situations do not necessary mean that the organization is completely safe. Darling (1994) discusses the ripple effect from crises which mentions that even if the organization has or has not resolved from crisis, other crises may incur due to previous crises incidents. Therefore, the end of one crisis may be the start of another causing links of several crises events.

2.8 Leadership during Risk Management

Davies and Walters (1998) explain that risk has capabilities to convert into crises which shall then cause potential damages and loss to the organization. In order to deal with such risks that lead to crises, it is important to set preventive measures and techniques such as Risk Management (Barton and Hardigree, 1995). Moreover, leaders should be capable of identifying risks through the data that have been collected; furthermore they should analyze and prioritize these risks in order to prevent or minimize their impact ('Disaster areas: The role of the leader in minimizing risk and dealing with the aftermath', 2003). To further explain the concept, Godfrey (1996, cited in Mills, 2001) claims that risk management helps to: uncover various risks, evaluate them and prioritize them; also it assists in setting preventive measures and procedures to reduce the damages if crisis impact occurs; in addition it identifies the essential roles and personnel to be involved for risk management. As a general view, Jaafari and Anderson (1995, cited in Mills, 2001) mention that risk management can be divided into phases which are identification of the risks; analyzing these risks that have been identified; then implementing risk mitigation or response.

Williams (1995, cited in Mills, 2001) states that the first stage in risk management is the risk identification; furthermore, it is among the intricate issues in risk management. In addition, Tchankova (2002) asserts that risk identification is the main foundation as well as the initial stage that supports building the followings stages that are known as risk analysis and risk response. The effectual implementation of risk management rely on the success of identifying risks itself (Tchankova, 2002), otherwise risks that are not revealed will not be prepared for, thus becomes a threat (Greene and Trieschmann, 1984 cited in Tchankova, 2002). Tchankova (2002) states that it is a procedure that discloses and decides possible risks that the organization may face. Furthermore, Williams *et al.* (1998 cited in Tchankova, 2002) agree that it allow organizations to prepare and implement certain tasks towards these risks. Tchankova (2002) explains the elements of risk identification:-

1. "Sources of risk" which are the origins or causes of the risks toward the organization.

2. "Hazard factors" reflects in term of situations or events that can result in a potential impact if failure occurs.
3. "Perils" are the negative impacts that result from risk, however their time and potential impact is unexpected.
4. "Exposure to risk" discusses about situations that shall either suffer or gain from the impact of risk.

Edwards and Bowen (1998) explain regarding the second stage of risk management which is risk analysis. They further discuss that risk analysis is a method to assess risks that are identified in terms of their likelihood of occurrence. They stress that it is used to measure the potential impact of risk and determine the level of known as well as unknown certainties. Several methods can be used to analyze risk such as "code optimization", "sensitivity analysis", "probabilistic analysis", "Monte Carlo simulation" (Songer, 1997 cited in Mills, 2001) and "kinetic tree analysis" (Mendenhall *et al.*, 1986 cited in Mills, 2001)'. Each of these techniques requires setting certain inputs, conditions and variables of risk in order to provide the expected end results.

The last stage is known as responding to risk, where Mills (2001) suggests that risk should be handled by entities that are cable to deal with it. Depending on the tactic desired, risk can be either minimized, relocated, absorbed, evaded or be even a mixture of any. Ahmed *et al.* (2007) explain that the purpose of risk response or risk mitigation is to minimize risks. They further stress the necessity regarding the implementation of contingency plans to tackle the impact of risk; moreover, these plans depend entirely on how the organization desires to solve them.

2.9 Communication during Crises

Kash and Darling (1998) believe that communication is one of the most effective tactics when dealing with crisis. Mitrof *et al.* (1996, cited in Kash and Darling, 1998) state that the capability for an organization to overcome obstacles is greater when they open lines of communication and transfer of information to stakeholders. An essential aspect for the organization during communication is to know their stakeholders. Scholes and James

(1997) define stakeholders as people whom have the capability in effecting the organization's performance, goal and objectives. Furthermore, they have given several examples such as citizens, shareholders, customers and employees. Moreover, Resnick (2004) has given several types of stakeholders such as governments, competitors, allied partners and media. Every stakeholder can have a potential positive or negative impact towards the organization. For example Shrivastava *et al.* (1988, cited in Pollard and Hotho, 2006) explain that the media are essential stakeholders who have the capability to stir the people's viewpoint and emotion about crises against the organization; as a result this can amplify the stakeholder's outcome regarding crises.

In order to effectively communicate during crisis, Coombs (1995, cited the works of Benoit, 1992 as well as Allen and Caillouet, 1994) mentions several response crisis strategies through communication:-

1. "Nonexistence strategies": - This strategy is used if no crisis actually exists, or if the organization is not responsible for the crisis. The aim of this strategy is to eliminate the negative impact that is directed to the organization by illustrating that there is no connection between the organization and crisis. This strategy has four different tactics:-
 - "Denial": - simply declaring that the organization is not facing crises (Benoit, 1992; Marcus and Goodman, 1991; Sharkey and Stafford, 1990)
 - "Clarification": - used to support the denial tactic by explaining reasons for the nonexistence of crises.
 - "Attack": - this method is used against those who give false statement about the organization being responsible for crises even though crises does not exist (Benoit, 1992; Metts and Cupach, 1989). Furthermore, the method of response is more confrontational and belligerent where the organization faces stakeholders who give such false statements.
 - "Intimidation": - a very powerful tactic compared to the other previous tactics; here the organization uses their strength and forces against (i.e. charges) stakeholders who damage the organization's reputation with crises that does not exist (Allen and Caillouet, 1994).

2. "Distance strategies": - The organization admits to the stakeholders of the existence of crises while guiding them to accept it. Additionally, the objective of the organization is to weaken the link between them and the existence of crises in order to lower negative impact from stakeholders; thus lowers the possibility of damaging the organization. This type of strategy is divided into two:-
 - "Excuse": - Benoit (1992, cited in Coombs, 1995) states that this strategy is implemented to reduce being held accountable of crisis. Within this type of strategy, the organization either explains that it did not intend to cause the crisis or that it is being blamed for other external parties' fault.
 - "Justification": - the aim of this strategy is to state reasons that will lead to lowering the damages caused by crises (Metts and Cupach, 1989; Sharkey and Stafford, 1990). Allen and Caillouet (1994, cited in Coombs, 1995) mention that among the techniques used in this strategy is either stating that the affected party deserved what came upon them, disagree that the impact damage of crises is extreme or argue that the impact of crisis has been distorted.
3. "Ingratiation strategies": - Allen and Caillouet (1994, cited in Coombs, 1995) discuss that it acquires public approval by stating the positive values and events regarding the organization to the public. This can be done by: -
 - "Bolstering": - Ice (1991, cited in Coombs, 1995) states that this is done by recalling the public of the positive aspects and events regarding the organization. These positive aspects can support in covering up the negative impacts of crises.
 - "Transcendence": - Benoit (1992, cited in Coombs, 1995) mentions that it aims to set crisis into a more wanted and significant condition for the public. Ice (1991, cited in Coombs, 1995) explains that the public's view will be driven far from the details of crises to a more conceptual meditation of crises. Moreover, the public will then accept crises since they will be described into larger goals which are shared between them and the organization.

- "Praise others": - Allen and Caillouet (1994, cited in Coombs, 1995) mention that the organization aims to pay tribute to the groups in order to win their approval.
4. "Mortification strategies": - The aim of this strategy is to achieve the public to accept the impact of crisis as well as to forgive and forget. Three methods to implement this strategy:-
 - "Remediation": - used to cover or provide assistance for the loss done by crises (Marcus and Goodman, 1991; Sharkey and Stafford, 1990). This shall result in minimizing the negative feelings against the organization by the public since they offer support and assistance for the negative impact caused by them.
 - "Repentance": - is where the organization asks the public for forgiveness regarding the crises impact (Sharkey and Stafford, 1990); furthermore, the negative feelings of the public towards the organization lowers due to the public accepting their apology (Marcus and Goodman, 1991).
 - "Rectification": - Benoit (1992, cited in Coombs, 1995) explains that it aims to set certain measurements to prevent crises from repeating later while requiring forgiveness from the public.
 5. "Suffering strategies": - the key using this type of strategy is to achieve the public's empathy by showing them that the organization is suffering from the crisis situation which is uncontrollable, thus switching the current view point of the situation from negative to positive.

2.10 Chapter Summary

Details of crises, their categories and characteristics have been explained. Furthermore, the results of their potential impacts as well as their type of impacts towards organizations were also discussed. Several historical crisis incidents were elaborated along with the aspects of leadership failure during these incidents. In the literature, several authors brought up details of leadership failure during crises. Additionally, the roles of leadership during crises as well as their roles in each stage of crises were pin pointed and explained. Moreover, details of leadership during crises management were

stated as well as within each stage of crisis management. Similarly, leadership during risk management along with their stages has been discussed and how the leader interact within each stage. Finally, communication strategies during crises explained the methods and areas of concerns regarding communication during crises.

Chapter 3: Theoretical Framework

3.1 Introduction

The literature review has previously showed several authors' point of view regarding the areas that have been stated in the objective. However, in order to proceed accurately with the research, it is important to test them in terms of perception, based on how they were constructed in the literature review. Furthermore, to test these perceptions, a hypothesis was created for each objective. Moreover, each hypothesis was developed once the essential areas within the literature review have been highlighted as shown within this chapter.

3.2 Failure in Leadership during Crises

As mentioned previously in the literature review, Boin and Hart (2003, p.544) said that, "Crisis and leadership are closely intertwined phenomena". Furthermore, Farazmand (2009) mentions three general areas of leadership failure during crises: (i) failure to plan and prepare for crises; (ii) failure to respond to crises; (iii) failure from recovering and learning from crises. Also, among the leadership failure in handling crises, Garcia (2006) identifies four common mistakes. The first type of mistake that he mentions is ignoring the issue and assuming that crises will not cause any harm. Second mistake is to inform half the truth or mislead stakeholders to protect themselves; however, later after time, the other half of the truth becomes unfolded and the situations becomes worse than it was before. Third mistake is giving false information about the situation or lie to stakeholders which eventually will uncover by time and worsens the crises situation. Fourth type of mistake is to point the cause of crises to others and blame them for it in order to drive the attention away.

Boin & Hart (2003) point out the common areas where leaders are expected to achieve but fail at times of crises. For instance, leaders are supposed to ensure the safety of the people from any crisis impact; however, in reality, they may or may not implement safety feature. Another example is leaders are expected to plan for different crisis impacts along

with their subsequent events and how they should respond to them; unfortunately, these are not favored by organizational leaders and governments, since they tend to be unwilling to practice these aspects. Also, leaders are required to detect early warning signs of crisis before their occurrence, yet these signs are failed to be detected due to their unawareness, not being informed or continuously ignoring them. Leaders should personally be responsible for maintaining crises and direct the implementation of crises management; still it is impossible to have centralized response and coordination structure to handle crises, due to the continuous issues rising in different places. Leaders are expected to show empathy and support to the people who suffer from crises; however, it may be difficult to provide as promised to the victims, as a result, leaders may be criticized for years even if the crisis has been long forgotten. After the impact on crises, leaders are anticipated to learn lessons from crises in order to avoid repeating the same mistakes again; unfortunately, leaders may be tangled with other issues or other crisis matter, thus learning from recent crises events may be quite difficult to achieve. Also among the reasons why leaders make wrong judgments is because they receive false or missing information about an incident; as a result it can lead to crises impact.

From the mentioned concepts in the literature review, the following hypothesis is stated as follows:-

Lack of leadership in times of crises reduces the success in resolving crises and their impact.

3.3 Role of Leadership during Crises

Dealing with crises require different skills, capabilities, viewpoint and knowledge such as quick decision making, centralizing all essential information and coordinate easily within the organization (Farazmand, 2009). Tackling crisis successfully requires role of leadership to plan and strategically deal with crises (Chong, 2004; Fink, 1986; Keeffe & Darling, 2008). As a result, several roles and competencies of leadership that focus on preparing as well as dealing with crises have been mentioned previously in the Literature Review. For instance, leaders should have the ability to setup and organize prevention mechanism against crises (Mitroff, 2001b). Also when leaders communicate with

stakeholders at the impact of crises, they should mention the truth without leaving anything untold (Mitroff, 2001b). In addition, leaders should be able to satisfy the emotional needs of people who are affected by crises (Mitroff, 2001b; Yusko & Goldstein, 1997). Leader should also have strong set of communication skills when dealing with stakeholders whether they are internal or external to the organization (Garcia, 2006; Yusko & Goldstein, 1997).

Yusko & Goldstein (1997) have also extended several leadership competencies required during crises. First is the leader's ability to frame crisis as an opportunity or threat to stakeholders. They also stated that leaders should have the capability to motivate their teams to overcome and resolve crisis. Moreover, leaders need to inspire their team and give them self-confidence. They stressed that it is essential for leaders to have adequate background experience and knowledge when they are dealing with normal and crises events. It is critical for leaders at times of crises to have the potential capability to make quick and sound decisions. Yusko & Goldstein (1997) also pointed out that leaders should have skills to adapt the situation, be flexible in behavior as well as to have the ability to be creative and innovative when dealing with crises. Furthermore, leaders should be able to direct, prepare and organize resources available efficiently and effectively in order to resolve crisis.

Garcia (2006) has brought up other sets of leadership roles in terms of preparing and dealing with crises. For instance, one of the roles that leaders must have is the responsibility of preparing and responding to crisis along with the use of available resources. Also, leaders are required to obtain sufficient information and tools to investigate further into crises; as well as to identify any weaknesses, and propose strategies to counter them successfully. Another role for leaders is to be given the authority to respond to crisis during the early stages without going through bureaucratic processes. Garcia (2006) also mentions that leaders must monitor activities that are executed against crises while making rapid decisions within the available given time. Furthermore, it is essential for leaders to know and prioritize their stakeholders that can affect the organization, as well as to identify their expectations regarding crises. In

addition, leaders should be fast in their response and actions in order to avoid any delays against crises which can cause further negative impact.

The hypothesis derived from the mentioned concepts in the literature review is stated as follows:-

Successful execution of leadership roles during crises has a positive effect in overcoming crises and their impact.

3.4 Leadership during Each Stage of Crises

The role of a leader during times of crises is to deal and counter crises at each of their phases in order to avoid any threat to the organization (Brockner & James, 2008; Wooten & James, 2004; Wooten & James 2008). There are five different stages for crises: “(a) signal detection, (b) preparation and prevention, (c) damage containment, (d) recovery, and (e) learning” (Coombs, 1999; Pearson & Mitroff, 1993; Pheng *et al.*, 1999; Wooten & James, 2008, p. 355).

As mentioned previously in the literature review, Wooten and James (2008) discussed the role of leaders within each stage of crises. The first stage is signal detection where leaders are required to detect early signs and warning indications that lead to the occurrence of crisis. In the second stage, leaders are necessitated to prevent crises from occurring and implement the necessary preparations. The third stage discusses about containment and damage control. Moreover, the stage involves leaders to maintain the impact of crises in order not to result to any further damage or negative issues. The fourth stage is business recovery where leaders are entailed to bring up long and short term strategies and plans for the organization. The fifth stage requires leaders to motivate their key personnel to learn from the lessons from crises and to examine them in order to avoid them being repeated again.

Based from the literature review, the hypothesis stated is as follows:-

The implementation of leadership roles at each stage of crises directly supports in resolving crises.

3.5 Leadership during Crisis Management

Crisis management primarily requires having leadership skills and managerial capability to respond effectively to crises impacts (Darling 1994; Mitroff, 2001a; Pollard and Hotho, 2006). Among the methods of crises management, Kash and Darling (1998) mentioned several preventive measures that can be used against crisis such as (i) "Strategic forecasting"; (ii) "Contingency planning"; (iii) "Issue analysis"; (iv) "Scenario analysis".

Fink (1986, cited in Darling, 1994) mentioned the different stages that are involved in crises. The Prodromal Crisis stage is usually the first and earliest stages of crises where signal warnings appear regardless of how self successful the organization is (Darling, 1994; Fink, 1986; Kash and Darling, 1998). The Acute Crisis stage is the next phase after the prodromal stage where crises have occurred to the organization due to the organization's lack of detection and response to the previous warning signs (Darling, 1994; Fink, 1986). The Chronic Crisis stage is where the organization should either resolve crises, or they suffer the consequences incurred by it (Darling, 1994; Fink, 1986; Kash and Darling, 1998). The Crisis Resolution is used for resolving crises which is considered the last step to eliminate crises (Fink, 1986; Darling, 1994). Pollard and Hotho (2006, citing Shrivastava *et al.*, 1988) mentioned that learning as well as analyzing from past crises events is helpful to avoid repeating similar cases in the future. Mitroff (2005) further explains that resolving and learning from crises will consequently strengthen the organization.

From the literature review, the hypothesis is stated as follows:-

Implementation of crisis management during crises has a direct relationship with the success of eliminating crises.

3.6 Leadership during Risk Management

Davies and Walters (1998) explained that risk has the capability to convert into crises; as a result it can cause potential damages and loss to the organization. In order to deal with such risks that lead to crises, it is important to set preventive measures and techniques

such as Risk Management (Barton and Hardigree, 1995). Moreover, leaders should be capable of identifying risks, threats through data that has been collected; furthermore, they should analyze and prioritize them in order to prevent or minimize their impact ('Disaster areas: The role of the leader in minimizing risk and dealing with the aftermath', 2003). The first stage in risk management is risk identification, which Williams (1995, cited in Mills, 2001) explained that it is among the intricate issues in risk management. The second stage is the risk analysis, where Edwards and Bowen (1998) explained that it is a method to assess risks that were identified in terms of the likelihood of their occurrence; furthermore, to measure the potential impact of risk and to determine the level of known and unknown certainties. The last stage is the responding to risk where Mills (2001) explains that risk should be handled by a party who is capable to deal with it. Depending on the tactic desired, risk can be either minimized, relocated, absorbed, evaded or even be a mixture of any.

Based from the literature review, the hypothesis is stated as follows:-

Successful implementation of risk management before the occurrence of crises can effectively minimize the impact of crises.

3.7 Communication during Crises

Kash and Darling (1998) mentioned that communication is one of the most effective tactics when dealing with crises. Mitrof *et al.* (1996, cited in Kash and Darling, 1998) stated that the capability for an organization to overcome obstacles is greater when they tend to open a line of communication and transfer as well as share information. Coombs (1995, cited the works of Benoit, 1992; Allen and Caillouet; 1994) have mentioned several response crisis strategies through communication. One type is the Nonexistence strategy which is used if no crises actually exist or if the organization is not responsible for the crises; moreover, this strategy aims to eliminate the negative impact that is directed to the organization by illustrating that there is no connection between the organization and crisis. Another is the Distance strategy where the organization admits to the stakeholders of existence of crises while guiding them to accept it. Also there is the Ingratiation strategy which is done by acquiring public approval by stating the positive

values and events regarding the organization to the public (Allen & Caillouet, 1994). There is also the Mortification strategy which aims to achieve the public to accept the impact of crisis as well as to forgive and forget. Last but not least is the Suffering strategy which aims to achieve the public's empathy by showing them that the organization is suffering from the crises situation which was uncontrollable, thus switching the current situation from negative to positive.

The hypothesis derived from the concepts mentioned in the literature review is as follows:-

Effective use of communication strategies during crises can mitigate and assist in recovering from the impact of crises.

3.8 Chapter Summary

The essential areas within the literature review chapter have been extracted into the Theoretical Chapter. Furthermore, these areas that were stated have been used in order to construct the hypothesis for each objective. Moreover, these hypotheses have been used to proceed further in order to achieve the aim and objectives of the research.

Chapter 4: Methodology

4.1 Introduction

This chapter discusses about the methodology used to investigate further on the research topic leadership during crisis management. Moreover, it is important to keep in mind that the aim of the research is to realize the criticality of leadership during crisis management and reveal its necessary aspects required to be enhanced as well as implemented in order to prevent or deal with any crises that can cause further negative impact. Furthermore, in order to achieve this aim, the objectives of the research have to be fulfilled.

In the previous chapter, the literature review developed the knowledge for the research. Moreover from that knowledge, the hypothesis for each objective has been stated in the Theoretical Framework. Furthermore, these hypotheses shall then be used to assist constructing the research methods for the methodology chapter where this knowledge will be further investigated. Among the challenges that occurred in order to achieve these goals was the cooperation of the target population to provide the necessary information and feedback regarding this matter, as it is considered to be a sensitive and confidential subject to talk about.

4.2 Target Population

The investigation took place within the UAE targeting mainly three different industries which are oil & gas, construction and investment industry. The purpose for choosing these different industries is that they are more likely to face crises issues; in addition, there can be sets of good examples of leadership during crises. For each industry, the sample population shall be equal to one another using the same research method (Qualitative or Quantitative method). Furthermore, the sample technique that shall be used is random against the sample population.

4.3 Research Method

The research method is based on the perception about the cause and effect of the hypotheses which has been developed in the Theoretical Framework Chapter. Furthermore, the types of research methods that were used were Quantitative, Qualitative and Mixed research method.

4.3.1 Quantitative Research Approach

4.3.1.1 Description

Hoepfl (1997, cited in Golafshani, 2003) state that researchers who test "hypothetical generalizations" tend to use implementations such as quantitative research methods. Furthermore, Denzin and Lincoln (1998, cited in Golafshani, 2003) mention that it reveals the link between variables using methods of measurements and analysis. In general, Golafshani (2003) mentions what the Quantitative research requires: (i) description of certain behaviors using facts and causes (Bogdan & Biklen, 1998), (ii) the information should then be represented as numbers in order to measure them and sum them up (Golafshani, 2003), (iii) the numeric data found is then analyzed through mathematical methods (Golafshani, 2003), (iv) the end results is stated through the use of statistical expressions (Charles, 1995).

The tool that was used to collect data in the Quantitative research was a set of questionnaire survey. Additionally, the development of the questionnaire came originally from the hypotheses that were developed in the Theoretical Framework Chapter. Each hypothesis has two constructs known as dependent and independent variables. Since the research is based on the perception about the cause and effect of the hypotheses, the knowledge that has been researched within the literature review shall be set as questions for each construct of the relative hypothesis. Furthermore, three sets of questions was developed for each of these constructs, which gives six questions for each hypothesis. Also, the questionnaire uses the multiple choice technique for answering each question. Moreover, the multiple choice answers have been scaled from 1 to 5, where 1 identifies as "Strongly Disagree", 2 "Disagree", 3 "Neutral", 4 "Agree" and 5 "Strongly Agree".

Furthermore to the questionnaire, the participants can only select one answer for each question that they believe is appropriately correct.

Before the distribution of the questionnaire, a pilot test was carried out with ten participants. The reason behind this implementation was to allow these participants to answer the questionnaire but mainly to receive any type of comments to improve the questionnaire itself. These comments would support in identifying areas within the questionnaire that were not clearly understood or needs further amendments in order to avoid any unnecessary faults. Furthermore, many suggested within the demographic questions, to include an option named "Other" for industries and for the position as well, in order to get better results. Hence, these suggestions and comments were reflected onto the questionnaire (as shown in Appendix B).

As mentioned previously, the sample size would be equal in number for each industry while using the same research method. To be more specific, the sample size shall be fifty or more for each industry as well as for the participants in the "Other" industries, which gives a total of two hundred or more who shall participate in answering the questionnaire. In addition, the sampled population for each industry shall be a mixture of senior employees, mid-level managers, top level managers and "Other" positions with different number of years in experience. The questionnaires have all been sent as soft copies through emails in order to be efficient in time, but were collected mostly as hard copies while few were received as soft copies. Moreover, the data results from the questionnaire were used strictly for research purposes and the identities of the respondents were kept anonymous as well as confidential. Even though all identities were kept confidential and anonymous, the only issue was having the target population cooperate in answering the questionnaire. In order to ensure success and overcome these difficulties, several continuous follow ups in person had to be made.

4.3.1.2 Reliability

Joppe (2000, p.1) defines reliability as:

[t]he extent to which results are consistent over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable.

Kirk and Miller (1986) have indicated three types of reliabilities for a quantitative research: (i) same results are achieved even at later stages while repeating the same measurement procedure (also known as "temporal reliability"), (ii) constancy and stability of the results over time, (iii) similar results achieved among other sample population within the given period of time (also known as "comparative reliability"). Golafshani (2003) has mentioned that, even though reliability is an idea used for examining quantitative research method, the concept is frequently used through various researches.

4.3.1.3 Analysis of Quantitative Data

All the gathered data from the quantitative research has been input using the SPSS software. Furthermore, the data results shall be analyzed through different methods such as correlation analysis, linear regression analysis and the reliability scale. Each of these analyses has been given a description below.

4.3.1.3.1 Reliability Test

Field (2009) mentions the necessity of the reliability test which is used to verify the consistency of a questionnaire. Furthermore, he stresses the use of Reliability Scale (or Reliability Test) by implementing Cronbach's Alpha. Field (2009, p.674) said that, it "calculates two things: the variance within the item, and the covariance between a particular item and any other item on the scale". He further explains that in order to have a reliable scale, the Cronbach's Alpha value should be above 0.7 while anything below indicates that the scale is unreliable; however, it can be accepted if Cronbach's Alpha value is above 0.6. Moreover, it calculates measuring the consistency and if Cronbach's Alpha value is more than 0.6, then that means that the particular constructed variable is found to be a reliable construct. Therefore, in order to ensure the reliability of the

questionnaire used, the Reliability test must be implemented and that the Cronbach's Alpha value should be above 0.6.

4.3.1.3.2 Correlation Analysis

Field (2009) mentions that Correlation Analysis is used to illustrate the relationship between two variables in terms of correlation coefficients and covariance. He further explains that covariance is a more basic measurement regarding the relationship between the variables; while correlation coefficients illustrates the strength of the correlation between two variables, as well as its directions whether it is positive or negative. Among the methods of implementing the correlation analysis is using Pearson correlation coefficient which has been implemented to analyze the data for this research. Furthermore, the correlation coefficient should lie between -1 and +1. Moreover, in order to conclude that there is a significance of relationship between the two variables, the significance value should be less than 0.05 or 0.01, depending on the relationship between each variable. Correlation analysis is vital to ensure whether there is a relationship between two variables, and in which direction are they correlated as well as how significant they are correlated.

4.3.1.3.3 Regression Analysis

Field (2009) mentions that the regression analysis takes one step further than the correlation analysis, where it does not only explain the direction of the correlation or its significance, but it also explains to what extent the variables are related and to what extent they are reliably related. Furthermore, he explains that the variable used in Regression Analysis must be differentiated as independent and dependent variables unlike the Correlation Analysis. Moreover, to ensure the consistency and accuracy of the data results, two separate analysis method were required, hence the Regression Analysis was used to further support the data found in the Correlation Analysis. Among the methods used in the Regression Analysis is linear regression, which is also used to analyze the data for this research. The output of the regression analysis shows: the Model Summary table which demonstrates to what extent the dependent variable is explained by the independent variable; the ANOVA table which mentions the significance of the

overall model; and the Coefficients table which illustrates the significance of the coefficient of the model (Field, 2009).

4.3.2 Qualitative Research Approach

4.3.2.1 Description

The Qualitative research method "uses a naturalistic approach that seeks to understand phenomena in context-specific settings" (Golafshani, 2003, p.600), such as "real world setting [where] the researcher does not attempt to manipulate the phenomenon of interest" (Patton, 2002, p.39, cited in Golafshani, 2003). In general, Strauss and Corbin (1990, cited in Golafshani, 2003) mention that it is any method of research which produces results that is not concluded or analyzed through statistical or quantification methods. Patton (2002, cited in Golafshani, 2003) expresses that it is the type of research where the event of interest clarifies logically from real world setting.

The data collection approach used for the Qualitative research was semi-structured interviews. Similar to the quantitative method, the development of the interview questions came originally from the hypotheses found in the Theoretical Chapter. Each hypothesis shall be used to construct one main question which shall further go into depth during the interview. Since there are six hypotheses developed, the interview questions shall cover a total of six main questions (as shown in Appendix A).

As mentioned previously, the sample will be equal in number for each industry while using the same research method. To be more specific, two top level managers from each type of industry shall be interviewed which gives a total of six interviewees. These interviewees must fit certain criteria required in order to select them for an interview. One of the criteria is that the interviewee must have at least ten to twelve years of work experience. Another criterion is to be within one of the three industries mentioned previously. The most important criterion is that the interviewee must have strong knowledge and experience of leadership during crisis management. All six interviews were either done face to face or were through the phone for less time constraint and more flexibility for interviewing. Furthermore, the information that was gathered during each

interview was collected either through notes or recording devices. These will be further analyzed during the data analysis phase. Moreover, to ensure the success in obtaining significant amount of information for the research, the identities of the interviewees or their organization were not exposed as well as no confidential information related to the organization has been discussed or recorded.

Among the difficulties that had occurred was the lack of cooperation with the selected population for the qualitative research, due to the sensitivity of the subject and its confidentiality. Moreover, their availability was quite impossible due to their busy schedule. In the end, the interviews were done after several follow-ups in order to ensure the availability of these interviewees and to obtain the necessary information for the research.

4.3.2.2 Analysis of Qualitative Data

The information that was gained from each interview was extracted and has been grouped within each of the objectives and hypothesis created. Furthermore, the most appropriate analysis method to be implemented was Content Analysis. Silverman (2001) mentioned that Content analysis is a suitable method used for textual studies and examining them, especially when it is involved in substantial amount of communication. Furthermore, Bauer (2000; cited in Flick, 2009) mentions that analyzing these textual information or data can range from interviews to media. Moreover, other than analyzing the content of the document, this technique is used also to analyze the context of the document as well, where the main areas are focused on (Ritchie and Lewis, 2003). Flick (2009) mentions that the technique used for content analysis is to summarize the original content and obtain the essential information required for the research.

4.3.3 Synthesis of Quantitative & Qualitative Analysis

The final step of the data analysis was to implement Mixed Method which was used to compare and analyze the qualitative results with the quantitative results. Furthermore, these quantitative and qualitative results should either support or argue each other. The results that support each other should be reflected on the hypothesis as well as the

objectives of the research. Moreover, in case there are results that argue or conflict each other, then they should have reasonable justifications being raised. Consequently, the results from the data analysis were used to support the conclusion and recommendation of the research.

4.4 Chapter Summary

The target population was from UAE within oil & gas, construction, investment and other industries. Moreover, the research methods used were Quantitative and Qualitative methods. Furthermore, these research methods have been given description as well as their method to analyze data. Another method of analysis was explained which is combining both quantitative and qualitative results. The results for each of these methods have been discussed and analyzed within the next chapter.

Chapter 5: Data Analysis

5.1 Introduction

This chapter discusses the data analysis for the whole research. Furthermore, this data analysis chapter was used to conclude whether the research hypotheses were supported or not. The data analysis described the sample population then moved into analyzing each hypothesis in terms of quantitative, qualitative and mixed methods. The quantitative data has been analyzed through the use of Reliability Test, Correlation Method, and Linear Regression Method. Furthermore, in order to implement these research tools, the SPSS software was used. As for the Qualitative method, it was done through Content Analysis which requires collecting data from interviews. The mixed method was then used with a combination of qualitative and quantitative methods where they either support or argue each other. Based on these methods used, tests and analyses on each of the hypotheses were carried out.

5.2 Sample Description

5.2.1 Quantitative Sample

The total sample size used for the quantitative analysis of this research was 215. Among this sample, 56 were from oil & gas industry, 53 were from investment industry, 52 were from construction industry while the rest of the 54 were from other sectors such as IT, military, hospital and so on. Moreover, from the total sample size, about 72% of the respondents had more than 5 years experience in the industry, 17% had experience between 3 to 5 years, and 6% had experience between 1 to 3 years while 5% of the respondents had experience less than a year in the industry. Regarding the position of the respondents from the total sample, about 43% of the respondents were senior position, 18% were mid level managers, and 9% were top level managers while about 30% were given other positions such as juniors or specialists. As for the number of years of experience within the current organization, about 39% of the respondents had more than 5 years of experience within the current organization, 28% had experience between 3 to 5 years, and 21% had experience between 1 to 3 years while 12% had experience less than

a year within the current organization. The data results from the questionnaire were used strictly for research purposes and the identities of the respondents were kept anonymous and confidential.

5.2.2 Qualitative Sample

For the qualitative research, the total sample size was six top level managers where each two were from oil & gas, investments and construction. Most of the top level managers have work experience that ranges from 16 to 20 years. Furthermore, these respondents have had a long and substantial experience in crises management. Some crises experiences were successfully resolved while others resulted into minor to average level of negative impact. Eventually no major impacts have been resulted, due to healthy practices implemented within each of these top level managers' organization. Interviews were taken with each of these managers in order to obtain information and knowledge, while their personal and organizational information were kept confidential. Each of the interviews took about 45 minutes to 1 hour time and the concerned areas during the interview have been highlighted in the qualitative analysis.

5.3 Reliability Test

In order to proceed further with the research study, a reliability test was done for the items in each variable. The outcomes from the reliability test show that the Cronbach's Alpha value was found to be above 0.6 for each variable, as shown in the table below. As a result, this indicates that these variables that were used for the research study were with reliable scales.

No. of Variables	Variable Name	Cronbach's Alpha Value
1	Perception of Leadership	0.662
2	Resolution of Crises	0.604
3	Execution of Leadership	0.607
4	Overcome Crises	0.612
5	Implementation of Leadership	0.623
6	Resolving Crises	0.618
7	Crisis Management	0.709
8	Elimination of Crises	0.748
9	Risk Management	0.729
10	Minimize Impact of Crises	0.730
11	Communication Strategies	0.717
12	Mitigation of Crises	0.733

5.4 Correlation Table

		Perception of Leadership	Resolution of Crises	Execution of Leadership	Overcome Crises	Implementation of Leadership	Resolving Crises	Crisis Management	Elimination of Crises	Risk Management	Minimize Impact of Crises	Communication Strategies	Mitigation of Crises
Perception of Leadership	Pearson Correlation Sig. (2-tailed) N	1 215											
Resolution of Crises	Pearson Correlation Sig. (2-tailed) N	.796** .000 215	1 215										
Execution of Leadership	Pearson Correlation Sig. (2-tailed) N	.343** .000 215	.348** .000 215	1 215									
Overcome Crises	Pearson Correlation Sig. (2-tailed) N	.359** .000 215	.447** .000 215	.766** .000 215	1 215								
Implementation of Leadership	Pearson Correlation Sig. (2-tailed) N	.462** .000 215	.418** .000 215	.393** .000 215	.375** .000 215	1 215							
Resolving Crises	Pearson Correlation Sig. (2-tailed) N	.451** .000 215	.443** .000 215	.411** .000 215	.426** .000 215	.694** .000 215	1 215						
Crisis Management	Pearson Correlation Sig. (2-tailed) N	.418** .000 215	.439** .000 215	.431** .000 215	.479** .000 215	.458** .000 215	.550** .000 215	1 215					
Elimination of Crises	Pearson Correlation Sig. (2-tailed) N	.437** .000 215	.457** .000 215	.439** .000 215	.507** .000 215	.505** .000 215	.532** .000 215	.822** .000 215	1 215				
Risk Management	Pearson Correlation Sig. (2-tailed) N	.404** .000 215	.364** .000 215	.546** .000 215	.538** .000 215	.303** .000 215	.384** .000 215	.578** .000 215	.545** .000 215	1 215			
Minimize Impact of Crises	Pearson Correlation Sig. (2-tailed) N	.390** .000 215	.375** .000 215	.546** .000 215	.525** .000 215	.310** .000 215	.386** .000 215	.561** .000 215	.534** .000 215	.868** .000 215	1 215		
Communication Strategies	Pearson Correlation Sig. (2-tailed) N	.478** .000 215	.411** .000 215	.442** .000 215	.490** .000 215	.536** .000 215	.547** .000 215	.471** .000 215	.510** .000 215	.506** .000 215	.471** .000 215	1 215	
Mitigation of Crises	Pearson Correlation Sig. (2-tailed) N	.472** .000 215	.428** .000 215	.445** .000 215	.479** .000 215	.516** .000 215	.563** .000 215	.468** .000 215	.514** .000 215	.519** .000 215	.473** .000 215	.791** .000 215	1 215

** Correlation is significant at the 0.01 level (2-tailed).

5.5 Failure in Leadership during Crises

5.5.1 Quantitative Analysis

The first construct of the hypothesis 'Lack of leadership in times of crises' is for the variable 'Perception of Leadership' which was actually measured using the first three questions from the questionnaire regarding 'Failure in Leadership during crises'. While the second construct of the hypothesis 'the success in resolving crises and their impact.' is for the variable 'Resolution of Crises' which was actually measured using the last three questions from the questionnaire regarding 'Failure in Leadership during crises'.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.796 ^a	.634	.632	.95340

a. Predictors: (Constant), Perception of Leadership

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	334.948	1	334.948	368.493	.000 ^a
	Residual	193.610	213	.909		
	Total	528.558	214			

a. Predictors: (Constant), Perception of Leadership

b. Dependent Variable: Resolution of Crises

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.290	.520		6.331	.000
	Perception of Leadership	.761	.040	.796	19.196	.000

a. Dependent Variable: Resolution of Crises

From the findings of the Correlation Table, the correlation coefficient between the Perception of Leadership and Resolution of Crises is 0.796; this means that the two variables are positive and they are highly significant. Looking at the output for Linear Regression regarding Perception of Leadership and Resolution of Crises, it shows in the ANOVA table that the overall model is highly significant. Furthermore, the Model Summary table indicates that the R Square value of 0.634. This indicates that the dependent variable and independent variable are significantly related. Furthermore, the independent variable explains up to 63.4% of variance in the dependent variable. Moving towards the Coefficients Table, it shows that the significance of the coefficients of the model is high. Based on the output of the Regression Analysis, it shows that the Perception of Leadership is essential and that it managed to explain 63.4% of the variance in Resolution of Crises.

5.5.2 Qualitative Analysis

One of the shortcomings of leadership in times of crises that interviewee "A" has stated comes due to lack of information. The interviewee further mentioned that leaders never tend to have or get complete information. Moreover, information is very important in times of crises. The interviewee "A" justified that it is essential to have a unified center where all stakeholders involved within the crisis situation must provide information regarding crisis; the reason behind this is to build up a report and to be capable of making a clear and proper decisions based on the whole picture rather than missing pieces. In

addition, leaders need to know the essentiality of centralizing the information, because not only one department or one organization may deal with crises; it can involve other different organizations or stakeholders which will require their support and input to overcome crises. Thus an organization or a department within may require external support from another organization or another department respectively, due to them being specialized in a particular area, which will assist in overcoming crises. Moreover, interviewee "A" stressed that if crises impact on different stakeholders and organizations, they will need to obtain proper information and report regarding crises in order to overcome it; if information cannot be achieved easily by them due to their limited capabilities and different field specialization, then they would seek the centralized base of information. For example: Each stakeholder is doing a different task, have different mandates, and responsible for a particular area of crisis; if these stakeholders do not collectively put their information together, it would be hard for the leader to make a decision based on incomplete information. The interviewee "A" further explained that it would be more efficient and quicker if leaders have the right information at the right time. Interviewee further stated that information should not include only crises situation, but also it should include information on the resources available that can be used to resolve crisis. Moreover, among the lacks of leadership is not having plans made or not having clear plans to execute, which leads to issues and worsening the crises situation.

Interviewee "B" has mentioned that among the lacks of leadership in crises is not having a focused leader in crisis management. Moreover, there are several lacks of leadership in times of crises such as lack of identifying resources available, lack of identifying the situation, lack of being capable of making a very good assessment of the situation, lack of identifying mitigators for tackling crises and lack of identifying the requirements to prevent the escalation of crises.

Interviewee "C" explained that if leaders are not able to control themselves in times of crises, then this badly affects their success in resolving crises. Another issue is their strong reliance on prepared plans which may not be aligned with the actual impact of crises; hence the idea of setting plans that is meant to completely resolve crises is quite

impossible. In addition, the interviewee also mentioned that leaders lack the capability to adapt and accept changes when crises impacts upon them. Moreover, they lack upon acting on the current situation of crises as well as they lack in having clear and direct communication. If communication is not clear, then the response will not be as effective in resolving crises, thus the issue gets worse. Also, leaders assumes that the parties involved in resolving crises already know what should be done; unfortunately this may not turn out to be true, hence this assumption raises the risk in resolving crisis. Moreover, the interviewee stressed that this is why leaders should always follow up within each stage or event in crises; regrettably, there are still leaders who just assume that the issues will be resolved by others. Furthermore, interviewee "C" mentioned that leaders lack in quick decision making and response during crises; a common reason is panic or fear from taking critical steps that may cause the situation to get worse. In addition, leaders also lack in viewing the whole picture of the situation; for example if leaders focus only on certain areas, they might neglect or not consider certain a group of stakeholders (i.e. citizens, government sectors, media) which can change or worsen the impact of crises. When crises occur, it can impact many things and not just the organization; therefore leaders have to take the whole picture of crises and its impact. Another case where leaders lack is coordination with their entities to execute tests and procedures for the prepared plans. It is essential for the implementation of drills in order to reduce the gaps of failure in crises when it actually occurs. The interviewee stated that training may not cover crises as it may actually occur; however, it gives experience and helps those entities to react quickly as well as respond effectively against crises. Moreover, if crises occur or about to occur, leaders should strengthen their long distant vision regarding the outcomes of their actions which is based on the present situation, resources available and the decision they make. Leaders have to be able to run scenarios in their head regarding crises situation and should be able to picture the end result.

Interviewee "D" has mentioned that one of the lacks of leaders when dealing with crises is that they panic as well as they tend to get tensed during crises, which results in reducing the success of resolving crises and their impact. Furthermore, leader can be unfocused when dealing with situations and rush in making decisions, which results in

further damages and loss. Moreover, leaders may not implement clear strategic plans and directions to the parties involved. The interviewee also pointed that leaders lack in selecting the right parties that need to be involved in resolving crises. In addition, leaders tend to keep the control and authority for themselves rather than empowering their team members.

Interviewee "E" stressed on leader's lack of communication, because in times of crises, communication between members is highly important; furthermore, leaders need to delegate duties and communicate effectively to every member as part of managing a crisis. Furthermore, if communication is weak or the channels are not efficient, then the delivery of the duties assigned to the team members will be either miss communicated or insufficient; in either case, this will lead to failure in managing crises. Lack of information is another factor that might reduce success in resolving crises, since accurate information about crises and all its surroundings are important; moreover, all leaders' decisions related to crises are based on information and feedbacks on the history of crises, similar crises situations and past crises resolutions. Furthermore, the gap between the upper management and the associates in the field need to be minimized, in order to update information continuously. Lack of planning, is the third issue factor in the success of resolving crises. Leaders need to strengthen their planning by thinking ahead of a given scenario; pre planning might not include specifics, but it can over-see and manage crises from a general scope. Moreover, leaders lack in implementing or understanding different stages of planning; in general planning is divided into two sections, the first section is before crises, which is pre planning; while the second section is during crises resolution which is based on the actual circumstances of crises.

Interviewee "F" has mentioned that lack of dealing with crises during all their stages is the main issue for leadership in times of crises. Furthermore, among the lacks of leadership is not setting proper plans or strategies as well as preparations to counter crises. This is either because they are more concerned with the organization's business or believe that crises may highly not occur. Furthermore, the interviewee stressed that due to lack of preparation against crises, they lack in the implementation of correct decisions or

actions to resolve crises which complex the situation; hence crises would have made massive damage. Even after resolving crises, leaders lack in recovering from crises impact, which is necessary in order to return back the normal business operation within the organization. Interviewee "F" explains that this is because in the recovery stage, the cost for recovery can be very high. An example was given that if a building under construction collapses, the cost to rebuild it back the same way as it was before will be more expensive for many reasons such as better resources required for construction, auditors, claims, quality, safety issue and more labour in order to recover from the time lost; hence, summing all this together will result in high cost; therefore, leaders would try to cut down costs which will negatively reflect on the recovery phase of crises.

5.5.3 Mixed Analysis

From the findings of the Correlation Table, the correlation coefficient between the Perception of Leadership and Resolution of Crises is 0.796; this means that the two variables are positively related and are highly significant. Since the correlation coefficient between the Perception of Leadership and Resolution of Crises is significantly high, this means that if there is a lack of leadership in times of crises, then there will be an impact on the success in the resolution of crises. To further explore between them, interviewee "A" and "E" both mentioned that among the lacks of leadership is not having plans made or there may be not clear plans to execute, which will lead to issues and worsening crises situation. Interviewee "C" added that another issue is their strong reliance on prepared plans for crisis which may later turn out to be unsuitable or different from the actual crisis. Moreover, interviewee "D" supports on mentioning that leaders may not implement clear strategic plans and directions to the parties involved. Also, interviewee "E" justified that leaders lack in implementing and understanding different stages of planning; moreover, planning in general should be divided into two sections: the first section should be before the crises, which is pre planning; and the second section should be during the crises resolution plan, which is based on the actual circumstance of crises. Other than not successfully setting proper plans or strategies, interviewee "F" stated that among the lacks of leadership is preparation to counter crises. Furthermore, due to lack of preparation against crises, leaders lack in the implementation of correct decisions or

actions to resolve crises which complex the situation and crisis would have made massive damage.

Among the lacks of leadership in times of crises that interviewee "A" has stated would be due to lack of information. Moreover, the interviewee "E" has mentioned that this reduces the success in resolving crises, since accurate information about crises and all its surrounding factors are very important; moreover, all leader's decisions which are related to crises are based on all information that have been gathered about crises and past crises situations. Furthermore, based on the analysis regarding Linear Regression, it shows in the ANOVA table that the overall model is highly significant concerning Perception of Leadership and Resolution of Crises.

Interviewee "B" has mentioned that among the lacks of leadership in times of crises is not having a leader focused in crisis management. Interviewee "D" adds on by stating that leaders lose focus when dealing with crisis situation, which results them in making decisions that can cause further damage and loss. Interviewee "D" and "C" both mentioned that among the lacks of leadership when dealing with crises is that they panic as well as they tend to get tensed during crises, which results in reducing the success of resolving crises and their impact. Furthermore, interviewee "C" explained that a common reason for this is fear of taking critical steps or decisions that could cause the situation to get worse. Moreover, interviewee "C" explained that if the leader was not able to control themselves in times of crises then this badly affects the success in resolving crises. Further stating that when crises impact upon them, leaders lack on the capability to adapt and accept changes. Interviewee "C" mentioned that leaders lack upon acting on the current situation of crisis as well as they lack on having clear and direct communication. Interviewee "E" further explained that in the time of crises, communication between members is highly important; since leaders need to communicate and delegate duties to every member who is part of managing crises.

Interviewee "F" has mentioned that the lack of dealing with crises during all its stages is the main issue for leadership in times of crisis. Moreover, interviewee "D" added that

leaders lack in selecting the right parties required to be involved in resolving crises. In addition to these lacks, leaders tend to maintain the control and authority for themselves rather than empowering their party members. Interviewee "C" stated that leaders lack in coordination with their entities to execute tests and procedures for the prepared plans. Further stressing that leaders should constantly follow up within each stage or event in crises, unfortunately, there are still leaders who just assume that crises issues would be resolved by others. Additionally, interviewee "B" pointed out other several lacks of leadership in times of crises such as lack of identifying available resources, lack of identifying the situation, lack of being capable of making a very good assessment of the situation, lack of identifying entities for tackling crises and lack of identifying the requirements to prevent the escalation of crises. Interviewee "F" mentioned that even after resolving crises, leaders lack in recovering from crises impact, which is necessary in order to put everything back to normal. Based on the Regression analysis regarding the Perception of Leadership and Resolution of Crises; the Model Summary table indicates that the R Square value of 0.634. Furthermore, the independent variable has explained up to 63.4% of variance in the dependent variable.

5.6 Role of Leadership during Crises

5.6.1 Quantitative Analysis

The first construct of the hypothesis 'Successful execution of leadership roles during crises' is for the variable 'Execution of Leadership' which was actually measured using the first three questions from the questionnaire regarding 'Role of Leadership during crises'. While the second construct of the hypothesis 'overcoming crises and their impact.' is for the variable 'Overcome Crises' which was actually measured using the last three questions from the questionnaire regarding 'Role of Leadership during crises'.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.766 ^a	.587	.585	.94871

a. Predictors: (Constant), Execution of Leadership

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	272.179	1	272.179	302.405	.000 ^a
	Residual	191.710	213	.900		
	Total	463.888	214			

a. Predictors: (Constant), Execution of Leadership

b. Dependent Variable: Overcome Crises

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.916	.599		4.870	.000
	Execution of Leadership	.777	.045	.766	17.390	.000

a. Dependent Variable: Overcome Crises

As for the relationship between the Execution of Leadership and Overcome Crises, the findings from the Correlation Table is 0.766 and is highly significant; hence the two variables are positively and strongly related to each other. Viewing into the Model Summary, it shows that the R Square value is 0.587; hence the independent variable,

which is Execution of Leadership, managed to explain 58.7% of variance in the dependent variable, which is Overcome Crises. Regarding the ANOVA Table, the overall model was found to be highly significant. Furthermore, in the Coefficients Table the coefficient of the model was found to be significantly high.

5.6.2 Qualitative Analysis

Interviewee "A" pointed that among the roles of leaders during crises is the ability to make the right and fast decisions. Furthermore, leaders are the ones required to execute plans and should know the available plans as to effectively order their implementation to the allocated parties which they should adhere promptly. If there are no plans made or the plans may not be clear, then it would be an issue. Also, delegating personnel to tackle certain areas in crises is important, however, the area which is even more important is preparation before crises. The interviewee further explains that if there are clear plans made on how to deal with crises, then there would be clear roles and responsibilities for these plans to be executed; moreover, it would be understood for those who are handling each role and responsibility during crises. As part of the plan, leaders are required to prepare and ensuring that each personnel, department or organization knows their role and how they can operate, coordinate and cooperate with each other. As a result, this will help leaders delegate tasks and responsibilities to personnel who are capable to handle the execution of these plans. However, interviewee "A" stressed that leaders are required to put these plans into practice before the actual crises event in order to observe the effectiveness of the plans against crises and also to ensure that the right personnel is allocated for the right task. Therefore, leaders need to set these plans and preparations into practice through actual live exercises, scenarios or simulations. Furthermore, leaders should monitor as well as evaluate the end results in order to amend, improve the plans and to rearrange the resources; thus if crises occur, then the plans made would have a better success rate in resolving crises.

Interviewee "B" mentioned that assertiveness is mainly one of the roles of leadership during crises; leaders have to be very assertive since they spill confidence to others. Furthermore, when instructions or commands are given, leaders have to be very assertive

and they have to show confidence because not a lot of people can maintain composure during crises, since a lot of people panic or get paralyzed. Moreover, the ability of the leader to have assertive instructions in order to give some sense of direction to individuals and teams, after having quick assessment of the situation, as well as prevention of escalation of crises. This is necessary in order to proceed with confidence with the mitigators as to reduce, eliminate and recover from crises.

Interviewee "C" stated that leaders should be able to control themselves in times of crises. Moreover, they should not strongly rely on prepared plans in case it does not turn out the way crises may occur. Furthermore, leaders should have the capability to adapt, be ready and accept changes when crises impact upon them. In addition, leaders should act upon the current situation of crises as well as they should have clear and direct communication. The interviewee also mentioned that leaders should be able to delegate roles and empower their team members; because during crises, the situation can get very complicated and it is not easy for a one-man's job to resolve the issue. However, leaders must follow and get reports of each step taken by the team members in order to direct the situation of crises. Therefore, leaders should always follow up within each stage or event in crises. Furthermore, leaders should have quick decision making during crises and response. Also leaders should have the courage to take on risks and face crises rather than just panic. In addition, leaders should also have the view of the whole picture of the crises rather than focus in a particular area in crises.

Interviewee "D" discussed that leaders should stay calm during crises as well as they must have clear mission and actions instead of having ambiguity. Furthermore, leaders have to assign responsibilities clearly to the parties involved. In addition, leaders should be capable of implementing alternative plans or backup plans if the first plan fails. Moreover, the interviewee mentioned that there are two types of plans: the first type is planning before crisis; and the second is planning during crisis. The first type requires leader to prepare for a plan for a specific crisis if such crisis occurs; moreover leaders should prepare and have an alternative plan in case the initial plan fails as well as a last plan to resort in case the other plans do fail. Regarding the second type of plan, this can

only be done during crises, where leaders can fine tune the plan that was prepared in the initial stages in order to fit exactly on the present condition of crisis, since not all plans covers 100% of crises resolution. The interviewee explained that leaders should be assertive, making assertive decisions and should be flexible enough to delegate as well as empower those who are involved in resolving crises. In addition, leaders should have strong experience and background knowledge when dealing with crisis situations.

Interviewee "E" pointed that among the major executions of leadership in time of crises is motivating the team and keeping them informed about the crises. The interviewee further explains that leaders should have a clear idea and a wide vision about the outcomes of crises. Other execution of leadership that needs to be implemented is self control; leaders should also have positive attitude about the situation, and reflect that to the team members. Furthermore, the associates working with leaders usually have the ability to read between the lines; during crises, this ability becomes stronger; hence it is very important that leaders reflect all positive signals and ensure that all issues are under control. The interviewee also mentioned other leadership skills such as being informative, good communicator, risk taker, capable of making decisions under pressure.

Interviewee "F" explains that leaders should implement monitor and detection center of possible crises that may approach or impact. Moreover, there should be meetings set periodically between leaders and all necessary stakeholders that are involved for different possible crises events; in order to create, improve plans and set strategies against crises. Furthermore, the interviewee stated that the stakeholders that are involved in crises should have proper as well as effective communication channels between them as and leaders during all stages of crises. In addition, all necessary information should be clear and understood in order not to have any confusion. Also, the interviewee pointed that when crises occur, there are people who suffer from the impact and look up to someone during these desperate stages; this calls for leaders to stand with those who need support, assistance and protection during these time. There is no doubt that there are those who fear, panic as well as suffer during crises; therefore in order to keep everything under control, leaders have to stand and support these stakeholders in whatever way necessary.

In addition, leaders should have the capability to view crises from different angles and as a whole picture, rather than focusing on one area of crisis and not paying attention on the other links that have resulted in crisis.

5.6.3 Mixed Analysis

As shown in the correlation analysis, relationship between the Execution of Leadership and Overcome Crises, the findings from the Correlation Table is indicated to be 0.766 and is highly significant; hence the two variables are positively and strongly correlated to each other. In addition, the interviewees "A" and "C" both pointed that among the successful execution of leadership is the capability for leaders to respond effectively as well as to make the right and fast decisions. Furthermore, interviewee "C" added that leaders should have courage to take on risks and face crises rather than just panic. Interviewee "A" mentioned that when executing plans, leaders are the ones required to execute the plans and should know the available plans as to effectively order from the party involved their implementation which they should adhere to promptly. Furthermore, leaders are required to prepare and ensure that each personnel, department or organization fulfills their role and how they should operate, coordinate and cooperate among each other. Further stressing that leaders are required to put these plans into practice way before the actual crises occur, in order to observe the effectiveness of the plans against crises; moreover, to ensure that the right personnel is allocated for the right task and to ensure a better success rate in resolving crises. However, interviewee "C" argues that leaders should not strongly rely on prepared plans in case it does not turn out the way crises may occur; instead, leaders should have the capability to adapt, be ready and accept changes when crises impact upon them.

The interviewees "A", "C", "D" also mentioned that leaders should be able to clearly delegate roles and empower their team members as well as always follow up within each stage or event in crisis. Interviewee "F" adds on by stating that leaders should set meetings periodically between them and the stakeholders that are internally or externally involved in different possible crises events; in order to create, improve plans and set strategies against crises. Furthermore, both interviewees "C" and "F" agree that leaders

should view the whole picture of crises rather than focus on a particular area. The interviewee "D" discussed that the leaders should set clear actions and mission, instead of having ambiguity; as well as leaders should stay calm during crises. Moreover, both interviewees "B" and "D" mentioned that leaders should have assertiveness in their decisions in order to spill confidence to others. The interviewee "E" supports that among the major executions of leadership in time of crises is to motivate their team members as well as to keep them always informed and updated about crises. Furthermore, interviewee "C" stated that leaders should clear and direct communication as well as act upon the current situation of crises.

Interviewee "F" explains that leaders should setup a monitor and detection center of possible crises that may approach and impact. Furthermore, the interviewee stated that the involved stakeholders should have effective as well as proper channels of communication between them and the leader during all stages of crises. Viewing into the Model Summary from the regression analysis, shows that the R Square value is 0.587; hence the independent variable which is Execution of Leadership has managed to explain 58.7% of variance in the dependent variable which is Overcome Crises. Also, interviewee "F" pointed that leaders should stand and support stakeholders internally and externally in whatever way necessary during the elimination as well as recovery of crisis. In addition, leaders should have strong, solid background experience as well as knowledge when dealing with crisis situations. Regarding the ANOVA Table from the regression analysis, the overall model was found to be highly significant. Furthermore, in the Coefficients Table the coefficient of the model was found to be significantly high. Additionally, interviewee "E" mentioned other leadership skills and roles such as being informative, ability to make decisions under pressure, being an effective communicator and also a risk taker. Furthermore, leaders should have positive attitude during crises situation, and they should reflect that towards their team members.

5.7 Leadership during Each Stage of Crises

5.7.1 Quantitative Analysis

The first construct of the hypothesis 'The implementation of leadership roles at each stage of crises' is for the variable 'Implementation of Leadership' which was actually measured using the first three questions from the questionnaire regarding 'Leadership during each stage of crises'. While the second construct of the hypothesis 'resolving crises.' is for the variable 'Resolving Crises' which was actually measured using the last three questions from the questionnaire regarding 'Leadership during each stage of crises'.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.694 ^a	.481	.479	1.17029

a. Predictors: (Constant), Implementation of Leadership

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	270.836	1	270.836	197.750	.000 ^a
	Residual	291.722	213	1.370		
	Total	562.558	214			

a. Predictors: (Constant), Implementation of Leadership

b. Dependent Variable: Resolving Crises

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.189	.619		6.772	.000
	Implementation of Leadership	.674	.048	.694	14.062	.000

a. Dependent Variable: Resolving Crises

From the Correlation Table, the relationship between Implementation of Leadership and Resolving Crises was found to be strongly as well as it is positively correlated, which gave a high significance of 0.694. Among the findings of the Linear Regression, the Coefficient Table has indicated the significance of the coefficients of the model was shown to be highly significant. The R Square value that is given in the Model Summary was noted to be 0.481, which concludes that the Implementation of Leadership, the independent variable, managed to explain 48.1% of variance in Resolving Crises which is the dependent variable. Moreover, the overall model was found to be significantly high in the ANOVA Table.

5.7.2 Qualitative Analysis

Interviewee "A" mentioned that each organization varies in the number of stages of crises but generally it includes preparation, response/execution and recovery. Moreover, leaders have a role in each of these stages. In preparation, the role of leadership is to make sure that the right plans have been set up as well as to ensure that they are executable by the allocated party. Additionally, the prepared plans requires the implementation of exercises, testing them and the coordination between parties involved for crises preparation; this is vital in order to share information, knowledge, experience between the involved parties plus to assign the tasks and roles before the occurrence of crises. Nevertheless, leader's duty is to ensure that the plans are understood by the parties

involved with crises, as well as the roles and tasks delegated to them and how they should interact with other entities that may be involved if crises occur. As for the response/execution side, interviewee "A" mentioned that leaders have to be prompt enough to be available for their team/party at all times in case crises takes place. Moreover, leaders have to ensure that the parties involved in crises have worked previously on exercises, before they implement the plans in real cases. Also leaders have to ensure that the parties involved know what type of information has to be passed on to the leader and at what time; in addition to when and how they should receive the decisions from the leader, because minutes matter during crises. Furthermore, during response/execution, leaders have to ensure that all delegated parties that shall be executing the plans know their roles, objective and whom to interact with during crises. As for the recovery, the interviewee explained that there are usually plans that have been prepared during the preparation stage in order to recover from crises. Moreover, if there are no plans available that relate to the recovery of the crisis' impact, then the leader must gather for a meeting with the involved parties to decide and set an effective plan on how to recover from the crisis impact. The decision and plan for recovery will be based on the impact assessment made after the elimination of crises. According to the assessment, the leaders can then devise a plan where they have to ensure what are their roles as well as their parties' roles during this plan; including their interaction with other parties during the road of recovery from crises. Furthermore, leaders should make follow ups and get feedbacks on a regular bases during the impact of crises as well as to keep constant communication and coordination between all involved parties and organizations through a unified center were all different organizations act as one unit to counter crises.

Interviewee "B" stated that the assertiveness remains throughout all the stages which are during crises event, prevention of escalation and the recovery. As for prepared plans, it is true that there are planning stages even before crises exist but that does not mean that these events will come out to be the same way as planned. For that reason, leaders should rely on their instinct, knowledge and thinking rather than prepared plans, which does not come out as expected, causing these plans to backfire on the leader and those who intended to implement them may panic. Leaders have to flip into quick assessment and

reaction in a very assertive way because they are the ones who spill confidence to others. If leaders fail to do so then this will propagate down to every person who is confronting crises situation. Moreover, leader have to maintain communication by any means available, otherwise there will be disintegration with the command and control chain; hence everyone will start doing unsynchronized activities, where these entities will be found working in parallel directions without complementing each other. Furthermore, the interviewee mentioned that no matter how good the planning is, the personnel may not recall during crises because they may not necessary be the exact same scenario as predicted, or may not be able to refer back to it in case forgotten. Further stressing that the crisis might be even a less of an intense event, but the psychology of the individual participating is in paralysis; therefore the leader has to be the one who will instigate them, entice them, cheer them and instill confidence to them to move forward. For that reason, it is very important for the composure of leaders to instill confidence to the team and give assertive directions during crises event and during the escalation. For the recovery, the interviewee discussed that leaders are required to use different improvised techniques to do the recovery; these techniques depend and differ from one situation to another, but all must apply at least the minimum requirement to sustain the mission through any means necessary. Interviewee "B" explained that the recovery phase require leaders to implement improvised solutions; unlike the assertiveness through the other previous stages in crises, which aims to reduce impact of crises until the situation is defaulted, hence it has taken the final shape in damage and there is no further escalation of damages, consequently these are the total losses or damages that have been sustained from crises; the recovery phase is the defined crisis and requires a different type of thinking, hence improvised thinking because it is not business as usual anymore. The interviewee further stresses that it is business under extreme deficiency and shortage of proper engineering solutions or business solutions. For example if a crane collapses for lifting loads then use alternative means available, such as rope, labor, truck. The interviewee discussed that after elimination of crisis, recovery is essential in order to get business back on track. For the recovery stage, it is important for the leader to gather specialists in order to think of practical solutions. There is no democracy from the first stage of crisis until its elimination, however there is during the recovery stage, where it

requires different abstract, improvised thinking in order to recover from crises by the most practical means necessary, in order to get back to the mission or business. Again the interviewee mentioned that it may not be possible to have the right resources available to use for the recovery phase however, they may be alternative resources that can be used for recovery in order to come back as close as possible to the mission and reduce the loss in business.

Interviewee "C" have mentioned that collecting information or having sources of information is necessary at all stages, but it can be very helpful at early stages during the detection of an approaching crisis to the organization. The reason so is that the interviewee believes that it is possible to deflect the impact of crises before it occurs, if leaders respond to them. Further mentioning, leaders are required to implement quick decisions during the impact of crises in order to eliminate them. Once crises have been eliminated, then leaders should view the overall loss and damages done by crises and set up a recovery plan. The interviewee claims that leaders should also involve, communicate and coordinate with the essential stakeholders for the planning and execution of the recovery phases of crises.

Interviewee "D" stated that before crises can occur, leaders must prepare plans as well as to put them under tests to ensure its effectiveness when dealing with actual crises. Moreover, leaders have to ensure that the roles and responsibilities for the parties involved are well defined as well as it should be clear for them before crises. Furthermore, each party should know their roles when tackling crises and they are held accountable for their actions. The interviewee explained that during crises, leaders should coordinate with the center of operation; they should also gather the parties involved, brief them with the situation, objectives and roles of each member and should be also quick with their decision making. In addition, leaders should directly and promptly communicate information, reports and data to the other stakeholders that need to be involved in resolving and responding to crises. There are situations where inputs from other stakeholders are required to overcome crises; for example: if there was an oil spill in the ocean, leaders have call forth specialists to eliminate this crisis, since leaders may

not necessarily be specialized in different types of backgrounds. After the elimination stage of crises, leaders should implement the recovery plan in order to compensate from the impact of crises. The interviewee stated that leaders have to call forth specialists or expertise to evaluate and provide a report of the total impact of crises and who of the stakeholders are affected. Once all required information has been gathered, then leaders should involve the entire necessary stakeholders to give their input in order to recover from crises. Moreover, leaders should also assign the roles and responsibilities for each entity during the recovery phase of crises.

Interviewee "E" mentioned that there are different implementations for each stage of crises. Throughout the stages of crises, leaders should have self control and positive attitude since most of stakeholders (i.e. citizens) panic once they discover crises. Therefore, leaders should stay focused and have control over themselves. For the planning stage, leaders should gather thoughts to setup strategies for implementation. The interviewee further states that during the impact stage of crises, leaders should mobilize their team to implement the prepared plans. Furthermore, there should be communication on information, reports and feedback of crises between the leader and stakeholders, while the leader is having the full picture of crises and what actions needed to be done to resolve it. For the final stage, which is after the elimination of crises, the interviewee explains that the leader must implement plans for recovery.

Interviewee "F" explained that when talking about each stage of crises that leaders have to execute their roles, then the aspect that should be looked at is the crises cycle as a whole. The first stage require leaders to implement a network of information to gather anything that is linked with the organizations, whether it is internally or externally; furthermore, these information and reports need to be updated continuously. The reason behind this is to identify anything which is abnormal than usual, where these can be signs of warning or threats approaching. The interviewee stresses that this is the first essential stage that needs to be implemented before any other stage ahead. Next stage, leaders need to set up plans and strategies to counter different types of crises that may affect the organization; moreover, these plans should cover different stages that are needed to be

executed against crises, whether it is during the crises detection stage or at the impact stage. During the stage where crises have occurred, interviewee "F" explained that leaders need to have strong control over themselves and should not have fear or panic take control over their actions during these times; otherwise leaders would not take any further steps due to fear of taking risks. Moreover, leaders should provide quick decisions and delegations to others. In addition, there should be clear and direct communication channels between the leader and other stakeholders. Plans and strategies prepared before crises should be executed to resolve crises; these plans may require amendment in order to suite the situation that the crisis is in. Furthermore, these amendments have to be informed to those stakeholders that are involved in resolving crises as well. The interviewee stated that once crises has been resolved, the recovery stage is next where leaders have to set short term or long term plans or even both in order to recover from crises. After the recovery stage has been successfully implemented and completed, leaders should gather the reports and information regarding the activities and roles that were implemented during all the stages of crises; they should then identify where were the gaps, mistakes and failures that occurred within, in order to reflect as well as improve them within the plans for future similar types of crises. The interviewee stated that there is no end within the cycle and stages of crises; leaders have to learn their previous mistakes, set and update their plans again, execute these plans during crises, recover from the impact of crises and then learn again from the mistakes that occurred; however, if leaders effectively learn their mistakes and improved their plans to counter crises, then the possible impact of crises will diminish and be resolved far more effectively and successfully, hence the organization will become far more stronger than it was previously.

5.7.3 Mixed Analysis

Interviewee "A" mentioned that during the impact of crises, leaders should make follow ups and get feedbacks continuously as well as keep constant communication and coordination between all involved parties and organizations. Furthermore, interviewee "C" clarified that leaders should involve, communicate and coordinate with the essential stakeholders for the planning, execution and recovery phases of crises. Interviewee "B"

further supported by stating that leader have to maintain communication by any means available, otherwise there will be disintegration with the command and control chain; hence everyone will start doing unsynchronized activities, where these entities will be found working in parallel directions without complementing each other. Moreover, the assertiveness should remain throughout all the stages of crises. In addition, interviewee "C" has mentioned the necessity of collecting information or having source of information at all stages and also it can be very helpful at early stages during the detection of an approaching crisis to the organization. Also, interviewee "E" mentioned that throughout the stages of crises, leaders should be capable to have self control over themselves and positive attitude, since most stakeholders (such as citizens) panic once they discover crises.

For the planning stage, leaders should gather up thoughts to setup strategies for implementation. Interviewee "F" mentioned that leaders are required to implement a network of information as to gather anything that is linked with the organizations, whether it is internally or externally; plus these information and reports need to be updated continuously. Further stating that leaders need to set up plans and strategies to counter different types of crises that may affect the organization and these plans should cover the different stages that are needed to be executed against crises, whether it is during crises detection or the impact stages. Interviewee "A" further supports that the role of leadership is to ensure that the right plans have been set up as well as to make certain that they are executable by the allocated party. Furthermore, both interviewee "A" and "D" mentioned that the prepared plans require the implementation of exercises, testing them and the coordination between parties involved for crises preparation; in order to ensure its effectiveness when dealing with actual crises. Furthermore, from the Correlation Table in the Correlation analysis, the relationship between Implementation of Leadership and Resolving Crises was found to be strongly as well as it is positively correlated, which gave a high significance of 0.694. Interviewee "D" further supports that leaders have to ensure that the roles and responsibilities for the involved parties are well defined, as well as they should be clear for them before crises. Furthermore, each party should know their roles when tackling crises and be held accountable for their actions.

Nevertheless, interviewee "A" mentioned that the leader's duty is to ensure that the plans are clearly understood by the parties involved with crises; as well as the tasks and roles delegated to them and how they should interact with other entities that may be involved if crisis occurs. However, interviewee "B" argues that regardless to the prepared plans, crises events may not occur the same way as planned. Further stating that leaders should rely on their instinct, knowledge and thinking rather than prepared plans.

As shown in the Regression analysis, the overall model was found to be significantly high in the ANOVA Table and is supported by the interview responses from the interviewees. As for the response/execution side, interviewee "A" mentioned that in case crises takes place, the leader has to be prompt enough to be available for the team or party within their organization at all times. Furthermore, during response/execution, interviewees "F" and "A" stated that leaders have to ensure that all delegated parties that shall execute the plans know their roles, objective and whom to interact with during crises; in order to resolve crises. The interviewees further stated that during the impact stage of crises, leaders should mobilize their team members to execute the prepared plans. Furthermore, both interviewees "A" and "F" mentioned that clear and direct communication channels of information, reports and feedback of the crises situation between the leader and the stakeholder, while the leader is having the full picture of the crises and what actions needed to be done to resolve it. During the stage where crises have occurred, interviewee "F" explained that leaders need to have strong control over themselves plus they should not have fear or panic taking control over their actions during these times; otherwise no further steps would be taken due to fear of taking risks. Interviewee "C" mentioned that leaders are required to have quick decisions during crises impact in order to eradicate them. Once the elimination of crises has been completed, then the leader should analyze the overall damages caused by crises and sets up a recovery plan.

As for the recovery, interviewee "A" explained that there are usually plans that have been prepared during the preparation stage in order to recovery from crises. Moreover, if there are no plans available that relates to the recovery of crises impact, then the leader should

set a meeting with the involved parties to decide and set an effective plan on how to recover from the crisis impact. Interviewee "B" explained that the recovery phase requires the leader to apply improvised solutions. The interviewee "D" mentioned that leaders have to call forth specialists and expertise to evaluate as well as to provide a report of the total impact of crises along with the stakeholders that are affected from the impact. Moreover, interviewee "B" supported that leaders should also gather specialists in order to think of practical solutions. Furthermore, interviewee "D" explained that leaders should also assign the roles and responsibilities for each entity during the recovery phase of crisis. In addition, the interviewee "F" stated that leaders have to set long term or short term plans or even both in order to recover from crises. Further explaining that after the recovery stage has been successfully implemented and completed, leaders should then gather the reports and information regarding the activities and roles that were implemented during all the stages of crises; furthermore they should identify where the gaps, mistakes and failures that occurred within; in order to reflected as well as improve them within the plans for future similar types of crises. Moreover, among the findings of the Linear Regression, the Coefficient Table has indicated the significance of the coefficients of the model was shown to be highly significant. The R Square value that is given in the Model Summary was noted to be 0.481, which concludes that the Implementation of Leadership, the independent variable, managed to explain 48.1% of variance in Resolving Crises which is the dependent variable.

5.8 Leadership during Crisis Management

5.8.1 Quantitative Analysis

The first construct of the hypothesis 'Implementation of crisis management during crises' is for the variable 'Crisis Management' which was actually measured using the first three questions from the questionnaire regarding 'Leadership during Crisis Management'. While the second construct of the hypothesis 'the success of eliminating crises.' is for the variable 'Elimination of Crises' which was actually measured using the last three questions from the questionnaire regarding 'Leadership during Crisis Management'.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.822 ^a	.676	.675	.89902

a. Predictors: (Constant), Crisis Management

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	359.456	1	359.456	444.744	.000 ^a
	Residual	172.153	213	.808		
	Total	531.609	214			

a. Predictors: (Constant), Crisis Management

b. Dependent Variable: Elimination of Crises

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.081	.544		3.826	.000
	Crisis Management	.847	.040	.822	21.089	.000

a. Dependent Variable: Elimination of Crises

Viewing the findings of the Correlation Table shows that the relationship between the Crisis Management and Elimination of Crises is 0.822; this means that the two variables are positively correlated as well as highly significant. Looking at the Regression analysis, it indicates that the overall model is highly significant as shown in the ANOVA Table.

Furthermore, for the significance of the model in the Coefficients Table, it shows also that it is highly significant. Regarding the Model Summary Table, the R Square value was found to be 0.676, hence the independent variable explains up to 67.6% of variance in the dependent variable. This explains that Crisis Management is vital and that it managed to explain 67.6% of the variance in the Elimination of Crises.

5.8.2 Qualitative Analysis

Regarding Crisis Management, interviewee "A" pointed that the communication plans and channels are essential implementations. This also includes information sharing, where each party or organization have certain information which differs from the others, regardless to whether the information is from the past or even gathered during the crises. Thus, leaders have to ensure that part of the communication is sharing and collecting information from different entities from different sides; along with the preparation of a unified report or source of information in order to support in the planning and management of crises. The interviewee mentioned that communication is one part of Crisis Management; the other part is having clear concept of operation. The interviewee further explained that before planning, there must be a clear concept of operation which devises the steps that needs to be taken; furthermore who should be taking these steps, when to take them, how to raise issues if there are decisions needed to be made, how are they raised in the ladder for the leaders, how the decision are made during the unified center and then distributed to different personnel, parties or organizations. Interviewee "A" stated another aspect which is how to utilize resources; since organizations have certain limit with the resources available to them (i.e. money, equipment and personnel), then having a proper plan on how to utilize resources efficiently and effectively is a critical success factor on how to manage crises. Also learning from past crises impact whether they were successfully eliminated or not is an important aspect for crisis management. The interviewee mentioned that this is done by using a certain method of evaluation to identify the gaps, weakness and mistakes that have occurred and which did not make it possible in resolving crises. Moreover, the plans created to tackle crises are based upon learning from past crises events either within the same or different organization in order to avoid repeating similar mistakes in future; for instance: studying

other organization's response for a particular crisis and then creating a proper plan that will successfully and effectively eliminate crisis. During the period when dealing with crises, the interviewee stressed that the more feedback and information obtained within the unified information center, the better the situation the leader will be to eliminate crises.

Crisis management is a reciprocal function of how much pre-planning the leader has done. Interviewee "B" further explains that this requires resources, proper communication channels, clarity of plans, pre-planning, simplified approach rather than complex methods. Also, leaders can set protocols for crisis management where the personnel can easily and promptly respond against crises. These protocols and implementations of crisis management have to be put into test as well as monitored. The outcome of the test should be evaluated in terms of personnel response, resources used and planned methods to resolve crises. Furthermore, the areas that are needed to be improved will then be identified and amended. The interviewee have made a general example regarding a marathon: if a person was told to run the marathon and this particular person is not trained at all, then this person will definitely not succeed and vice versa is true. Therefore through training, the person shall realize the areas and gaps that are needed to be improved. Interviewee "B" frankly said that, if crisis management is not put into a test then it will definitely be a failure. Further stressing that, by training the personnel to implement crisis management through virtual scenarios, it will surely uplift the skills of individuals to a level where they would be capable of realizing their roles during intense situations.

Interviewee "C" has stated that leaders need to implement different crises scenarios through training and drills in order to be prepared for crises along with the involved parties. Furthermore, leaders need to identify possible impacts of crises and the preparation of contingency plans. If crises occur, the first thing in crisis management that leaders must know about is to fully understand the situation and try to minimize the damages or even eliminate it; while at the same time, leaders must try as much as possible to maintain or recover quickly the daily business activities of the organization;

because if gets affected, then there are two losses, hence the loss from crises and business performance loss. Moreover, the interviewee has mentioned that it is not possible for leaders to go beyond their authority limits in some cases during crises; sometimes they require other stakeholder's involvement to assist in resolving crises. Generally, this can be set into two different examples: (1) having crisis occur due to a third party which is out of the organization's control and limits to deflect crisis; (2) leaders within the organization can only execute roles within the limits, scope and authority given to them, therefore it is not possible to fully act in resolving crisis unless cooperated with other essential parties; hence in both cases, external stakeholders are needed. Therefore, leaders may have their own limit in dealing with crises which may require support from other leaders in other organizations.

Interviewee "D" explained that leaders must have already prepared plans for crises, as well as prepared plans for media; leaders also must have strong connection between the organization and the media. Moreover, leaders must be able to control rumors and other issues in case the organization's reputation is at stake. Furthermore, leaders must have their involved parties well trained on the plans that have been prepared and that each one know their role and responsibility during crises. Moreover, leaders should set objectives that need to be achieved during the recovery stage. The interviewee stressed that leaders should extract the lessons learnt from past crises and analyze them during pre-planning stage before the impact of any future coming crises; in order to improve plans and strengthen the organization.

Interviewee "E" mentioned that the implementation of pre-planning is very crucial in crisis management. Moreover, for pre-planning, it is essential to set a business continuity plan in order for the organization's business activities not to get interrupted; even if crises occur. In addition to contingency plans, there should be recovery plans implemented as well. The interviewee further stated that there should be communication strategies internally and externally to the organization as well as prepared plans of responses for each type of crisis. Interviewee "E" stressed that these plans must be tested practically through simulations in order to evaluate the effectiveness of these prepared plans.

Interviewee "F" mentioned that leaders should have strong and centralized information network, where all reports and information can be achieved and accessed by leaders, the essential stakeholders, along with the parties involved in resolving crises. Moreover, the information should be updated regularly without any delay because time is very limited during crises. Furthermore, the interviewee discussed that leaders should prepare plans and strategies for the different types of crises that can be predicted, also they should set different possible scenarios of the outcomes of crises which leaders will base their plans on in order to redirect crises and resolve the issue. Even during the impact of crises, leaders may have to adjust their plans to suit the present crises. Furthermore, during the recovery stage, leaders must also set various different plans for recovery and to view which is more suited for implementation.

5.8.3 Mixed Analysis

Interviewee "A" pointed that the communication plans and channels are essential implementations during crisis management. Furthermore, interviewee "E" has stated that there should be communication internally and externally to the organization as well as prepared plans of responses for each type of crisis. Further to the point, both interviewees "A" and "F" mentioned that leaders should have strong and centralized information network, where all reports and information can be achieved and accessed by leaders, essential stakeholders along with the parties involved; in order to support in planning and management of crises. Moreover, interviewee "F" explained that the information should regularly be updated without any delay since time is very limited during crises.

Interviewee "E" mentioned that the implementation of pre-planning is very vital in crisis management. Viewing the findings of the Correlation Table shows that the relationship between the Crisis Management and Elimination of Crises is 0.822; this means that the two variables are positively correlated as well as they are highly significant. Furthermore, interviewee "C" mentioned that leaders need to identify possible impacts of crises along with the preparation of contingency plans. Interviewee "F" supports by explaining that leaders should prepare plans and strategies for the different types of crises that can be

predicted; furthermore, they should set different possible scenarios of the outcome of crises which then leaders would base their plans on it in order to redirect crises and resolve the issue. Moreover, interviewee "D" adds on by pointing that among the prepared plans that leaders should do before crises is having prepared plans for media; moreover leaders should have a strong connection between the organization and the media. Furthermore, leaders must be capable of controlling rumors and other issues in case the reputation of the organization is at stake. Moreover, the interviewee "E" stressed that these prepared plans must be tested practically through simulations; in order to evaluate the effectiveness of these plans prepared. Both Interviewees "C" & "D" support this by adding that leaders must train their involved parties on the prepared plans, as well as each should know their roles and responsibilities during crisis. In addition, interviewee "B" explained that the outcome of the training should be evaluated in terms of personnel response, resources used and planned methods to resolve crisis. Also, the areas that need to be improved would then be identified as well as amended. Even during the impact of crises, interviewee "F" stated that leaders should adjust their plans according to the present situation of crisis, in order for it to be suitable.

If a crisis occurs, interviewee "C" stated that the first thing in crisis management that leaders should know about is to fully understand the crisis situation and try to minimize the damage or even eliminate it; while at the same time, leaders must try as much as possible to maintain or recover quickly the daily business activities of the organization, because if it does get affected, then there are two losses, hence the loss from crisis and business performance loss. Interviewee "A" stated another aspect of Crisis Management which is how to utilize resources; since organizations have certain limits with the resources available to them (i.e. money, equipment and personnel), than having a proper plan on how to utilize resources efficiently and effectively would be a critical success factor on how to manage crisis. Furthermore, during the recovery stage, interviewee "F" mentioned that leaders must also set various different plans for recovery and view which is more suited to be implemented. Looking at the Regression analysis indicates that the overall model is highly significant as shown in the ANOVA Table. Furthermore, for the significance of the model in the Coefficients Table, it shows also that it is highly

significant. In addition, interviewee "D" stated that leaders should set objectives that need to be accomplished during the recovery stage. Moreover, interviewee "A" stressed that learning from past crises impact whether they were successfully eliminated or not is an important aspect for crisis management. Furthermore, the interviewee "D" supports by stating that leaders should extract the lessons learnt from past crises and then analyze them during pre-planning stage before the impact of any future coming crises; in order to improve plans and strengthen the organization. Regarding the Model Summary Table in the Regression analysis, the R Square value was found to be 0.676, hence the independent variable explains up to 67.6% of variance in the dependent variable. This explains that Crisis Management is essential and it managed to explain 67.6% of the variance in the Elimination of Crises.

5.9 Leadership during Risk Management

5.9.1 Quantitative Analysis

The first construct of the hypothesis 'Successful implementation of risk management before the occurrence of crises' is for the variable 'Risk Management' which was actually measured using the first three questions from the questionnaire regarding 'Leadership during Risk Management'. While the second construct of the hypothesis 'the impact of crises.' is for the variable 'Minimize Impact of Crises' which was actually measured using the last three questions from the questionnaire regarding 'Leadership during Risk Management'.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.868 ^a	.753	.752	.82550

a. Predictors: (Constant), Risk Management

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	442.460	1	442.460	649.289	.000 ^a
	Residual	145.149	213	.681		
	Total	587.609	214			

a. Predictors: (Constant), Risk Management

b. Dependent Variable: Minimize Impact of Crises

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.734	.451		3.847	.000
	Risk Management	.877	.034	.868	25.481	.000

a. Dependent Variable: Minimize Impact of Crises

As for the correlation between the Risk Management and Minimize Impact of Crises, the findings from the Correlation Table was indicated to be 0.868 as well as the two variables are positively related, and are highly significant. Furthermore, from the Regression analysis the significance of the coefficients of the model was found to be high in the Coefficients Table. In addition to the overall model, it was found also to be highly significant as shown in the ANOVA Table. Viewing into the Model Summary, it shows that the R Square value to be 0.753, hence the independent variable which is Risk Management managed to explain 75.3% of variance in the dependent variable which is Minimize Impact of Crises.

5.9.2 Qualitative Analysis

During the first step of the preparation stage of the crisis cycle, interviewee "A" mentioned that, part of this step requires the implementation of risk assessment where it is used to identify what are the vulnerabilities and risks that threaten the organization. In addition, there are different categories of risks and the most commonly known ones are natural risks, health risks and man-made risks. Moreover, regarding risk management, the interviewee pointed that there are workshops that are set by organizations to share their knowledge, expertise and experience with one another, furthermore they share information on how to assess different kinds of risks, how often do risks occur and if they occur then what is the impact of these risks as well as what can be done to minimize the impact. Interviewee "A" stressed that if a very thorough risk assessments are done with the right stakeholders as well as implementing the steps for mitigation regarding risks, then the consequence of crises shall be lowered by minimum 60% and the leader will definitely be in a much better shape. Moreover, the interviewee mentioned that in order to have a solid risk assessment, leaders must know what is the overall present situation or status of the organization, what are the possible threats externally and internally, what are the impact of these threats; then leaders have to devise plans to lower or eliminate these risks and their impacts, as well as bringing on board expertise to identify on how to hinder the effect of risks and threats.

Interviewee "B" stated that one of the main implementation of risk management is identifying possible threats that could impact the organization. Another thing the leader must ensure that plans are made for each type of risk; in addition they should ensure whether there are resources available to use against these risks. Moreover, the interviewee stated that risks can be opportunities or threats, which can be a turn point for the organization. Therefore leaders should not focus on how to eliminate risks but also to see if there can be an opportunity within these risks that can be achieved by setting plans effectively.

Interviewee "C" explained that leaders must identify possible risks and prepare a long term and short term plan for these risks based on the priority of potential threat to the

organization. In addition, there may even be opportunities that can be identified based from these risks. Once these plans are prepared, then drills are done in order to prepare for possible impact of these risks which may turn into crisis. The interviewee also stated that by identifying the risks along with providing treatment plans to deflect them if they occur and at the same time view its impact to the business process, then it shall minimize the impact of crisis or even deflect it from occurring.

Interviewee "D" has discussed that there are different stages within risk management; the first stage is bringing specialists to study the organization, its activities and business operations; the second stage is risk assessment where the specialists identify the number of possible risks, analyze its possible occurrences and also the possible impact of these risks. Once these information are gathered, then comes the calculation phase and setting them within the risk matrix table. The next stage is prioritizing these risks and whether to treat or leave it as it is. Subsequently comes the planning and assigning the party who have capabilities to counter these risks. Finally, once these plans has been prepared, then comes the training of those parties who shall be involved, in order to test these plans and prepare the parties for the actual impact of crises. Hence, the interviewee stressed that it is important for leaders to implement and involve risk management in order to avoid any type of crises impact.

Interviewee "E" mentioned that leaders should identify the possible risks that may lead to crises. Even during the impact of crises, risk management is implemented in order to have a vision of the possible outcomes, if certain threats took place or were resolved. Moreover, the interviewee stated that when implementing risk management, it is important to include every possible stakeholder or event that can affect the organization. Furthermore, leaders should prioritize risks and see which risk should be dealt with and which should be left; because in the end, leaders have limited resources as well as time to respond; therefore, they must make sure to utilize things efficiently and effectively.

Interviewee "F" explained that risk management involves several different stages; first is identifying the possible risks which may occur for the organization. Once these risks have

been identified, then come the next stage which is analyzing risks in terms of the probability of occurrence and the potential impact of these risks from occurring; these two factors are then placed within a formula and calculated; once all risks have been calculated, then comes prioritizing risks to see which needs to be focused on initially. The interviewee mentioned that the next stage requires planning and preparation for these risks in order to react and respond to them in an effective manner. Moreover, these plans need to be tested once they have been prepared to see if there are any weaknesses or gaps that need to be amended. The interviewee raised the attention that the risk management cycle is usually used for preparation of crisis before it exists; however, this is also practiced during crises impact and during the recovery stage after eliminating crises in order to predict and estimate what are the possible future outcomes if certain actions were executed during the current situation.

5.9.3 Mixed Analysis

Interviewee "A" mentioned that, part of the preparation stage for crises require the implementation of risk assessment, where it is used to identify what vulnerabilities and risks threaten the organization. Interviewee "B" supports by mentioning that leaders must ensure that each plan has been set for each type of risk; in addition they should ensure whether there are resources available to be used against these risks. Moreover, interviewee "A" stated that in order to have a solid risk assessment, leaders should know what the overall present situation or status of the organization, what are the possible threats internally and externally to the organization, what are the possible impacts of these threats; then leaders have to devise plans to lower or eliminate these risks and their impacts, as well as bringing on-board expertise to identify on how to hinder the effect of risks and threats. Further stressing that if a very thorough risk assessment has been done with the right stakeholders, as well as the implementing the steps for the mitigation of these risks, then the consequence of crisis impact would be lowered by minimum 60% and the leader will definitely be in a much better position. As for the correlation between the Risk Management and Minimize Impact of Crises, the findings from the Correlation Table was indicated to be 0.868 as well as the two variables are positively related, and are highly significant.

Interviewees "B" & "C" both mentioned that leaders should not focus on how to eliminate risks, but also should see whether there can be opportunities within these risks that can be achieved by setting up plans effectively. Moreover, interviewee "E" stated that when implementing risk management, it is important to include each and every possible stakeholder or possible events that can affect the organization. Even during the impact of crises, risk management is implemented to have further vision of possible outcomes if certain threats took place or were resolved. Furthermore, from the Regression analysis the significance of the coefficients of the model was found to be high in the Coefficients Table. In addition to the overall model, it was found also to be highly significant as shown in the ANOVA Table.

Interviewee "D" has discussed that there are several different stages within risk management; the first stage is summon specialists to study the organization, its activities and business operations. Moreover, using risk management, the interviewees "B", "C", "E" and "F" have stated that leaders should identify possible threats that could impact the organization. Furthermore, interviewee "C" mentioned that leaders should also view the risks' impact to the business process and see what possible methods to minimize or deflect the impact of such threats.

The interviewees "D" and "F" mentioned that once these risks have been identified, next is analyzing the risks in terms of the probability of occurrence and the potential impact of these risks from occurring. Furthermore, interviewee "D" and "E" pointed that leaders should prioritize these risks and see which risk should be dealt with and which should be left out; the reason is that leaders have limited resources as well as limited time to respond, hence they must ensure that all should be utilized efficiently and effectively.

Interviewee "F" mentioned that the next stage requires planning and preparation for these risks in order to react and respond against them in an effective manner. Interviewee "C" explained that leaders must prepare long term and short term plans for these risks based on the priority of potential threat to the organization. Subsequently, interviewee "D" mentioned that these plans are assigned to parties who have capabilities to counter these

risks. Moreover, interviewee "F" stressed that these plans should be tested once prepared in order to detect if there are any weaknesses or gaps that need to be amended. Furthermore, both interviewees "C" and "D" agreed that once these plans are prepared, drills and training should be done to those parties who would be involved in order to prepare for possible impact of these risks which may turn into crises. Furthermore, interviewee "F" raised the attention that the risk management cycle is usually used for preparation of crises before it exists; however, it should also be practiced during crises impact and during the recovery stage which is after eliminating crises; in order to predict and estimate what are the possible future outcomes if certain actions were executed during the present situation. Viewing into the Model Summary, it shows that the R Square value to be 0.753, hence the independent variable which is Risk Management managed to explain 75.3% of variance in the dependent variable which is Minimize Impact of Crises.

5.10 Communication during Crises

5.10.1 Quantitative Analysis

The first construct of the hypothesis, 'Effective use of communication strategies during crises' is for the variable 'Communication Strategies', which was actually measured using the first three questions from the questionnaire regarding 'Communication during crises'. While the second construct of the hypothesis 'recovering from the impact of crises' is for the variable 'Mitigation of Crises', which was actually measured using the last three questions from the questionnaire regarding 'Communication during crises'.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.791 ^a	.626	.624	1.17425

a. Predictors: (Constant), Communication Strategies

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	491.583	1	491.583	356.511	.000 ^a
	Residual	293.700	213	1.379		
	Total	785.284	214			

a. Predictors: (Constant), Communication Strategies

b. Dependent Variable: Mitigation of Crises

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.138	.538		3.977	.000
	Communication Strategies	.824	.044	.791	18.881	.000

a. Dependent Variable: Mitigation of Crises

Viewing the findings from the Correlation Table, shows that the correlation between the Communication Strategies and Mitigation of Crises is 0.791; means that the two variables are positively correlated as well as they are highly significant. Regarding the Model Summary Table, the R Square value was found to be 0.626, hence the independent variable explains up to 62.6% of variance in the dependent variable. This explains that Communication Strategies is very important and that it managed to explain 62.6% of the variance in the Mitigation of Crises. As for the significance of the coefficients of the model, it was found to be highly significant as shown in the Coefficients Table.

Furthermore, the overall model as shown in the ANOVA Table was shown to be highly significant.

5.10.2 Qualitative Analysis

Regarding communication during times of crises, interviewee "A" mentioned that leaders should refer to the concept of operation and the plans for the organization itself. Moreover, part of the response/execution of crises is the communication plan which involves stakeholders whether they are within the organization or external. Furthermore, the interviewee further states that the first criterion for communication is having the right authority (entity, party or organization). The second criterion is establishing crises communication network; this includes for instance whom should be notified if crises occurs, when should they be informed, what amount of information should be given to them and how they will react to such information. Also, whether the information will lead crises to a further bad situation such as panic or vice versa, as well as what would the protocols used be for sharing information and data. Moreover during crises, the interviewee stated that there would not be much time to think, therefore there should be pre-defined ways on how to communicate, which part of it also includes pre-defined reports and notices; the more automated leaders are, the better position would be against crises. For example, having proper communication links with other organizations and stakeholder as well as sharing information on a regular basis are helpful for leaders during crises; since they are settled already and are sharing information, so they do not necessary have to think or worry about "how am I going to send or receive information, etc.". It is essential for each organization to set up a communication center due to the reason that organizations have to deal with stakeholders externally and internally, as well as they would react and respond to each entity would differ from one situation to another. Hence, communication is very important and leaders must have proper communication plans and strategies.

Interviewee "B" mentioned again that assertive is one of the most important communication factors during crises in addition to instructions, clarity and diversity; also, leaders should ensure that the message goes across to stakeholders. However, the

interviewee pointed that for certain cases, different stakeholders may lead to different results. For instance, there are stakeholders who are required to be communicated with in order to support in the elimination of crises and reduce its impact; while there are other stakeholders if leaders communicate with them, they may panic, which results in having the situation even worse. The interviewee has given an example, if one of the plane engines malfunctions and the other is still operating, it will be less of a panic if the pilot may inform passenger to fasten their seatbelts and position themselves for emergency landing rather than informing that one engine is down, because this will give impression that the plane will crash. Another given example is if a bank is facing financial problems and made announcement of their present situation; this will aggravate the situation causing their customers to panic and withdraw their money from the bank. Moreover, it is not only which stakeholder is being communicated with, but also what information or data is given to these stakeholders. Therefore the members, who are involved with the elimination of crises, must be fully informed, while other stakeholder who are not involved in dealing with crises but are affected from it will depend totally on the situation, and what is the best method of approach. Regarding the reputation of the organization, communication is a vital area for its survival during crises and it is important to be very transparent while communicating.

Interviewee "C" stressed that leaders should use whatever means possible or information needed to be communicated in order to minimize the impact of crises. Moreover, leaders must know that there are other entities and stakeholders that are involved in resolving crises. Furthermore, these stakeholders need information and reports in order for them to execute their roles effectively. Also there are certain stakeholders that are affected and suffered by the impact of crises, which will reflect and impact on the organization's reputation. Thus, leaders must communicate clearly and transparently rather than the other way around. If for instance, the leader gives false information, missing information, blame others for the mistake or intentionally lie about the existence of crisis, then this will cause the crisis situation to worsen. The interviewee mentioned that during these times, leaders should speak the truth regardless to whatever the cause of crises, however, that does not mean that the leaders should jeopardize the organization and themselves;

they should give as much justification and clarification as possible to these stakeholders first; they must also state what actions shall be done, how long will it take in order to eliminate the crisis and assuring them that the losses and damages shall be recovered in order to put everything back to normal. Leaders can also state that strategies shall be prepared to ensure that crises shall not be repeated again in future.

Interviewee "D" mentioned that throughout crises, there should be a division or media-center within the organization that is responsible for gathering reports and information posted by the media, where leaders then decide the effective response methods to communicate with the media. Similar to crises plans that are prepared before crisis, these communication response plans are also prepared to answer the media. The interviewee stated that among the mistakes which should be avoided during communications is having gaps of information. Also, leaders can be the center focus of communication to stakeholders outside the organization, or can assign specialists for specific crisis situations to respond back; the reason is for having a leader or high ranked specialist respond, is that they give assurance and confidence to stakeholders as well as it puts the organization in a better position when dealing with crises.

Interviewee "E" pointed that having an effective communication network between the crisis management team and members that will not be disturbed by the crisis or interrupted by external factor, is a key factor. Moreover, the network of people and all channels of communications need to be fully aware of the intensity of transferring the information on time and accurately; in addition, the network of people need to have external communication outside the company, as this might be the source of support as far as funding, organizing, and other means of assisting. In terms of the organizational reputation, communication should be prioritized on those stakeholders who can affect the reputation. The interviewee further stated that these network of people need to update sources of information periodically in order to respond to stakeholders during crises impact.

The interviewee "F" mentioned previously regarding centralizing the information and to have strong communication network and channels between the stakeholders and especially those that are involved in resolving crises. Moreover, each crisis may require different types of stakeholders, therefore it is important to identify the stakeholders previously prior to the impact of crisis and make sure that the roles and responsibilities are clear for each of the entities involved. Furthermore, reports and information has to be promptly raised regularly to the information center in order to update the present situation. However, that is not all regarding communication, leaders have a far bigger role in communication. The interviewee mentioned that leaders have to have the bigger picture of crises and to view every angle as possible; moreover, during the impact of crises, it is not always the organization who suffers the impact; crises can affect other external stakeholders such as the citizens, media or other organizations, and may also affect the internal stakeholders within the organization such as employees or staffs. Furthermore, the interviewee explained that other than the loss and damages caused by crises, it can affect the reputation of the organization as well. Even if crises have been resolved, if the organization does not communicate effectively with these stakeholders then it will not have cleared its name from crises; further stressing that one of the vital areas for the organizations survival is its reputation. To further clarify, if an organization's reputation goes from good to bad, will impact areas such as its business deals or its stocks, thus causing the organization to collapse. Therefore, during communication with stakeholders such as the media or citizens and others, the leader must do whatever it takes to win them back in order to avoid any negative impact against their reputation. Interviewee "F" stated that this can be done through justifications and evidences to clear the understanding with these stakeholders, as well as explaining whether it was intentional or unintentional or that crisis occurred due to a third party's fault; hence all these information has to be cleared with these stakeholder and updated; furthermore the organization must resolve crises impact and provide the necessary works to win these stakeholders back.

5.10.3 Mixed Analysis

Interviewee "A" stated that communication is very important and that the leader must have proper communication plans and strategies. Further explaining that part of the response/execution of crises is the communication plan which involves stakeholders who are responsible for communication, whether they are within the organization or external. Viewing the findings from the Correlation Table, shows that the correlation between the Communication Strategies and Mitigation of Crises is 0.791; this means that the two variables are positively correlated as well as they are highly significant. Interviewees "A" and "F" both have the same opinion that leaders are required to centralize the information as well as to have strong communication network and channels between the stakeholders, especially those that are involved in resolving crises. Furthermore, interviewee "A" further adds that the first criterion for communication is to have the right authority (entity, party or organization). The second criterion is to establish crises communication network. The interviewee mentioned that this includes for instance who is to be notified if crises occur, when should they be informed, what amount of information should be given to them and how will they react to such information. While interviewee "B" mentions that assertive is also an important communication factor during crises; in addition to instructions, clarity, diversity and that the leaders should ensure that the message goes across to stakeholders. Moreover, interviewee "C" pointed that these leaders must know that there are other entities and stakeholders involved in resolving crises. Additionally, these stakeholders need to obtain information and reports in order for them to execute their roles effectively. Moreover, interviewee "F" mentioned that the network of stakeholders and all channels of communications need to be fully aware of the intensity of transferring information on time and accurately; in addition, these network of people need to have communication externally outside the company, as this might be the source of support as far as funding, organizing, and other means of assisting. Both interviewees "E" and "F" further stated that these network of people need to update the sources of information periodically in order to respond to stakeholders during crises impact. Moreover during crises, the interviewee "A" mentioned that there would be limited time to think, therefore there should be pre-defined ways on how to communicate, which part of it also includes pre-defined reports and notices; the more automated the

leader is, the better their position would be against crises. However, the interviewee "B" pointed that for certain cases, different stakeholders may lead to different results. For instance, there are stakeholders who are required to be communicate with in order to support in the elimination of crises and reduce its impact; while there are other stakeholders if leaders communicate with them, they may panic, which results in have the situation even worse. Moreover, it is not only which stakeholder is being communicated with, but also what information or data given to those stakeholders. Therefore the members, who are involved in eliminating crises, must be fully informed, while other stakeholders who are not involved in handling crisis but are affected by it would depend on the situation and what is the best method of approach.

Interviewee "B" mentioned that communication is a vital area for its survival during crises and it is important to be very transparent during communication phases, especially when there is an impact on the reputation of the organization. Interviewee "F" justified that regardless to whether crises have been resolved or not, if the organization does not effectively communicate with stakeholders then it will not have cleared its name from crises; further stressing that one of the critical areas for the organizations survival is its reputation. Further stressing that in terms of organizational reputation, communication should be prioritized first on stakeholders who can potentially affect the reputation. Furthermore, the overall model as shown in the ANOVA Table in the Regression analysis shows to be highly significant. Interviewee "D" explained that among the mistakes which should be evaded during communications is to provide missing information. For that reason, interviewee "C" stated that leaders should use whatever means or information needed to communicate through to stakeholders in order to minimize the impact of crises. Thus, leaders should communicate clearly, transparently as well as with honesty rather than the other way around. Furthermore, interviewee "D" mentioned that throughout crises, there should be a central media division within the organization that is responsible for gathering reports and information posted by the media; hence leaders can then decide the effective and appropriate response method to be communicated with the media. Interviewee "F" and "C" both agree that this can be done through justifications and evidences to clear the understanding with these stakeholders as well as explain whether it

was intentional, unintentional or that crises occurred due to a third party's fault; hence all these information has to be cleared with these stakeholder and regularly updated; furthermore the leader within the organization must resolve the impact of crises and provide the necessary works to win these stakeholders back. Leaders should also state that strategies shall be arranged and prepared to ensure that crises shall not be repeated again later in future. Regarding the Model Summary Table for the Regression analysis, the R Square value was found to be 0.626, hence the independent variable explains up to 62.6% of variance in the dependent variable. This explains that Communication Strategies is vital and that it managed to explain 62.6% of the variance in the Mitigation of Crises.

5.11 Chapter Summary

The sample populations used for both quantitative and qualitative method have been described. Furthermore, the reliability tests for the variables used in the quantitative data analysis have shown to be reliable. Moreover, the correlation and Linear Regression Analysis were all supporting each hypothesis. In addition, the qualitative data analysis has further analyzed and supported each hypothesis. In the end, the mixed method combined both the quantitative and qualitative results which were used to support each hypothesis.

Chapter 6: Conclusions & Recommendations

6.1 Conclusions

The conclusions for the research have been drawn based on the findings from the data analysis in the previous chapter. Furthermore, the subheadings as well as their sequence order within the conclusions were reflected similar to that in the data analysis chapter.

6.1.1 Failure in Leadership during Crises

Failure of leadership in the time of crises is the inability to set proper plans and preparations against crises. Furthermore, in case crises turns out to be different than what have already been planned, leaders who have strong reliance on plans but are inflexible to accept changes have shown to be an obvious weak point. In addition, lack of information such as not gathering accurate information or not even sharing them between other stakeholders are considered to be leadership failures in the time of crises. Moreover, leaders tend to panic during the impact of crises, which drives them to make bad decisions and focus on areas that do not directly eliminate crises. Consequently they fail to take control of the situation, and fail as leaders to eliminate crises. Other failures of leadership during crises would be lack of communication with stakeholders as well as lack of delegating and coordinating with those that are involved in resolving crises. Also, lack of identifying available resources to resolve crises have shown to be also leadership failure in times of crises.

6.1.2 Role of Leadership during Crises

The role of leadership in the time of crises would be to respond effectively to crises as well as to make quick and assertive decisions. Furthermore, leaders have to assess their involved members with the prepared plans as well as they have to be prepared to adapt changes within the plans during crises. Moreover, leaders should setup meetings with the stakeholders in order to improve their plans as well as update their information. Additionally, leaders should coordinate with their team members and delegate to those who are capable in handling crises. Furthermore, among the roles of leadership during

crises would be to motivate their team members in order to respond effectively to crises. Moreover, leaders are required to view the whole picture of crises as well as they should cover all the possible and actual impacts of crises. Leaders should ensure that proper communication channels have been developed with stakeholders during crises, as well as they have to be prepared to support and cooperate with them whenever needed.

6.1.3 Leadership during Each Stage of Crises

Leaders are required to constantly follow up with their team members during each stage of crises, as well as to involve all essential stakeholders to give their inputs in order to counter crises. During the planning stage, it is vital for leaders to setup network information hub as to gather all necessary data and reports regarding crises. Moreover, leaders should prepare proper plans and ensure that they have been tested as well as allocated to the right party. Regarding the impact stage of crises, it is necessary for leaders to develop clear communication channels between the involved members as well as to delegate them while holding them accountable for their actions. Moreover, it is important for leaders to view the whole picture of crises impact, as well as to implement quick decisions and to execute the appropriate methods to resolve crises. The recovery stage, which comes after eliminating crises, requires leaders to execute the prepared plans for recovery, otherwise they involve the essential stakeholders required to set up appropriate plans. Once these plans have been implemented successfully, leaders then have to ensure that the learning outcomes have been extracted from crises and that they are taken into account for similar future crises.

6.1.4 Leadership during Crisis Management

Preplanning, setting scenarios of possible outcomes and preparing for contingency plans are essential aspects that leaders should implement during crisis management. Moreover, these aspects can eliminate crises successfully even at early stages of impact, if they were effectively implemented. Moreover, in order to have effective implementation of crises management, leaders should set up an information centre to collect data regarding crises. Furthermore during crisis management, communication plans along with their responses should be prepared for all the stakeholders to ensure quick and effective response. In

addition, it is important for leaders to train their team members on how to respond to crises as well as to stakeholders; in order to have more confidence in themselves and also to be well prepared. Leaders should ensure the recovery of the daily business activities when crisis management is being implemented.

6.1.5 Leadership during Risk Management

Among the essential aspects of risk management that leaders should implement first is identifying the possible risks internally and externally to the organization. Furthermore, it is important for leaders to analyze these possible risks and to prioritize them. Moreover, once these risks have been prioritized, preparations for plans to eliminate these risks are then implemented. Leaders have to test these plans to ensure its effectiveness and that there are no faults within them. The implementation of risk management can also be done during crises and also after eliminating crises, in order to select the appropriate path that has minimum risk and impact.

6.1.6 Communication during Crises

Communication strategies have shown to be vital for leaders when they deal with different stakeholders during crises. In addition, the leader should identify the right stakeholders to communicate with, as well as to set up a communication network and channels between these stakeholders regarding crises. Furthermore, details concerning crises should be communicated effectively to stakeholders who are responsible in eliminating crises, in order to ensure that the correct actions as well as decisions are taken. Other stakeholders who are not responsible in eliminating crisis but are harmed by it should be communicated in an effective, transparent and clear manner, regardless to whether or not crisis has been resolved. Moreover, these communications should be prioritized based on the stakeholders' potential impact on the organization in order to minimize their impact on organizational reputation. Moreover, it is necessary for leaders to keep constant communications with stakeholders during all stages of crises impact as well as in the recovery stage.

6.2 Recommendations

1. Whether crisis is expected to be a threat or not against the organization, it is recommended for leaders not to avoid the implementation of proper planning and preparation against crisis. Further recommendation is to avoid having strong reliance on plans and being inflexible to accept changes during crisis. Moreover, it is advisable not to panic during crises impact in order not to give bad decisions or take actions that are not effective in countering crisis. Also, lack of information and lack of communication during crises are to be avoided by leaders. Failure to recognize the available resources to tackle crises as well as lack of delegating and coordinating with team members are recommended to be avoided.
2. Leaders are recommended to make quick decisions and respond effectively to crises. Furthermore, leaders are strongly advised to assess the involved members with the prepared plans and to be prepared to adapt changes within the plans during crises. Leaders are recommended to set meetings with stakeholders in order to improve their plans as well as get any updates of information regarding crises. It is necessary for leaders to delegate, motivate as well as coordinate with their members that are involved in resolving crises. Further recommendation is for leaders to set proper communication channels with the stakeholders during crises as well as they have to be prepared to support and cooperate with them whenever they need; in order to avoid any negative impacts.
3. During the planning stage, it is recommended that leaders must setup network information hub in order to gather all necessary data and reports regarding crises. Moreover, leaders are strongly advised to prepare proper plans and to ensure that they have been tested as well as allocated to the right party. Regarding the impact stage of crises, it is recommended for leaders to implement quick decisions and to execute the appropriate methods to resolve crises. As for the recovery stage, leaders are urged to execute plans for the recovery and later extract the learnt outcomes from crises, in order to take into account for similar future crises.
4. During crisis management, leaders are recommended to implement preplanning, setting scenarios of possible outcomes and preparing for contingency plans, in order to have the capability to eliminate crises. Furthermore, leaders are advised

- to prepare communication plans along with their responses for all the stakeholders to ensure responding effectively on time. Furthermore, it is recommended for leaders to train their members on how to respond to crises as well as their stakeholders, in order to build confidence within them and keep them well prepared.
5. During risk management, leaders are recommended to identify the possible risks that are internal and external to the organization. Furthermore, it is strongly advised for leaders to prioritize these risks once they have been analyzed. Leaders are recommended to set plans in order to eliminate these risks. Moreover, in order to ensure that these plans are well fit to eliminate these risks, leaders are strongly urged to test these plans to ensure its effectiveness.
 6. Regarding communication strategies, it is strongly urged that leaders should identify the right stakeholders for communication as well as they should also setup communication networks. It is also recommended to communicate effectively with stakeholders who are responsible in eliminating crises, to ensure that correct actions and decisions are being implemented. Moreover, it is strongly advised to communicate in an effective, transparent and clear manner for the other stakeholders who are not responsible in eliminating crisis but are harmed by it; as to avoid negative impacts against the organizations reputation.

6.3 Limitations of Research

One of the limitations of this research is, it does not focus into different traits of leadership during crises. This would have given more insight of the characteristics that a good leader must have when dealing with crises. Furthermore, another area that has not been focused is the different styles of leadership that can be implemented. Moreover, which leadership style is appropriate to use against crises or does each crisis require different leadership style to be implemented. It is recommended that further research be undertaken in the line of:

- Different Traits of Leadership during Crises
- Different Leadership Styles during Crises

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Appendix A

Interview Questions

1. What are the lackings of leadership in times of crisis that reduces the success in resolving crisis and their impact?
 - Why is it so?
 - How?

2. What are the successful executions of leadership roles during crisis that has a positive effect in overcoming crisis and their impact?
 - Why is it so?
 - How?

3. What is the implementation of leadership role at each stage of crisis that directly supports in resolving crisis?
 - Why is it so?
 - How?

4. What do you implement as part of crisis management during crisis that has a direct relationship with the success of eliminating crisis?
 - Why is it so?
 - How?

5. What are the effective communication strategies during crisis that can mitigate and assist in recovering from the impact of crisis?
 - Why is it so?
 - How?

6. What are the successful implementations of risk management before the occurrence of crisis that can effectively minimize the impact of crisis?
 - Why is it so?
 - How?

Appendix B

Dear Participants,

You are kindly invited to participate in answering a prepared questionnaire regarding a research in leadership during crisis management.

The aim of this research is to realize the criticality of leadership during crisis management and reveal their necessary aspects required to be enhanced as well as implemented in order to prevent or deal with any crises that can cause further negative impact. The objectives of the research are to:-

1. Identify leadership failures during crises.
2. Explore the different roles of leadership when dealing with crises.
3. Categorize the roles of leadership during each stage of a crisis.
4. Determine the essential aspects of crisis and risk management that need to be addressed by leaders.
5. Identify the effectiveness of leadership using communication strategies during crises.

The data results from the questionnaire will only be used strictly for research purposes and identity of all participants will be kept anonymous. Kindly return the questionnaire once completed. Last but not least, I would like to express in advance my thanks for your participation in this research.

Best Regards,

Researcher

Questionnaire

Please select one answer (i.e. by marking 'X') for each question or statement.

1	Please indicate your position in your organization.	Senior level employee	Mid-level manager	Top-level manager	Other
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If other, then please state: _____

2	What is the industry background of your organization?	Oil & Gas	Investments	Construction	Other
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If other, then please state: _____

3	Please indicate the number of years of your experience in the current organization.	Less than a year	1 – 3 years	3 – 5 years	More than 5 years
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4	Please indicate the number of years of your experience in the industry.	Less than a year	1 – 3 years	3 – 5 years	More than 5 years
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Please use the following scale to give your response to the rest of the questions or statements.

Strongly Agree: 5 Agree: 4 Neutral: 3 Disagree: 2 Strongly Disagree: 1

Note: Some questions might look similar but they are actually different for the research purposes.

A. Failure in Leadership during crisis	5	4	3	2	1
Lack of leadership in times of crisis can be due to lack of response to crisis.					
Lack of leadership in times of crisis is due to failure to recover from crisis impact.					
Lack of leadership in times of crisis is due to the leader's inability to plan ahead and prepare for crisis.					
Lack of response to crisis reduces the success in resolving crisis and their impact.					
Failure to recover from crisis impact reduces the success in resolving crisis and their impact.					
Inability to plan ahead and prepare for crisis reduces the success in resolving crisis and their impact.					

B. Role of Leadership during Crisis	5	4	3	2	1
Successful execution of leadership roles during crisis requires directing, preparing and organizing resources to resolve crisis.					
Successful execution of leadership roles during crisis is to respond effectively to crisis.					
Successful execution of leadership roles during crisis is having strong communication skill.					
Directing, preparing and organizing resources to resolve crisis has a positive effect in overcoming crisis and their impact.					
Responding effectively to crisis has a positive effect in overcoming crisis and their impact.					
Strong communication skill has a positive effect in overcoming crisis and their impact.					

C. Leadership during each stage of Crisis	5	4	3	2	1
The implementation of leadership roles at the initial stage before crisis is detection of crisis.					
The implementation of leadership roles at each stage of crisis is containment and damage control (i.e. minimize damages and loss).					
The implementation of leadership roles at later stages of crisis is the recovering from crisis.					
Detection of crisis directly supports in resolving crisis.					
Containment and damage control (i.e. minimize damages and loss) directly supports in resolving crisis.					
Recovering from crisis directly supports in resolving crisis.					

D. Leadership during Crisis Management	5	4	3	2	1
Implementation of crisis management during crisis requires proactive planning (i.e. planning ahead).					
Implementation of crisis management during crisis is learning from past similar crisis.					
Implementation of crisis management during crisis requires the use of contingency (backup) plan.					
Proactive planning (i.e. planning ahead) has a direct relationship with the success of eliminating crisis.					
Learning from past similar crisis has a direct relationship with the success of eliminating crisis.					
Contingency (backup) plan has a direct relationship with the success of eliminating crisis.					

E. Leadership during Risk Management	5	4	3	2	1
Successful implementation of risk management before the occurrence of crisis requires initially identifying risks.					
Successful implementation of risk management before the occurrence of crisis is analyzing risks.					
Successful implementation of risk management before the occurrence of crisis is planning to respond for possible risks.					
Initially identifying risks can effectively minimize the impact of crisis.					
Analyzing risks can effectively minimize the impact of crisis.					
Planning to respond for possible risks can effectively minimize the impact of crisis.					

F. Communication during crisis	5	4	3	2	1
Effective use of communication strategies during crisis is stating the non-existence of crisis through proofs and justifications.					
Effective use of communication strategies during crisis is admittance by providing reasonable justifications and excuses.					
Effective use of communication strategies during crisis is to accept crisis while stating to rectify, remediate (i.e. to correct, repair, etc.) and ask for forgiveness.					
Stating the non-existence of crisis through proofs and justifications can mitigate and assist in recovering from the impact of crisis.					
Admittance by providing reasonable justifications and excuses can mitigate and assist in recovering from the impact of crisis.					
To accept crisis while stating to rectify, remediate (i.e. to correct, repair, etc.) and ask for forgiveness can mitigate and assist in recovering from the impact of crisis.					

You have reached the end of the questionnaire. Please ensure that all the questions / statements have been completely answered and please kindly return the questionnaire. Thank you again for your participation.