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*in Dubai*

## **Leadership in Crisis in Dubai Organizations**

القيادة في ظل الأزمة الاقتصادية في دبي

**By**

**Ali Saleh Al Ali**

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Dissertation Supervisor

Dr. Mohammed Dulaimi

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## **Abstract**

The recent financial crisis was one of the topics been concerned and discussed everywhere in media, press and people talk. The talk about its impact was more than its causes. UAE in general and Dubai in particular is one of the cities that got effected by this crisis as its economic wheel was booming in an unexpected rate in different sectors such as investments and real estate. The aim of this research is to explore the impact of such crisis on the Dubai public and private organizations and their management, how the management responded to the crisis, investigate the relation between the adaptation of leadership style and crisis and consequently the influence on the team performance. To carry out with the research a conceptual framework was developed based on the literature review. The research method used is quantitative approach where questionnaire were distributed to the sample selected from private and public sector in Dubai working in different industrial sectors. Frequency, reliability, correlation and regression tools were used through SPSS as quantitative analysis tool. The resulted data of these tests were analysed and discussed and helped to draw the conclusion and provide recommendation to Dubai public and private organizations. One of the most important recommendations made was that organizations should not devalue the leadership development programs particularly in crisis where it is most demanded.

## الخلاصة

إن الأزمة المالية الأخيرة هي أحد أكثر المواضيع تناولا و مناقشة في كثير من وسائل الإعلام و الصحافة و المجالس. و كان الحديث عن أثرها أكثر من أسبابها. الإمارات العربية المتحدة عموما ودبي على وجه الخصوص هي واحدة من المدن التي طالتها هذه الأزمة حيث أن النمو الإقتصادي يمر بطفرة غير متوقعة في مجالات عدة مثل الإستثمارات و العقارات. الهدف من هذا البحث هو استكشاف أثر هذه الأزمة على مؤسسات دبي الحكومية و الخاصة و إداراتها و الطريقة التي تعامل معها قيادات هذه المؤسسات، و بحث العلاقة بين أسلوب القيادة و الأزمة الإقتصادية و التأثير المترتب على هذه العلاقة في أداء الفريق. لتنفيذ هذا البحث تم وضع نموذج تصوري استنادا على البحوث السابقة التي أجريت في هذا المجال. منهج البحث المستخدم هو النهج الكمي حيث تم توزيع استبيان على عينة مختارة من القطاعين الحكومي و الخاص في دبي تعمل في قطاعات مختلفة. استعمل في هذا البحث أدوات الإحصاء للعلوم الإجتماعية و هي التوزيع التكراري و درجة الثقة و الترابط وتحليل الانحدار، و هذه أدوات تحليل كمي. لقد تم تحليل و مناقشة نتائج و مخرجات هذه الأدوات و التي ساعدت بدورها في الوصول إلى الإستنتاجات و تقديم التوصيات لمؤسسات دبي الحكومية و الخاصة. و كان تطوير المهارات القيادية من بين أهم التوصيات التي ينبغي للمؤسسات أن لا تقلل من أهميتها و تحديدا في ظل الأزمات.

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## **Dedication**

I dedicate this dissertation to my family. Specifically to my mother who kept praying for me to finish this dissertation, my father who was my inspiration to not give up and have a faith in God, for my wife who kept encouraging me to pursue and complete my postgraduate study, to my lovely daughter, Hoor, who is the joy my life.

# **Chapter 1: Introduction**

## ***1.1 Background***

The world went through many depressions and recessions with various impacts on the entire world. The most recent one is the one we are living now and it is referred as the late-2000s recessions or the Great Recession. In order for organizations to minimize the loss or survive the recessions and its influences they would need a leader who is capable enough to adapt his or her style of leadership in order to assure a safe exit from the recession.

Dubai is one of the countries that stroked by the recession, who didn't? It is true that many big projects have been put into hold or cancelled but that didn't compromise the priorities. Events such as the opening of Burj Khalifa, the signing of emirates airlines a deal worth about 51billion dirham and many others didn't halt although the recession still didn't fade. It is more about leadership than decision making.

On 2007, Sheikh Mohammad Bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai unveiled the execution of the Dubai Strategic Plan (DSP). With the support of 300 people including businessmen, officials, and academics the 2015 Vision, which is expected to take the emirate to a new era of growth and development, was prepared. Five key areas have been highlighted in the plan and that are the development in economy, infrastructure and environment, social life, security and justice and government excellence. His Highness stated that a calculated risk in DSP would be there as the case in any plan. The great recession would be regarded as one of the risks that would require leaders to act accordingly in order to assure the implementation of the strategy. Do the leaders have to maintain the same style of

managing they used to adopt before the crisis or they would need to adapt the proper style for such crisis.

## ***1.2 Problem Statement***

The late-2000s recession or the great recession which started in 2007 and covered the entire world brought the economy of most the countries down which can be described with one word that is crisis. Leadership is never easy but for sure it will be tough on such time. Prior to the crisis, Dubai adopted many leadership programmes such as the MBRPLD (Mohammed Bin Rashid Programme For Leadership Development) in order to sustain the implementation of Dubai strategy and assure the availability of leaders for future generation. For such hard time, what can a leader do? Will the managers or leaders maintain the same style they used to follow before the crisis? Or should they adopt new style that is proper for such crisis? This paper will study the leadership role within organization during crisis and what leadership style to adopt in order to assure the business continuity and organization surviving.

## ***1.3 Aim***

The Aim of this research paper is, firstly to explore the impact of crisis on Dubai public and private organizations, understand how management in these sectors have responded to crisis situations and then investigate the relation between the adaptation of leadership style and crisis management and how it can influence organization's members.

## ***1.4 Objective***

- To investigate the impact of a crisis on the management and performance of private and public organizations.

- To investigate crisis impact on middle management leadership.
- To examine how the adaptation of leadership style during crisis could influence employees' performance.

### ***1.4 Dissertation's Structure***

The research study will be carried out with the below six chapters:

#### Chapter 1: Introduction:

This is the first chapter in this research which will provide a background about the research, identification of problem statement and stating the aim and the objective of this research.

#### Chapter 2: Literature Review

This chapter will explore literatures that discussed the topic of the research and what has been studied by different authors. This chapter is divided into three logical sections that are crisis, leadership and team performance. Hence crisis section will cover (Importance of Understanding Crisis, Crisis in term of Organization, Crisis's Impact on Organization), Leadership will cover (What is a Leader? Leadership in Organization, Leadership and Crisis Management, and Leadership Style Adaptation), and team performance will cover the influence of the leader on the team members.

#### Chapter 3: Methodology

In this chapter, we will discuss how the data will be collected and sampled, the research approach that will be followed, measures that will be used for each variable, and the analysis tool that will be used to analyse the collected data.

#### Chapter 4: Data Analysis and Findings

In this chapter, we will analyse and discuss the results of collected data using frequency, reliability test, correlation test and regression test through the SPSS software tool.

#### Chapter 5: Data Discussion

In this chapter the findings of the analysed data set will be discussed.

#### Chapter 6: Conclusion and Recommendations

This is the last chapter and it will summarize the finding, provide some recommendations to Dubai organization and identify the limitations of the research.

## **Chapter 2: Literature Review**

Literature in crisis and leadership are numerous. In the following sections, we will shed the light on the importance of understanding crisis and why it is essential for organization to have a plan to manage it. Crisis will also be described from the organizational discipline as the meaning of crisis would differ depending on the context. Furthermore, the impact of crisis on organization will be discussed and a list of organizational crisis will be provided. Following, leader definition and its role in crisis management will be explored. Furthermore, the dimensions of crisis and their link to the leadership style adaptation will be investigated. Finally, we will discuss what the literature had on the impact of the adaptation of leadership style with respect to the team performance.

### ***2.1 Importance of Understanding Crisis***

The strategic planning could have helped forecasting and cope with various issues and problem, however all the issues cannot be forecasted. At the end, contingency planning has evolved from lessons learned from previous crisis or mistakes. The Johnson and Johnson Tylenol case is an example frequently being used and referred to in strategic management literature. The way the company dealt with the crisis has provided an add-on experience and knowledge that can be used in similar situations. Tylenol was the most successful product of Johnson and Johnson responsible for 19 percents of the company profits during the first 3 quarters of 1982 and had a market share with 37 percent of the painkiller field. At the end of 1982, a person replaced Tylenol capsules with cyanide capsules which led to the death of seven people. Johnson & Johnson reacted to this situation immediately taking people safety as their highest priority by withdrawing all Tylenol capsules from the market and communicate their strategy through the

media. So the question which needs to be asked here is not if such events will take place or not but how to react and minimize their impact when they occur (Kash and Darling 1998).

Many organizations allocated the time, resources and energy to build up a crisis plan in order to respond to familiar scenarios. However, many others are on the edge of disaster because they lack the forethought to predict their worst nightmares (Guth 1995).

There is a debate that the current recession is the worst financial crisis in recent history, taking place in countries that is perceived by many to have the best finance and economics departments, the most advanced regulatory control systems, and have the most number of world-class Nobel laureates in the field of economics and finance. Moreover, Paul Krugman, the American winner of the 2008 Nobel Prize for Economics admitted to the world that he failed to imagine the extent of the current economic crisis and how the collapse of the US housing market was going to affect other economic indicators (Ismail 2009).

Mayers (1996, p.81) stated that "If economics is the dismal science, then contingency planning must be abysmal science. No one likes to look into the abyss". In spite of that, the reliance of businesses on technology, specialized processes and other factors to keep it running raised the priority of contingency programs on the management's agenda. The mindset of people, who think that because nothing went wrong, nothing will go wrong, is just the beginning of disaster occurrence. So, it is advisable to look into the "abyss" because like or not, eventually you will have to. Furthermore, not having a contingency plan reflects a performance failure as Martin Cooper, president of Cooper Communications in Encino (Applegate 1989), noted "Any small-business owner who doesn't have a crisis management plan is derelict in his duties,".

There have been many studies that have been conducted conceptually and empirically on the topic of organizational crises. However, the cross-disciplinary nature of organizational crises

particularly has contributed to the lack of integration between these studies keeping research on organization crises at the periphery of management theory (Pearson and Clair 1998). All of the above cases and results are waiting for further studies and research in the filed of organizational crisis and leadership. There is also a demand for studying crisis management using a system approach where all the factors need to be integrated such as the political, social, economical, technical, etc.

## 2.2 Crisis in term of Organization

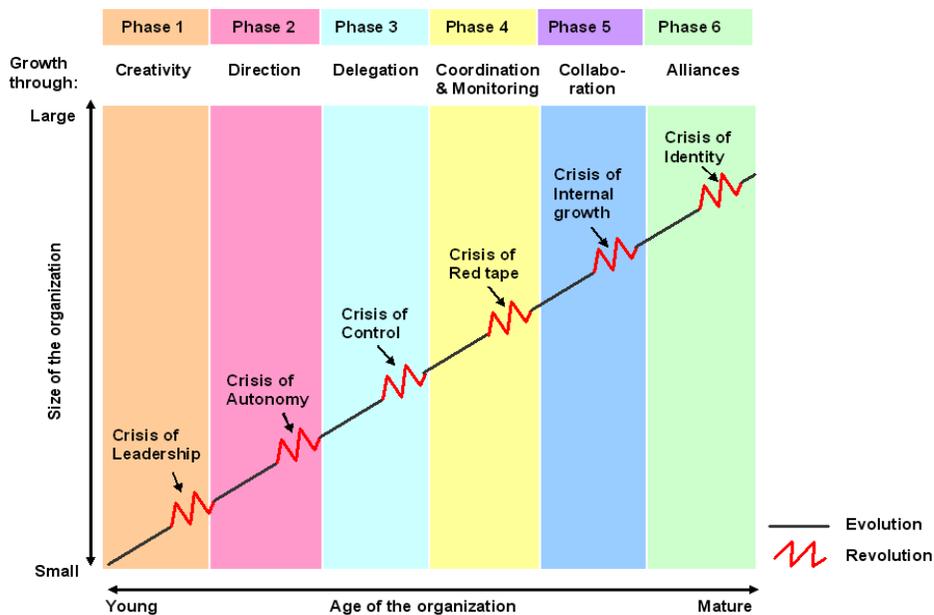


Figure 1: The “Greiner Curve”

The Oxford dictionary defines crisis as the time of intense difficulty or danger. However based on the context in which the term is being used, the term can have several different meaning.

In 1972, Greiner proposed the above model in Figure (1) which is called the growth model for an organization where he identified five phases of organizational development and growth, and later in 1998 he added the sixth phase. Each phase is an effect and a cause, effect of the preceding phase and an origin for the next one. For instance, the evolutionary management style in phase 3 is “delegation”, which grows out of, and turns into a resolution to, demands for greater “autonomy” in the previous phase 2 revolution. Delegation used in phase 3, however, eventually will end up with a crisis of control because of the attempts to get back control over the diversity created through excessive delegation (Greiner 1972).

Pearson and Clair defined organizational crisis as “a low-probability, high-impact event that threatens the viability of the organization and is characterized by ambiguity of cause, effect, and means of resolution, as well as by a belief that decisions must be made swiftly” (Pearson and Clair 1998, p. 60).

Hannah et al. (2009) argued that terms extreme context and crisis are not of the same meaning as extreme context can't be characterized as Person and Clair stated. The literature provided a confused picture on organizational crises as it used a contradicted attributes to describe crisis. Authors described crises as threats to organizational endurance and objectives while others described crises, in addition to the threatening factor, as opportunities for organizations. Further, authors used surprise as a characteristic to describe crises; while other authors described crises as being predictable. In addition, authors described crises as low probability events; while others described crisis as both low and high probability events (Kovoor-Misra, Clair and Bettenhausen 2001).

Crisis situations can be of two primary types which are sudden and smoldering. Sudden crises are circumstances that take place without warning and away from an organization's

control and hence the organization and its leadership are not blamed. Smoldering crises differ from sudden crises in that they start as minor internal issues that develop to crisis status because of manager's negligence. In such situation, leaders are blamed for the crisis and its subsequent consequence on the organization (James & Wooten 2005).

When we come to the crisis that could hit an organization, below are some of the crisis:

• Extortion	• Bribery
• Hostile takeover	• Information sabotage
• Product Tampering	• Workplace Bombing
• Vehicular Fatality	• Terrorist Attack
• Copyright infringement	• Plant Explosion
• Environmental Spill	• Sexual Harassment
• Computer tampering	• Escape of hazardous material
• Security Breach	• Personnel assault
• Executive Kidnapping	• Assault of customers
• Product/Service Boycott	• Product Recall
• Work-Related Homicide	• Counterfeiting
• Malicious Rumour	• Natural Disaster that destroys corporate headquarters
• Natural disaster that disrupts a major product or service	• Natural disaster that eliminates key stakeholders
• Natural disaster that destroys organizational information base	

Table 1: An Array of Organizational Crises (source: Pearson and Clair, 1998)

Several typologies were suggested by authors to categorize crises such as distinguishing between human/social and technical/economic crises and those that are normal versus severe, or presenting an organization's aspect based typology where these aspect will be classified into that ignite the triggering cause of the crisis and the aspect the crisis may impact (Kovoor-Misra, Clair and Bettenhausen 2001).

The list of table 1 can be categorized but not limited to into technical, economic, growth-related, human and social, ethical, perceptual and natural disaster as shown in table 2.

<b><i>Technical</i></b>
Technological disaster
Products Defects
Computer Breakdowns
<b><i>Economic</i></b>
Crises of decline
Boycotts
Hostile takeovers
<b><i>Growth-Related</i></b>
Development Crises
<b><i>Human and Social</i></b>
Death of a leader
Employment Violence
Terrorism
Sabotage
Sexual Harassment
Strikes
Executive Kidnappings
<b><i>Ethical</i></b>
Extortion
Bribery
<b><i>Perceptual</i></b>
Rumours about organization/product
<b><i>Natural Disaster</i></b>

Table 2: Situations Described as Crises in the Literature (source: Kovoov-Misra, Clair and Bettenhausen, 2001)

### **2.3 Crisis's Impact on Organization**

Through all the literatures, the crisis impact is not unique as most of them discussing the crisis from different discipline. However, below are some of the literatures that discussed the general impact of crisis.

In simple words, crises often have negative impact on the organization varies from declining in the incomes, increase in the cost, disruption of normal operations, laying-off of staff, cancellation of investments, and the closure of organizations (Okumus and Karamustafa 2005).

Hannah et al. (2009) classified crisis impact into three categories that are material (e.g., storm or fire damage to a city), psychological (e.g., post-traumatic stress) or physical (e.g., death).

The difficult aspect of a crisis is to understand its existential dimension of crisis effects, referring to something specific and not abstract. Crisis has at least three effects which are putting the legitimacy of an entire industry under threat, changing the strategic mission of an organization and having effects at the individual level (Pauchant and Mitroff 1992 cited in Barker and Angelopulo 2007, p.217).

The impacts of the recent global financial crisis have been witnessed in the middle of 2007 with the falling of the world stock markets, collapsing of large financial institutions, and the creation of rescue package to guarantee their financial system by the wealthiest governments. The gross domestic product (GDP) is one of the indicators used to measure the health of a country's economy. In other words GDP represents the size of the economy. Figure 2 which is obtained from the IMF (International Monetary Fund) shows clearly the drop in GDP of the world in general and some countries in specific. As per the graph, the negative GDP growth is one of the factors used to determine whether an economy is in a recession. Expenditure approach is one of the methods being used to calculate the GDP and its equation will look like:

$$\text{GDP} = \text{consumption expenditure} + \text{investment by firms} + \text{government purchases} + (\text{exports} - \text{imports})$$

(Musgrave and Kacapyr 2006).

Jones (2009) has stated that the decline in exports demand from the rest of the world will have its effect on GDP in many countries (Jones 2009). Hence, as per the equation, for these countries to mitigate the falling of the GDP, they will have less expenditure in the other factor of the equation such as the government purchases and firms' investment.

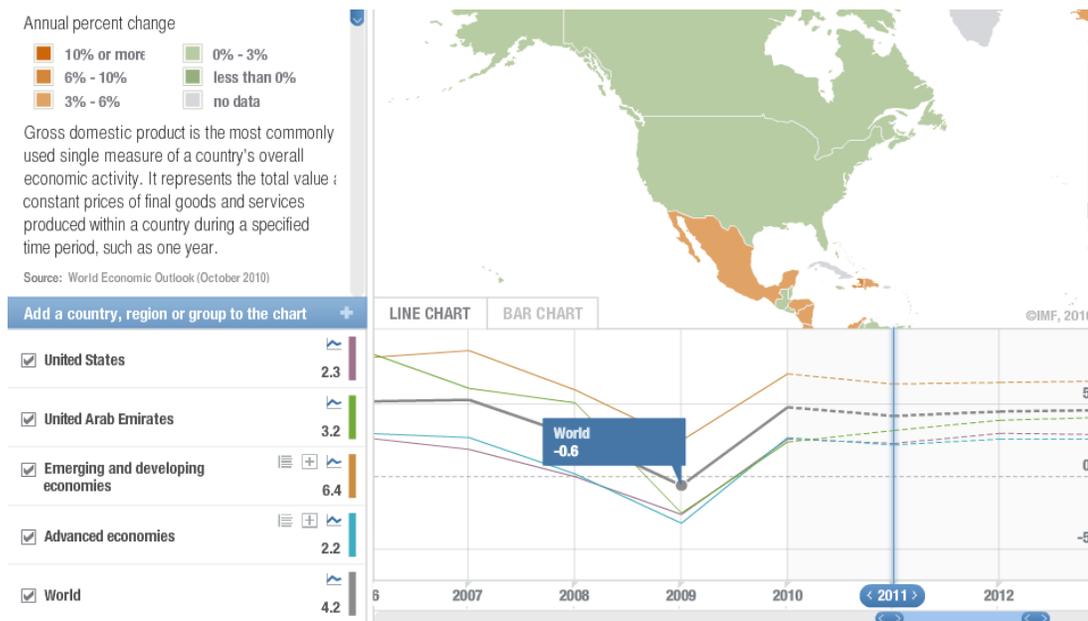


Figure 2: Real GDP Growth (Source: World Economic Outlook, 2010)

Campello, Graham and Harvey (2010) have surveyed 1,050 Chief Financial Officers (CFOs) in the U.S., Europe, and Asia to directly evaluate their firms and learn about the impact of the global financial crisis of 2008 in their corporate policies. They have found out that firms planned to cut investment, marketing, technology and employment. Additionally, attractive projects were restricted, valuable investments were cancelled and firms had to sell off assets in place to make funds in order to assure their business continuity (Campello, Graham and Harvey 2010). Figure 3, shows the percentage of change in the firms plan with respect to the factors shown in the figure. Technical and marketing expenditure were the most impacted area. The employment plan for Asia was not impacted by the crisis as indicated from the figure.

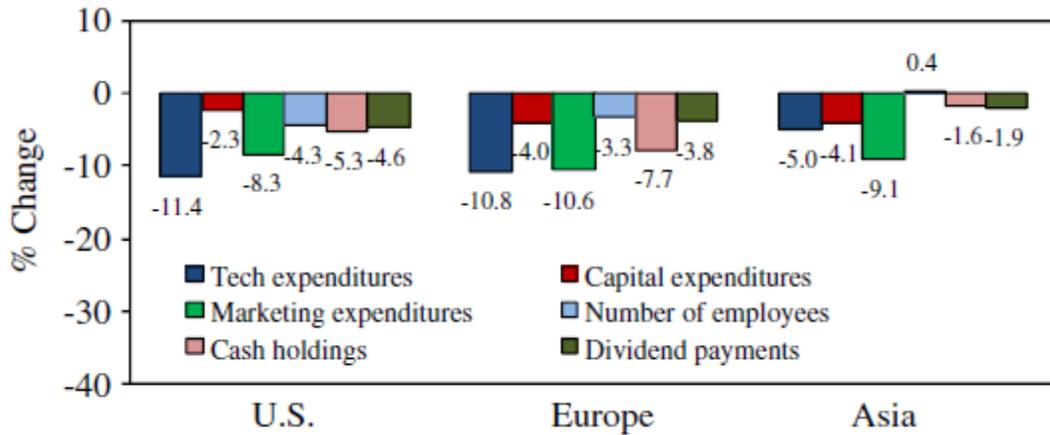


Figure 3: Plans of firms across geographical regions (Source: Campello, Graham and Harvey 2010).

In a survey conducted by Wilson and Eilertsen (2010) to find the response of the organization to the economic recession over the past 18 months, they have found that respondents were divided equally into perusing opportunities for growth and perusing defensive actions (Wilson and Eilertsen 2010). So, crises consequences don't only have a negative impact but also a positive impact if they have been managed effectively by the organization.

The top growth actions	
Introduction of new services or products	(47%)
Entering to new markets for expansions	(35%)
Changed pricing	(28%)
Investment in new operations/ production capability	(21%)
Increasing marketing budget	(14%)
The top defensive actions	
Reducing operational costs	(66%)
Stopping new hiring	(42%)
Laying off employees	(40%)
Reducing expenses of training and development	(40%)
Putting larger projects on hold	(39%)

Table 3: Organization responses to the economic recession (Source: Wilson and Eilertsen, 2010)

## **2.4 What is a Leader?**

To most people the leader is the president (from political view) or business leader (CEO of the company). There are many definitions for leader. Lowney (2005, p.14) defined leader as someone “who figures out where we need to go, points us in the right direction, gets us to agree that we need to get there, and rallies us through the inevitable obstacles that separates us from reaching there”. John Adair the author of the book “The Leadership of Muhammad” developed the leader concept for the prophet Muhammad (peace be upon him) where John stated that being appointed as a ruler, governor or manager doesn’t necessary mean that you are a leader until your “appointment is ratified in the hearts and minds of those under you”. Moreover, he added “A good leader is someone whom people will follow through thick and thin, in good times and bad, because they have confidence in the leader as a person, the leader’s ability and his or her knowledge of the job and because they know they matter to the leader” (Adair 2010, p.108). Based on the last definition, a leader who is not meeting these characteristics is not a good leader; you need to gain the trust and respect of people and exchange these feelings with them before leading them.

In this research we are more focus on the leader within the organization and by that we don’t mean that what have been stated earlier regarding leader definition is not applicable on the organization point of view but it is the basic for it. Leaders are those individual who affect and influence others and implement contingency plan that bring the benefit to the stakeholders and their organization (Keeffe & Darling, 2008). The challenge here is to prepare leaders who can take organizations beyond “insular” and “self-serving goals” to more “interdependent”, “unselfish ways of functioning” (Hultman, 2006).

## ***2.5 Leadership in Organization***

Now we have talked about the leader in brief and general from the literature perspective; the next paragraphs we will explore what leader means to the organization. For organization to remain competitive and effective on the situation of changing operational environment, businesses demand for adjustment in their strategy, structure, systems and organizational behaviour to survive on the long run (Dietrichsen 2006). However, is the leader role to do changes when required only? No, it is not. It is far away beyond than that. The role of the leader includes - but not limited to – stabilizing the running system of an organization as Havelock and Havelock (Havelock and Havelock 1973 cited in Gamage 1992) have suggested that responsibilities of the leader of an organization are maintaining the system the way it is, and apply changes in the system when needed to enhance the performance. Moreover, A recent survey by Deloitte found that a key differentiator in today's marketplace is the development of effective leaders who are capable of implementing an organization's strategy and enhance the performance of those around them (O'Donnell 2009). A CEO or a decision maker might argue why we need to invest on a leadership program especially when we are in a financial crisis. I believe this should be part of the risk management plan. Ensuring leaders are in place in the circumstances of development, change or tragedy is one of the reasons for investing on leadership development programs (Leskiw & Singh 2007). Upon the terrorist attack on September 11, 2001, many institutes lost key role players. The Fire Department of New York city lost over 350 of its staffs, but the succession of its leadership strategy helped it to fill the gaps created by this loss within days. Furthermore; McDonald's Corporation has been through a tough challenge when they had to change their CEO twice during a period of seven months due

to health issues. Fortunately, replacements had been prepared enabling the business to survive with less impact (Business Week, 2005).

Moreover, leadership is recognized by best practice institutes as a significant factor of jobs and are committed to the creation of leaders throughout their institutes. In some organizations we can see this commitment initiated from the CEOs through the participation in process of leadership development by teaching leaders internally. For example, Carly Fiorina at HP is annually teaching at 12 leading business classes (Hernez-Broome and Hughes 2004).

The question which is coming to mind here is does leadership make a difference. The impact of leadership can be considered on either workplace colleagues or by the success of the organization or perhaps on both (Boaden 2006).

## ***2.6 Leadership and Crisis Management***

Earthquake, floods, economic depression and etc could be considered as a crisis but the sudden crisis will demand for an urgent response (Farazmand 2005). In a given crisis or emergency situation, having a poor or lack of policy and leadership capacity may not only hamper and paralyze response capacity, but also elevate the crisis situation into higher levels of criticality. This requires knowledge, skills, commitment, a sense of urgency, courageous leadership full of risk-taking ability and vigilance (Farazmand 2005).

Who should be blamed for the current financial crisis? Is it the leadership? The root cause for the crisis we live is not the credit default swap or failed economic policy but a failure of leadership, and it can only be solved by leader who is pursue the right long-term course (George 2009). For many people, today's economic is bleaker and uncertain where it requires a different style of leadership from the one we had become accustomed; a leadership that is more practical,

emotional and visionary in order to bring the most out of the people capabilities (Nicholson, 2009). The required leadership for tough time as described by Nicholson concerns more about the psychological part of leadership and this can be seen through his definition of 10 rules for surviving and most of these rules are spiritual related.

Hannah et al. (2009) developed the framework in Fig (4) to investigate the execution of leadership in extreme contexts. They have used five components to define the dimensions of extreme context that are magnitude of consequences, form of threat, probability of consequences, location in time and physical or psychological–social proximity.

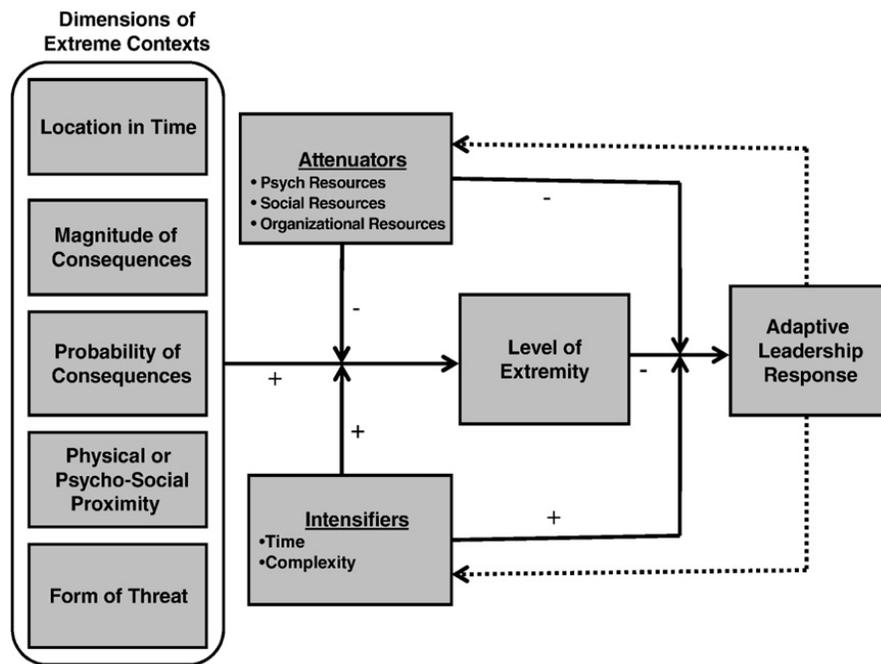


Figure 4: Typology of extreme contexts (source: Hannah et al., 2009)

### 2.6.1 Location in Time

As per Hannah et al., cases from history (Chernobyl nuclear and Bhopal accident) proved that it is not necessary that the degree of extreme will be at the utmost during an actual extreme event. Chernobyl effects is expected to last for more than 30 years and Bhopal accident were resulted in killing of 2500 people and injuring of 200,000; killing of 2000 animals and injuring

of 7000; and destroying of massive amounts of crops and vegetation (Hannah et al. 2009). The current financial crisis which started two years ago resulted in asset prices to fell down across the globe leaving individuals, companies and governments with enormous financial losses. This can be seen clearly in Dubai through the prices' drop in real estate assets, cancellation of projects and high turnover of employees.

Moreover, the below figure shows clearly the impact of financial crisis on Dubai stock market.

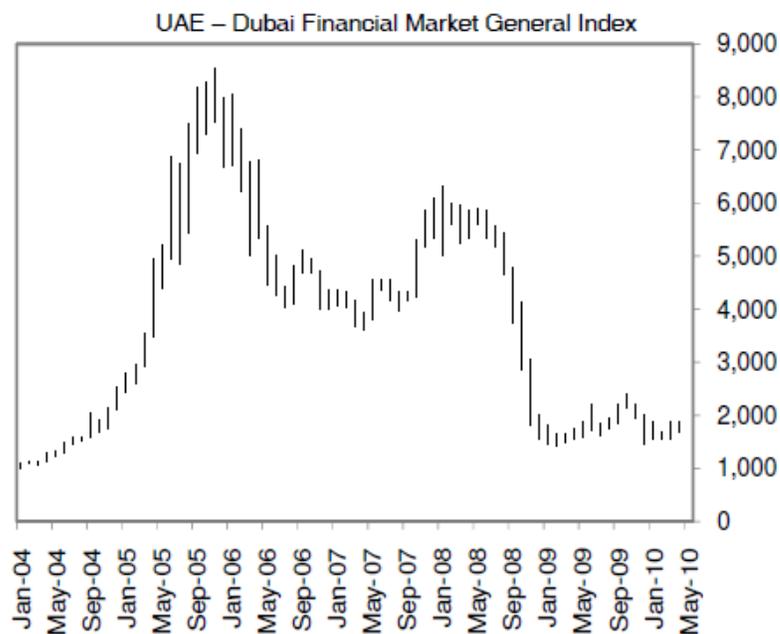


Figure 5: Dubai Financial Market General Index (Source: UAE: Stopped Out Of Dubai Stocks, 2010)

What about the location or impact boundaries as another dimension? Why Hannah et al didn't add it to the crisis dimension list? The impacts of industrial crises sometimes not only exceed geographic boundaries and creating harm on global scale but can also have trans-generational effects. For instance, countries outside the Soviet Union have felt the impact of the radiation from the Chernobyl Nuclear accident which took place in Ukraine (Shrivastava, Mitroff, Miller, and Miglani 1988).

## **2.6.2 Magnitude and Probability of Consequences**

The next two dimensions of crisis are the potential magnitude of consequences and the probability of the consequence occurring. Crises can vary in their extremity based on the scope of damage or effects (Laporte 2007). Event such as the Mann Gulch fire in 1949, which claimed the lives of 13 fire fighters, that affected small group has been considered as more limited while Indian Ocean Tsunami or hurricane Katrina have been viewed as more broader or extreme from the perspective of impact and consequences (Hannah et al. 2009). Instead, Hannah et al. suggested that extremity's levels are best specified when the analysis is based on a specific theoretical model and the levels of the independent variables and dependent variables (causes and effects) being tested are identified. For example, extremity may be perceived as higher to an individual than a larger group, as the feel of safety for individual is greater when in groups (Hannah et al. 2009).

## **2.6.3 Proximity**

The third dimension is proximity and can be visualized mentally in various ways including psychological, physical and/or social. Antonakis and Atwater (2002) suggested that the influencing process's dynamics differ based on the level of proximity between followers and their leader. In other words, the level of closeness or distantness subordinates are from leaders regulate the influence of the leader's behaviours on subordinate and how those behaviours are assessed by subordinates. (Antonakis and Atwater 2002). Can the leaders influence on the team be affected by the distance between them? Think about leaders working in isolated sites such as virtual institutes, multinational firms, or domestic companies. The challenges those leaders will be facing is encouraging and assessing their employees who reside in different countries and/or

locations. So, the psychological impact of the leaders on their team will be missed and the influences of leaders' manner on the followers when spanning physical distances is unexplored area of study (Howell, Neufeld, & Avolio 2005).

In terms of crisis, Hannah et al. discussed three aspects of proximity that are 1) “the physical proximity of individual to an extreme event”, 2) “the psychological or social proximity of members to the extreme event” and 3) “the location of leaders and followers in relation to each other in an extreme event”; in that leaders and followers can operate together, or at a distance to each other (Hannah et al. 2009).

#### **2.6.4 Form of Threat**

Hannah et al stated that possible consequences of a crisis could be categorized into physical (e.g., injury), psychological (e.g., post-traumatic stress), or material (e.g., tornado). These different forms of threats occur based on different form of crisis or risk; and each form of threat also demands a different leadership reaction. For example, when a leader is confronted with psychological well-being threats, the workable leadership may be the one which eases members' coping (Hannah et al. 2009).

It is vital to note that the forms of threat can be too complex to the level that it can also come in combination. For example the current economic crisis brought psychological trauma experienced from collapse of stock market and material experienced from investors' properties being acquisitioned by the bank.

## ***2.7 Leadership Style Adaptation***

The pace of change confronting today's organizations has demanded for more adaptive leadership. Adaptive leaders work more effectively in dynamic workplace through responding appropriately to the challenges faced by both leaders and followers by helping making sense of those challenges. Bass et al. labelled this type of leadership transformational (Bass, Jung, Avolio & Berson 2003)

Rooke & Torbert (2005) argued that what differentiates leaders is not so much their leading philosophy, personality or style of management but their internal "action logic". In other words, how they understand their surrounded environment and react to the challenges they are facing. Furthermore, in their close cooperation with psychologist Susanne Cook-Greuter and their 25 years of extensive survey-based consulting at companies such as NSA and Hewlett-Packard, Harvard Pilgrim Health Care and Volvo, they have found that leaders can enhance their ability to lead if they understand their own action logic. However to implement that, it's important first to understand what kind of leader you already are (Rooke & Torbert 2005).

Given the current economic crisis and different responses to it, no wonder leadership role adapted will questioned. The rate of change in organizations imposes responsibilities on us to demonstrate leadership in a ways different than we have done before. In addition, Cameron and Green suggested five leadership roles that need to be adapted to confront and lead change. These roles, which are represented in table 4, are edgy catalyser, visionary motivator, measured connector, tenacious implementer and thoughtful architect (Cameron & Green 2008).

Leadership Roles	Description
Edgy Catalyser	Focuses on discomfort, “This is a serious problem. Can’t you get some traction on this?”
Visionary Motivator	Focuses on Buy-In, “Let’s all move towards a brighter future”.
Measured Connector	Focuses on Connectivity, “ Get together and take time to focus on this”
Tenacious Implementer	Focuses on Projects, “Just follow the plan and we’ll get this done”
Thoughtful Architect	Focuses on Design., “ Let me explain the key concepts and frameworks”

Table 4: Five Roles of Leadership as suggested by Cameron & Green (Source: Making sense of leadership: exploring the five key roles used by effective leaders, 2008)

In Spreier, Fontaine, & Malloy research over the past years, they have defined six leadership styles that managers adopt to direct, reward, motivate and develop others which are **directive**, which demands coercive behaviour; **affiliative**, which emphasizes relationships and harmony; **visionary**, which concentrates on communications and clarity; **pacesetting**, which is characterized by personal heroics; **participative**, which is democratic and collaborative; and **coaching**, which focuses on long-term development and mentoring (Spreier, Fontaine, & Malloy 2006).

Rooke & Torbert defined seven types or transformations of leadership that are Opportunist, Diplomat, Expert, Achiever, Individualist, Strategist, or Alchemist (Rooke & Torbert, 2005).

<b>Action logic</b>	<b>Characteristics</b>	<b>Strengths</b>	<b>% of research sample profiling at this ac</b>
<b>Opportunist</b>	Wins any way possible, Self-oriented; manipulative; “might makes right.”	Good in emergencies and in sales opportunity	5%
<b>Diplomat</b>	Avoids overt conflict. Want to belong; obeys group norms; rarely rocks the boat.	Good as supportive glue within an office; helps bring people together.	12%
<b>Achiever</b>	Meets strategic goals. Effectively achieves goals through teams; juggles managerial duties and market demands.	Well suited to managerial roles; actions and goal oriented.	30%
<b>Individualist</b>	Interweaves competing personal and company action logics. Creates unique structures to resolve gaps between strategy and performance.	Effective in venture and consulting roles	10%
<b>Strategist</b>	Generates organizational and personal transformations. Exercises the power of mutual inquiry, vigilance, and vulnerability for both the short and long term.	Effective as a transformational leader	4%
<b>Alchemist</b>	Generates social transformations, Integrates material, spiritual, and societal transformation.	Good at leading society-wide transformations.	1%

Table 5: The 7 Transformation of Leadership as suggested by Rook & Torbert (Source: 7 Transformations of Leadership, 2005)

Leadership is not any more an option for filling the gap that demands a new skills and mentality. Conventional leadership approaches have been based on a model that concentrates on the linear aspect of the hierarchy, rules based culture, command and control and formal relationships. This approach works well in anticipated and stable environments, however in a

dynamic environments, this old-style approach restrains innovation and creativity and decreases productivity and motivation. Hence, Lewin, Hlupic & Walton (2010) suggested the term emergent leadership where a strong team culture is developed, employees are intrinsically motivated to perform well, and levels of stress are reduced (Lewin, Hlupic, & Walton 2010).

The types of leadership might vary through the literatures, but the point of stating the number is to raise the importance of having a more dynamic transformational leadership based on situation or crisis.

### ***2.8 Influences on Team Members***

Management scholars focus on the attributes of successful leadership as it is the most important competitive advantage a company can have; but while doing that we tend to lose sight of the fact that leadership equation consists of two parts. Leaders don't only need talent in order to lead but also the ability to influence followers. Throughout his 30 years of experience, Maccoby found that "followers are as powerfully driven to follow as leaders are to lead" (Maccoby, 2004).

We have mentioned in the previous section the role of emergent leadership in a dynamic dynamics as maintaining the same style of leadership won't work out during a crisis or extreme event. Knowing the importance of this, however Lewin et al. (2010) argued that the practical implementation of it has been rare and problematic since moving from one leadership style to another will require the understanding of how change happen in the human mind-body system and at cultural and organizational level (Lewin, Hlupic, & Walton 2010)

Research has noted that as during crisis, employees refer back to their leader for assurance, problem solving, centralizing authority and taking action (Hannah et al. 2009; Brunner 2009). Moreover, people return to survival mode as a reaction to the fear of losing their

jobs. Covey, author of "The 7 Habits of Highly Effective People", pointed out that we live in an interdependent reality, where people needs to collaborate with each other in order to solve a problem or realize an opportunity (Brunner 2009).

To move employees from the sense of fear and influence them positively, we need to know what motivates them. Maccoby found that followers' motivations can be categorized into rational – which are conscious and they have to do with possessing money, status and power- and irrational – which are more influential and they lie outside the realm of our awareness and, hence, beyond our capability to regulate them (Maccoby 2004).

In fact, Leadership styles have the largest influence on the individual's creative performance. An empirical study conducted to evaluate the influence of transformational and transactional leadership on the creativeness of the team where an anonymous electronic brainstorming instrument was used. The experiment involved 159 university student subjects who were distributed to 36 groups. The outcomes of the study show a positive correlation between creative performance and transformational leadership. Showing greater support and empathy towards subordinates and paying more attention to their needs will result in increasing followers' creative performance (Ching-Wen, Chang-Tseh, Kai-Tang, & Menefee 2009). Saladin, a Muslim Arab leader wrote a letter to his son explaining his philosophy of leadership "Seek to win the hearts of your people, and watch over their prosperity. For it is to secure their happiness that you are appointed by God and by me. I have won men's hearts by gentleness and kindness" (Adair 2010). The productivity and creativity of the team often decreases if leaders only focus on pressuring their team members to complete the assigned tasks, (Ching-Wen et al. 2009).

Using the above framework, we will examine the influences of crisis on the adaptation of leadership style process and consequently on the team members.

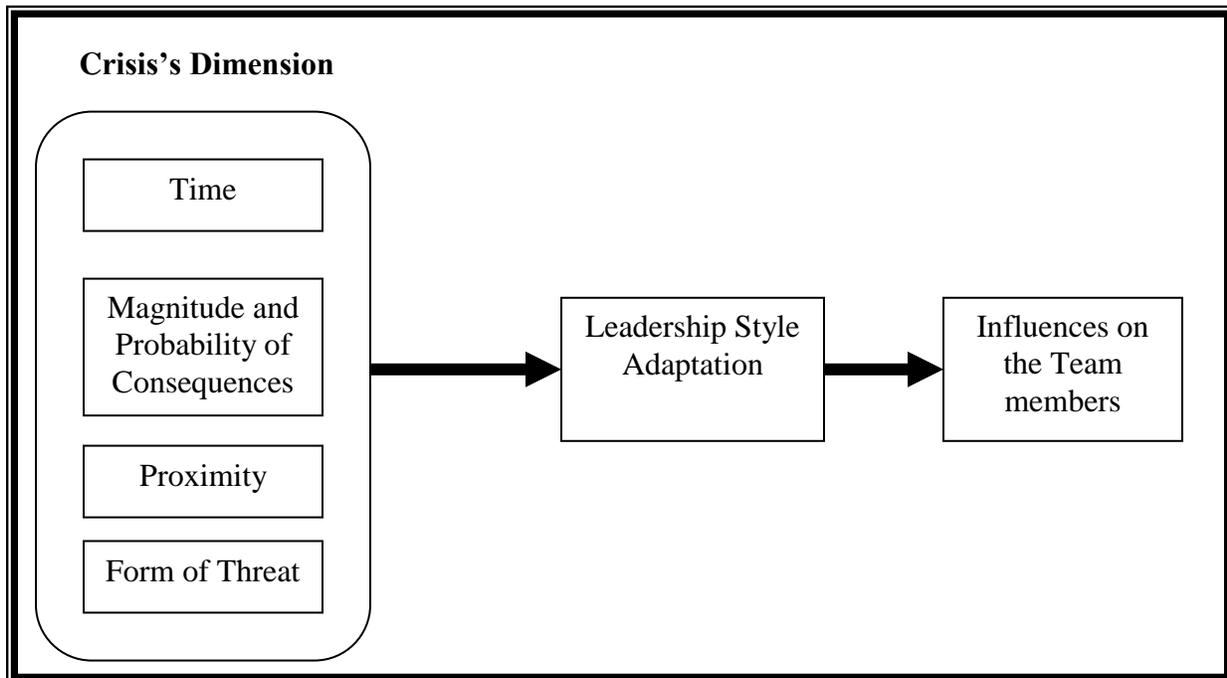


Figure 6: Conceptual Model

## **Chapter 3: Methodology**

### ***3.1 Introduction***

The purpose of the study is not to provide a count or statistical information but to explore the impact of crisis in private and public sector in Dubai; and leadership style of middle managers. Consequently, team's member performance will be affected. Leadership is a human behavioural aspect which is difficult to be captured by quantitative techniques. However, a tested quantitative approach, explained in one of the literatures, was already adopted in the field of leadership styles identification and will be used in this research to provide a systematic inquiry to understand how people make sense of their experience of the role of leadership in their organization attempting to make sense of phenomena in terms of the meanings people bring to them. Moreover, quantitative approach will help in investigating the relation between leadership style and crisis management. Hence, the methodology used in this research is questionnaire. The questionnaire will be prepared and distributed to selective employees within the government and private sectors in Dubai.

### ***3.2 Data Collection and Sampling***

The investigation took place within Dubai city targeting both the government and the public sectors. Both sectors were selected as the crisis impact had a touch on both of them. This has been noticed through the cancellation of many real estate projects or putting it in hold, many scheduled training were cancelled, employees escaping the country leaving several loans unpaid, etc. The participants were randomly selected from different organization within Dubai working at the managerial level or having people reporting to them directly or indirectly. Directly through the functional structure of the organization or indirectly through the matrix structure. The

questionnaire were distributed to more than 200 person using the questionnaire word file and the surveymonkey website link working in different industrial sectors in Dubai such as education, airlines, manufacturing, construction, banking, etc. we have received 64 responses distributed as below :

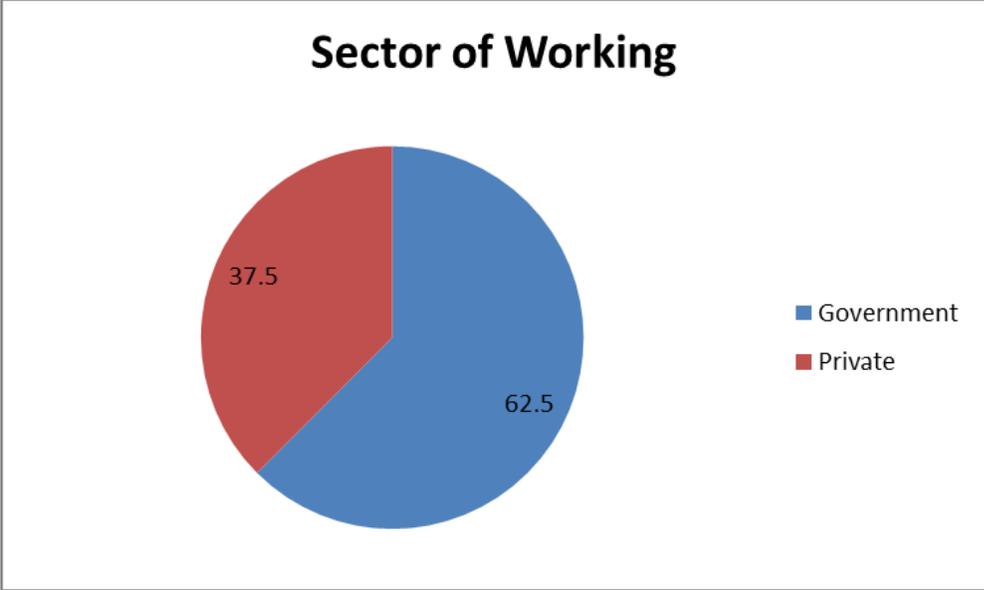


Figure 7: Percentage of respondents based on working sector

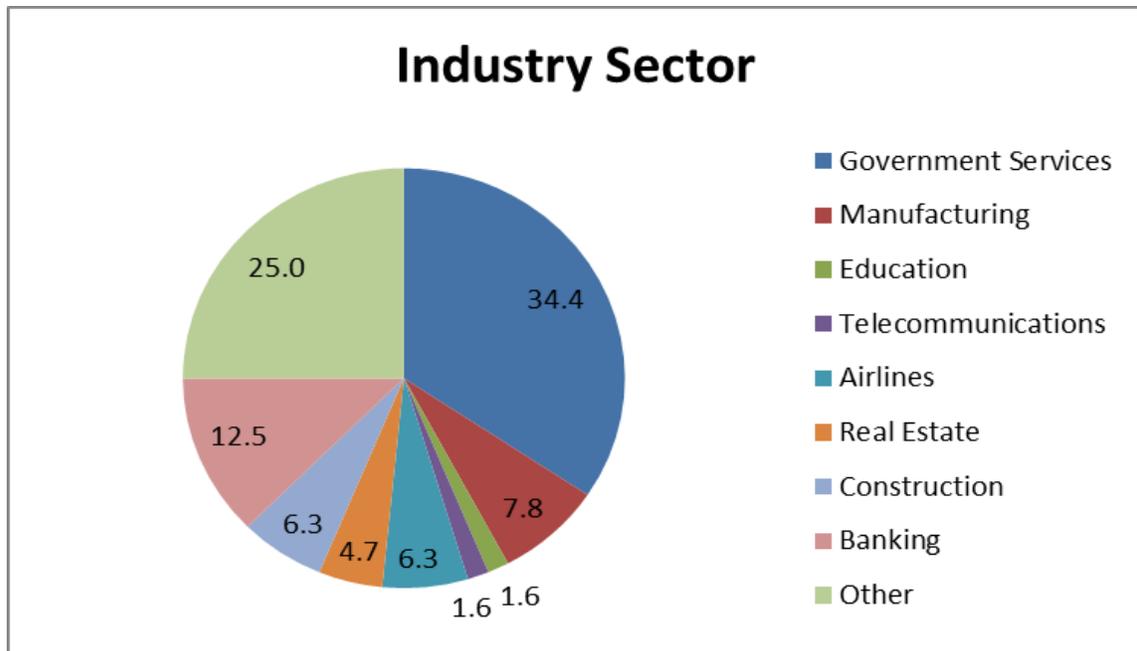


Figure 8: Percentage of respondents based on industry sector

### 3.3 Research Method

The research method takes into consideration people perceptions and experience of the crisis impact on the organizations and their leadership styles and as a consequence the impact on their team performance attempting to make sense of phenomena in terms of the meanings people bring to them as explained in the theoretical frame work earlier. Although it is necessary to use qualitative approaches to understand a phenomena where leadership is being studied, however many researchers in the field of leadership have used quantitative approaches and the qualitative study in the field of leadership is rare (Antonakis, Canciolo & Sternberg 2004, p.54). Furthermore, quantitative methods are adopted when the phenomenon to be researched have measures like our case here (Williams 1992 cited in Antonakis et al. 2004, p.54). Hence, Quantitative research method was used to capture these perceptions and experiences.

### **3.3.1 Quantitative Research Approach**

The theoretical framework constructs mainly of three variables which are crisis dimensions (Independent variable), leadership style adaptation (mediated variable) and the team performance (dependent variable). A set of questionnaire with a likert 5-points scale questions - where 1 represents 'Strongly Disagree', 2 'Disagree', 3 'Neither agree or disagree', 4 'Agree' and 5 'Strongly Agree' - were developed as tool to collect the data. 4 questions were developed from the literature review - (Hannah et al. 2009) - for the crisis dimensions (Independent variable) with one question per dimension. Additionally, 50 questions were obtained from Cameron and Green (2008) for the leadership style adaptation (mediated variable). Finally, 5 questions were developed from Williams and Anderson (1991) for the team performance (dependent variable).

### 3.3.2 Measures

Variables		item
Crisis Dimensions		<ul style="list-style-type: none"> <li>• Our organization is still experiencing the full effect of the crisis.</li> <li>• The size of the damage caused by the crisis, that our organization faced, differs through out the crisis.</li> <li>• Managers within our organization maintain adequate social distance from their subordinates.</li> <li>• Our organization has been through different types of crisis's consequences (physical, psychological and material)</li> </ul>
Leadership Style Adaptation	Edgy Catalyser	<ul style="list-style-type: none"> <li>• I am clear and precise with the facts when I need to argue a point.</li> <li>• I don't tend to just let things go if I think they are important.</li> <li>• I am recognized for my ability to deal with conflict well.</li> <li>• I am courageous when speaking up about a problem that others don't see.</li> <li>• I enjoy a robust conversation and encourage my team to give honest feedback.</li> <li>• I am good at spotting problems and can quickly see which are important and which are trivial.</li> <li>• I am comfortable with the notion that some people don't like me, but I can still work with these people without that getting in the way.</li> <li>• I can show my disappointment or my sense of urgency in a way that affects people without getting angry or aggressive.</li> <li>• I can juggle a number of conflicts without getting stressed.</li> <li>• I am able to enlist support from others when the situation demands it.</li> </ul>
	Visionary Motivator	<ul style="list-style-type: none"> <li>• I'm able to set out a vision and articulate its component parts meaningfully to others.</li> <li>• I demonstrate the confidence to bring people along with me.</li> <li>• I genuinely believe that given the will, people can achieve anything.</li> <li>• I'm skilled at turning problems into solutions</li> <li>• I'm emotionally resilient and bounce back easily and quickly.</li> <li>• I enjoy getting people on board with my ideas.</li> <li>• I see coaching as a real force in motivating people.</li> <li>• I truly believe that you have to win the hearts and minds of people in any change situation.</li> <li>• I think positive and see the glass as half full rather than half empty.</li> <li>• I can hold the vision long enough and strong enough for people to step into it.</li> </ul>
	Measured Connector	<ul style="list-style-type: none"> <li>• I am interested in other people's agendas and am able to tune into them.</li> <li>• I am seen as a person of high integrity whom people can trust.</li> <li>• I enjoy letting other people shine.</li> <li>• I am able to keep calm and remain supportive and clear when others are losing their cool.</li> <li>• I have a high level of drive to achieve medium- to long-range organizational goals, and don't get diverted by others' or my own self-importance.</li> <li>• I am patient when others are struggling to come up with an idea or a solution.</li> <li>• I habitually put different people together to discuss important challenges.</li> <li>• I have a well-developed sense of purpose that guides everything that I do.</li> <li>• I encourage people to experiment and try things out.</li> <li>• I have an ability to be clear in complex situations, without oversimplifying things.</li> </ul>
	Tenacious Implementer	<ul style="list-style-type: none"> <li>• I am deeply interested in the task and how it gets done.</li> <li>• I expect people to do what they say they are going to do, and if they don't I start to become quite irritated (although I don't always show it).</li> <li>• I don't like going back on a decision, although I will do it when necessary.</li> <li>• People say that I win them over or wear them down with my persistence.</li> <li>• I have a lot of energy for the job and tend to be called in when there is a mess to sort out.</li> <li>• I am good at understanding and remembering technical and managerial details.</li> <li>• I can take a large, long-range project and easily break it down into manageable chunks – project management comes naturally to me.</li> <li>• I worry about the near future more than I worry about the long range future.</li> <li>• I can interface well with stakeholders (but I don't necessarily enjoy that part of the job).</li> <li>• I am good at eliciting clear requirements from people, and then keeping to the brief.</li> </ul>
	Thoughtful Architect	<ul style="list-style-type: none"> <li>• I will always take time out to think things through.</li> <li>• I am good at seeing the big picture and how the different parts of a complex problem fit together.</li> <li>• I think a lot about the future and can spot where elements of the vision don't stack up.</li> <li>• I will not be hurried into making reactive decisions.</li> <li>• I can stand my ground and argue my case thoughtfully, broadly and deeply and from a number of different perspectives.</li> <li>• I won't compromise the strategy for the sake of short-term tactics.</li> <li>• I spend time scanning the environment and understand what's on the horizon.</li> <li>• I make sense of the internal organization and see what needs to be changed to fit with future challenges.</li> <li>• I am always open to new ideas about the future as long as they make sense.</li> <li>• I believe conceptual models of the world have a use in developing strategy.</li> </ul>
Team Performance		<ul style="list-style-type: none"> <li>• Adequately completes assigned duties</li> <li>• Fullfills all responsibilities required by his/her job.</li> <li>• Performs tasks that are expected of him/her</li> <li>• Meets formal performance requirements of the job</li> <li>• Never neglects aspects of the job he/she is obligated to perform</li> </ul>

Table 6: Variables' measures

### 3.3.3 Analysis of Quantitative Data

#### 3.3.3.1 Reliability Test

Reliability refers to the degree of accuracy and consistency in measurement. Reliability examines the extent of getting the same output on repeated uses with different samples (Jeffreyes 2006, p.47). Reliability can be estimated in a number of ways, including Inter-Rater or Inter-Observer Reliability, Test-Retest Reliability, Parallel-Forms Reliability and Internal Consistency Reliability (Bellini and Rumrill, 2009, p.67).

Internal consistency is concerned with the degree to which questionnaire items correlate with each other and reflect the same concept. Reliability test are reported as reliability coefficient. Perfectly correlated items would be demonstrated by a coefficient of 1.00. Generally, a reliability coefficient of 0.7 is considered acceptable for new instruments (Jeffreyes 2006, p.48). However, George and Mallery provided the following rules:

Reliability Value	Interpretation
> .9	Excellent
> .8	Good
> .7	Acceptable
> .6	Questionable
> .5	Poor
< .5 –	Unacceptable

Table 7: Interpretation of Reliability Value (Source: George and Mallery, 2003 cited in Gliem and Gliem 2003 )

Cronbach's alpha is the preferred measure of internal consistency because all items are compared with each other and with total questionnaire. For items with multiple choices on the questionnaire such as Likert scale, which is adopted in this dissertation questionnaire, then Cronbach's alpha is the method of choice to assess the reliability of the items. Cronbach's alpha

currently is the most commonly used index of reliability in the area of educational and psychological research (Daniel and Witta, 1997 cited in Gliner and Morgan 2000 p.316)

### **3.3.3.2 Correlation Test**

Simply, correlations measure how variables are related. If the research has two variables to investigate, it is a bivariate population; and if the research has more than two variables, it is known as a multivariate. There are several methods to measure the relationship between variables but we need to answer two types of questions (Kothari 2008, p.138):

- Does there exist association of correlation between the two or more variables? If yes, of what degree?
- Is there any cause and effect relationship between the variables i? If yes, of what degree and in which direction?

The first question is answered by the use of correlation technique and the second question by the technique of regression. Correlation research addresses two questions. First is there a relationship between two (or more) variables of interest? Second, what is the direction and what is the magnitude of the relationship? (Cohen, Manion, & Morrison, 2003, p.193, cited in Cipani 2008, P.13). Karl Pearson's coefficient of correlation is the most widely used method of measuring the degree of relationship between two variables. The value of Karl Pearson's coefficient or 'r' lies between  $\pm 1$ . Positive value of r indicates positive correlation between the two variables whereas negative values of 'r' indicate negative correlation. A zero value of 'r' indicates that there is no association between the two variables. A zero correlation between two variables means that they are not related in linear fashion: As one variable increases, the other may increase, decrease or remain constant with no identifiable order to the relationship (Kothari 2008, p.138, Bellini and Rumrill, 2009, p.78).

The coefficient of determination is the square of the correlation coefficient ' $r^2$ ', and represents the amount of variance shared by the two variables. For example a coefficient of .80 means that the two variables share 64 percent of their variation, or alternately that 64 percent of the variability in one variable is predicted by variability in the other variable (Bellini and Rumrill, 2009, p.78).

### **3.3.3.1 Regression Test**

Cause and effect relationship can be studied through simple regression equation. For a multivariate population (more than two variables) the cause and effect can be studied through multiple regression equation. (Kumar 2008, p.129).

Multiple regression analysis has two primary purposes that are prediction and causal explanation (Miles & Shevlin 2001 cited in Bellini & Rumrill 2009, p90). The statistical output of the regression analysis include measures of the effect size (R),  $R^2$  for the variance explained in the dependent variable by the set of independent variables, significance tests to assess the contribution of each independent variables to the prediction of the dependent variable, and two types of coefficients that are unstandardized regression coefficient and standardized regression coefficient (Bellini & Rumrill 2009 ,p90).

# Chapter 4: Data Analysis and Findings

## 4.1 Crisis Influence on the Organization

In the questionnaire, we asked the question “To what extent you believe the recent financial crisis has impacted your organization” in order to obtain the respondents’ view of the crisis impact on their organization. From the below table, the result shows that 29.7% of the respondent answered that there the crisis didn’t impact their organization at all.

	Percent
No impact at all	29.7
Very Little	28.1
I don’t Know	6.3
Somewhat	21.9
To a great Extent	14.1



Figure 9: Employee perception of the crisis impact on their organization

In regards of the question “Indicate the way the financial crisis has influenced your organization”, we have listed five answers which as per the literature are the top actions taken by the organization to overcome the financial crisis and they are:

- Reduced operational costs
- Stopped new hiring
- Laid off employees
- Put larger projects on hold
- Reduced training and development expenses

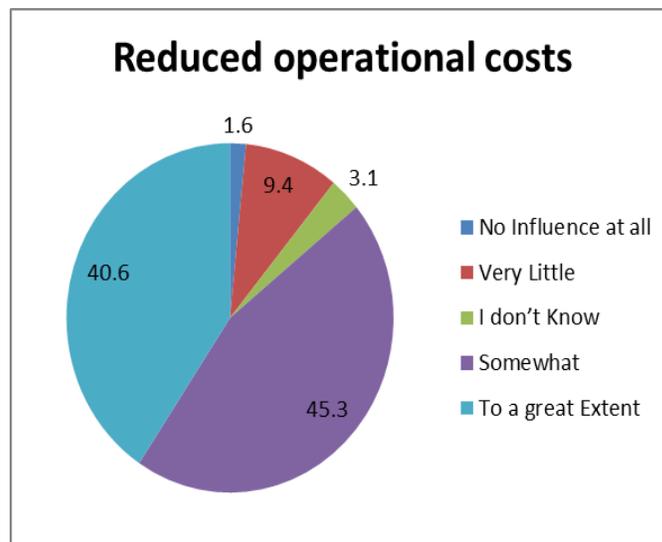


Figure 10: Responses' rate for the crisis influence "reducing the operational costs"

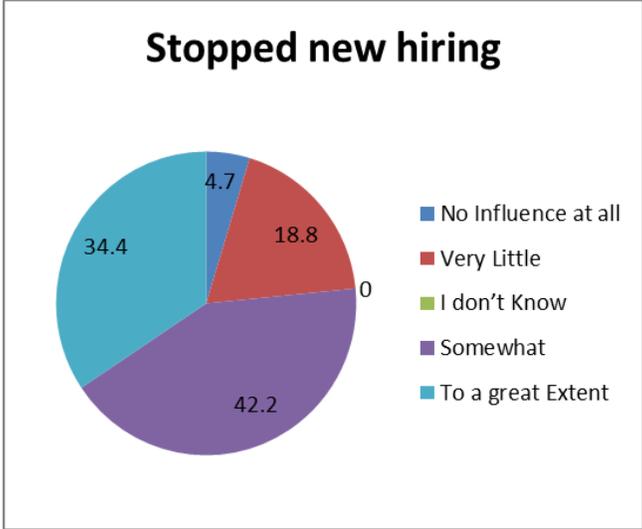


Figure 11: Responses' rate for the crisis influence "stopping new hiring"

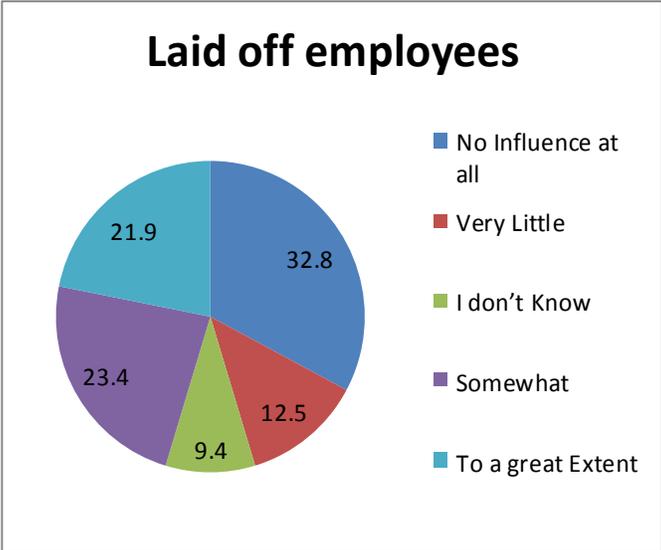


Figure 12: Responses' rate for the crisis influence "laying off employees"

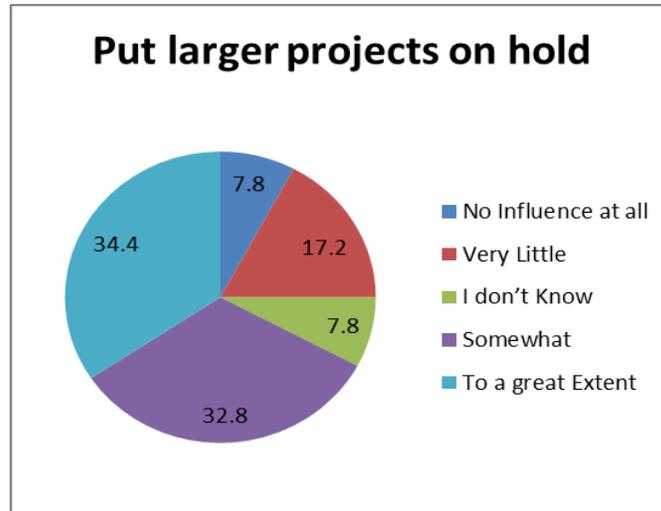


Figure 13: Responses' rate for the crisis influence "putting larger projects on hold"

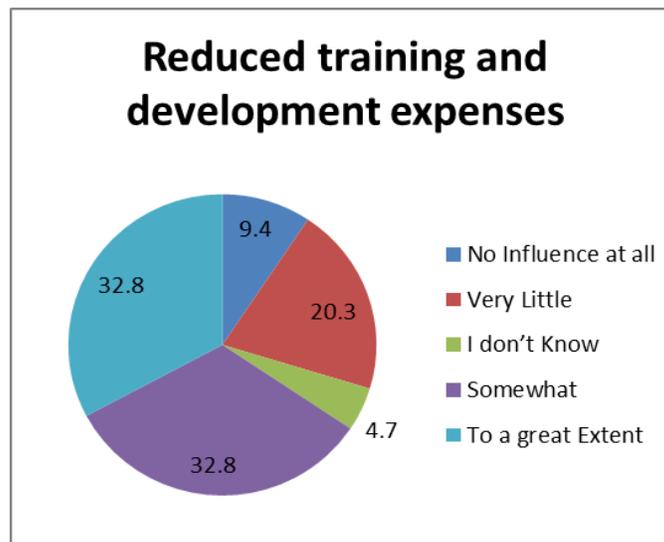


Figure 14: Responses' rate for the crisis influence "reducing training and development expenses"

## 4.2 Reliability Test

We used Cronbach's alpha as a method to measure the reliability of each variables being studied in this research. The outcomes from the reliability test below show that the Cronbach's Alpha value was found to be above 0.6 for each variable, as shown in the table below. All the variables got Cronbach's alpha above 0.80, except for one variable which is crisis dimensions which was 0.619. 0.80 is a good and reasonable result as per table 5, explained earlier. However, the crisis dimension variable got above 0.6 which is as per table 5 a questionable result but not poor nor unacceptable. Hence, we conclude that there results indicate that these variables that were used for the research study are reliable.

Variables		Items	Cronbach's $\alpha$
Crisis Dimensions		4	0.619
Leadership Style Adaptation	Edgy Catalyser	10	0.820
	Visionary Motivator	10	0.893
	Measured Connector	10	0.889
	Tenacious Implementer	10	0.813
	Thoughtful Architect	10	0.833
Team Performance		5	0.833

Table 8: Reliability Results

## 4.3 Correlation Test

### 4.3.1 Crisis Dimensions and Leadership Styles Correlation

The results are shown in the above tables enable us to examine the relationship between each measure from the independent variables “Crisis Dimension” with one measure from the dependent variable “Leadership Style Adaptation”. It was really difficult to find a relationship between the two variables as the Spearman Correlation values was almost not significant. The key findings derived from these results can be summarized as follow:

- There is no significant correlation between Crisis Dimensions and the Edgy Catalyser style of leadership.
- Visionary Motivator style of leadership is significantly negatively correlated with Crisis Dimensions. The significance noticed at the **time** and **proximity** dimension of crisis with three measures of the visionary motivator leadership.
- Measured connector style of leadership is significantly negatively correlated with the **time** dimension of the crisis. It is noticed at the two measures of the measured connector leadership.
- Tenacious Implementer style of leadership is correlated positively significantly with the two dimensions of the crisis which are **consequences** of the crisis and the **proximity**. The significance noticed at two measures of the tenacious implementer leadership; one measure with each of the crisis dimension (consequences and proximity).
- Thoughtful Architect style of leadership is correlated positively significantly with only one dimension with is proximity and it is only one measure of the thoughtful architect leadership.

**Crisis Dimensions and Edgy Catalyser**

		LSEC1	LSEC2	LSEC3	LSEC4	LSEC5	LSEC6	LSEC7	LSEC8	LSEC9	LSEC10
Our organization is still experiencing the full effect of the crisis.	Pearson Correlation	-.150	.206	-.172	-.152	-.109	-.076	-.056	.192	.043	.192
	Sig. (2-tailed)	.236	.102	.174	.231	.391	.550	.660	.128	.733	.128
	N	64	64	64	64	64	64	64	64	64	64
The size of the damage caused by the crisis, that our organization faced, differs through out the crisis.	Pearson Correlation	-.084	.164	.110	.162	.123	-.107	.096	.210	.015	.165
	Sig. (2-tailed)	.511	.196	.388	.200	.332	.399	.451	.095	.904	.193
	N	64	64	64	64	64	64	64	64	64	64
Managers within our organization maintain adequate social distance from their subordinates.	Pearson Correlation	-.188	.009	.043	-.016	-.176	-.035	.058	-.055	-.048	-.220
	Sig. (2-tailed)	.137	.942	.736	.898	.164	.784	.651	.667	.704	.081
	N	64	64	64	64	64	64	64	64	64	64
Our organization has been through different types of crisis's consequences (physical, psychological and material)	Pearson Correlation	-.062	.146	.066	.101	.022	-.136	-.071	.135	.042	.134
	Sig. (2-tailed)	.627	.250	.605	.426	.860	.285	.575	.287	.743	.290
	N	64	64	64	64	64	64	64	64	64	64

**Crisis Dimensions and Visionary Motivator**

		LSVM1	LSVM2	LSVM3	LSVM4	LSVM5	LSVM6	LSVM7	LSVM8	LSVM9	LSVM10
Our organization is still experiencing the full effect of the crisis.	Pearson Correlation	-.070	-.297	-.253	-.232	.150	-.121	-.180	.014	-.083	-.092
	Sig. (2-tailed)	.585	.017	.044	.065	.237	.343	.154	.913	.512	.468
	N	64	64	64	64	64	64	64	64	64	64
The size of the damage caused by the crisis, that our organization faced, differs through out the crisis.	Pearson Correlation	.087	-.095	-.059	-.092	.170	.031	.120	.071	-.046	-.008
	Sig. (2-tailed)	.494	.456	.642	.468	.178	.811	.347	.575	.718	.949
	N	64	64	64	64	64	64	64	64	64	64
Managers within our organization maintain adequate social distance from their subordinates.	Pearson Correlation	-.018	-.114	-.149	-.095	-.041	-.261	-.048	-.101	.052	-.093
	Sig. (2-tailed)	.885	.371	.239	.455	.747	.037	.706	.427	.685	.467
	N	64	64	64	64	64	64	64	64	64	64
Our organization has been through different types of crisis's consequences (physical, psychological and material)	Pearson Correlation	.036	-.124	-.077	.012	.216	.099	.102	.011	-.117	.020
	Sig. (2-tailed)	.777	.329	.545	.924	.086	.435	.420	.933	.357	.875
	N	64	64	64	64	64	64	64	64	64	64

**Crisis Dimensions and Measured Connector**

		LSMC1	LSMC2	LSMC3	LSMC4	LSMC5	LSMC6	LSMC7	LSMC8	LSMC9	LSMC10
Our organization is still experiencing the full effect of the crisis.	Pearson Correlation	-.076	-.254	-.225	.039	-.092	-.058	-.017	.012	-.275	-.080
	Sig. (2-tailed)	.552	.043	.074	.758	.471	.652	.895	.925	.028	.528
	N	64	64	64	64	64	64	64	64	64	64
The size of the damage caused by the crisis, that our organization faced, differs through out the crisis.	Pearson Correlation	.045	-.058	.043	.175	-.006	.095	-.004	.136	.057	-.028
	Sig. (2-tailed)	.726	.650	.734	.167	.959	.457	.973	.283	.655	.823
	N	64	64	64	64	64	64	64	64	64	64
Managers within our organization maintain adequate social distance from their subordinates.	Pearson Correlation	.009	-.234	-.171	-.150	-.225	-.136	.128	-.141	.020	-.195
	Sig. (2-tailed)	.941	.062	.176	.238	.074	.285	.314	.265	.877	.123
	N	64	64	64	64	64	64	64	64	64	64
Our organization has been through different types of crisis's consequences (physical, psychological and material)	Pearson Correlation	.012	-.128	-.111	-.044	-.132	-.055	.076	.048	-.033	.064
	Sig. (2-tailed)	.924	.314	.382	.730	.297	.666	.549	.705	.795	.613
	N	64	64	64	64	64	64	64	64	64	64

**Crisis Dimensions and Tenacious Implementer**

		LSTI1	LSTI2	LSTI3	LSTI4	LSTI5	LSTI6	LSTI7	LSTI8	LSTI9	LSTI10
Our organization is still experiencing the full effect of the crisis.	Pearson Correlation	-.053	-.058	.106	.049	-.179	-.052	-.006	.026	.044	-.005
	Sig. (2-tailed)	.678	.648	.403	.702	.158	.684	.960	.838	.729	.968
	N	64	64	64	64	64	64	64	64	64	64
The size of the damage caused by the crisis, that our organization faced, differs through out the crisis.	Pearson Correlation	.276	.004	.301	.211	.034	.075	.109	.168	.101	.038
	Sig. (2-tailed)	.027	.973	.015	.094	.789	.556	.390	.186	.425	.764
	N	64	64	64	64	64	64	64	64	64	64
Managers within our organization maintain adequate social distance from their subordinates.	Pearson Correlation	-.012	-.187	.131	-.173	-.066	.064	.065	.284	.107	-.132
	Sig. (2-tailed)	.928	.139	.302	.172	.602	.617	.610	.023	.399	.299
	N	64	64	64	64	64	64	64	64	64	64
Our organization has been through different types of crisis's consequences (physical, psychological and material)	Pearson Correlation	.239	-.036	-.005	.164	.092	-.048	.065	-.009	-.080	.156
	Sig. (2-tailed)	.057	.780	.968	.195	.467	.709	.608	.943	.527	.220
	N	64	64	64	64	64	64	64	64	64	64

**Crisis Dimensions and Thoughtful Architect**

		LSTA1	LSTA2	LSTA3	LSTA4	LSTA5	LSTA6	LSTA7	LSTA8	LSTA9	LSTA10
Our organization is still experiencing the full effect of the crisis.	Pearson Correlation	.058	-.178	-.051	-.091	-.079	.109	-.163	-.193	-.241	-.043
	Sig. (2-tailed)	.648	.160	.690	.477	.534	.390	.199	.126	.055	.736
	N	64	64	64	64	64	64	64	64	64	64
The size of the damage caused by the crisis, that our organization faced, differs through out the crisis.	Pearson Correlation	.280*	.100	.286*	.038	.051	.219	.061	-.043	.159	-.003
	Sig. (2-tailed)	.025	.431	.022	.766	.690	.083	.633	.736	.208	.978
	N	64	64	64	64	64	64	64	64	64	64
Managers within our organization maintain adequate social distance from their subordinates.	Pearson Correlation	.132	-.054	.115	.091	-.173	.098	.021	-.013	-.070	-.311*
	Sig. (2-tailed)	.299	.671	.365	.477	.171	.439	.866	.918	.582	.012
	N	64	64	64	64	64	64	64	64	64	64
Our organization has been through different types of crisis's consequences (physical, psychological and material)	Pearson Correlation	-.020	-.102	.188	.059	-.030	.131	-.047	-.203	-.077	.042
	Sig. (2-tailed)	.874	.422	.137	.641	.816	.304	.713	.108	.547	.742
	N	64	64	64	64	64	64	64	64	64	64

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

\* . Correlation is significant at the 0.05 level (2-tailed).

### **4.3.2 Team Performance and Leadership Styles Correlation**

The results are shown in the above tables enable us to examine the relationship between each measure from the independent variables “Leadership Style Adaptation” with one measure from the dependent variable “Team Performance”. The results of spearman correlation were more optimistic than the correlation between the crisis dimension and the leadership style adaptation. The key findings derived from these results can be summarized as follow:

- There is a significant positive correlation between team performance and the Edgy Catalyser style of leadership. The significance can be noticed most at the “Adequately completes assigned duties” and “Fullfills all responsibilities required by his/her job” measures of the team performance.
- Visionary Motivator style of leadership is significantly positively correlated with team performance. The significance noticed at the “Adequately completes assigned duties”, “Fullfills all responsibilities required by his/her job”, “Performs tasks that are expected of him/her” and “Never neglects aspects of the job he/she is obligated to perform” measures of the team performance.
- Measured connector style of leadership is significantly positively correlated with all the measures of the team performance.
- Tenacious Implementer style of leadership is correlated positively significantly with the “Adequately completes assigned duties”, “Fullfills all responsibilities required by his/her job” and “Never neglects aspects of the job he/she is obligated to perform”.
- Thoughtful Architect style of leadership is correlated positively significantly with the team performance mostly at the “Never neglects aspects of the job he/she is obligated to perform” measure.

**Team Performance and Edgy Catalyser**

		LSEC1	LSEC2	LSEC3	LSEC4	LSEC5	LSEC6	LSEC7	LSEC8	LSEC9	LSEC10
Adequately completes assigned duties	Pearson Correlation	.142	.040	.289	.218	.350	.208	.288	.121	.208	.272
	Sig. (2-tailed)	.263	.756	.021	.083	.005	.100	.021	.340	.099	.029
	N	64	64	64	64	64	64	64	64	64	64
Fullfills all responsibilities required by his/her job.	Pearson Correlation	.187	.015	.253	.440	.442	.361	.377	.206	.195	.379
	Sig. (2-tailed)	.140	.905	.043	.000	.000	.003	.002	.102	.123	.002
	N	64	64	64	64	64	64	64	64	64	64
Performs tasks that are expected of him/her	Pearson Correlation	.126	-.006	.073	.226	.276	.166	.123	.142	.075	.143
	Sig. (2-tailed)	.321	.960	.568	.073	.027	.191	.333	.263	.553	.259
	N	64	64	64	64	64	64	64	64	64	64
Meets formal performance requirements of the job	Pearson Correlation	.212	-.036	-.022	.203	.197	.221	.308	.020	.015	.208
	Sig. (2-tailed)	.093	.775	.861	.108	.118	.079	.013	.877	.905	.099
	N	64	64	64	64	64	64	64	64	64	64
Never neglects aspects of the job he/she is obligated to perform	Pearson Correlation	.271	.208	.222	.231	.409	.222	.231	.236	.092	.244
	Sig. (2-tailed)	.030	.099	.078	.066	.001	.078	.066	.061	.468	.052
	N	64	64	64	64	64	64	64	64	64	64

**Team Performance and Visionary Motivator**

		LSVM1	LSVM2	LSVM3	LSVM4	LSVM5	LSVM6	LSVM7	LSVM8	LSVM9	LSVM10
Adequately completes assigned duties	Pearson Correlation	.400	.424	.349	.363	.090	.240	.401	.339	.252	.271
	Sig. (2-tailed)	.001	.000	.005	.003	.482	.056	.001	.006	.045	.031
	N	64	64	64	64	64	64	64	64	64	64
Fullfills all responsibilities required by his/her job.	Pearson Correlation	.446	.441	.392	.499	.140	.441	.407	.289	.257	.308
	Sig. (2-tailed)	.000	.000	.001	.000	.269	.000	.001	.020	.040	.013
	N	64	64	64	64	64	64	64	64	64	64
Performs tasks that are expected of him/her	Pearson Correlation	.199	.273	.286	.273	.267	.254	.321	.277	.137	.160
	Sig. (2-tailed)	.116	.029	.022	.029	.033	.043	.010	.027	.281	.206
	N	64	64	64	64	64	64	64	64	64	64
Meets formal performance requirements of the job	Pearson Correlation	.226	.285	.220	.266	.204	.228	.272	.233	.068	.091
	Sig. (2-tailed)	.072	.022	.080	.033	.106	.070	.030	.063	.593	.476
	N	64	64	64	64	64	64	64	64	64	64
Never neglects aspects of the job he/she is obligated to perform	Pearson Correlation	.408	.440	.309	.465	.318	.410	.352	.408	.264	.241
	Sig. (2-tailed)	.001	.000	.013	.000	.011	.001	.004	.001	.035	.055
	N	64	64	64	64	64	64	64	64	64	64

**Team Performance and Measured Connector**

		LSMC1	LSMC2	LSMC3	LSMC4	LSMC5	LSMC6	LSMC7	LSMC8	LSMC9	LSMC10
Adequately completes assigned duties	Pearson Correlation	.221	.385	.247	.156	.197	.158	.276	.363	.192	.202
	Sig. (2-tailed)	.080	.002	.049	.217	.119	.213	.027	.003	.129	.110
	N	64	64	64	64	64	64	64	64	64	64
Fullfills all responsibilities required by his/her job.	Pearson Correlation	.246	.528	.434	.204	.363	.231	.358	.331	.217	.261
	Sig. (2-tailed)	.050	.000	.000	.106	.003	.066	.004	.008	.086	.037
	N	64	64	64	64	64	64	64	64	64	64
Performs tasks that are expected of him/her	Pearson Correlation	.055	.257	.180	.297	.177	.073	.297	.251	.089	.280
	Sig. (2-tailed)	.666	.040	.154	.017	.162	.567	.017	.046	.484	.025
	N	64	64	64	64	64	64	64	64	64	64
Meets formal performance requirements of the job	Pearson Correlation	.185	.277	.256	.343	.266	.150	.105	.270	.097	.227
	Sig. (2-tailed)	.143	.027	.041	.005	.034	.236	.408	.031	.445	.072
	N	64	64	64	64	64	64	64	64	64	64
Never neglects aspects of the job he/she is obligated to perform	Pearson Correlation	.128	.403	.361	.258	.407	.316	.397	.495	.200	.301
	Sig. (2-tailed)	.314	.001	.003	.040	.001	.011	.001	.000	.114	.016
	N	64	64	64	64	64	64	64	64	64	64

**Team Performance and Tenacious Implementer**

		LSTI1	LSTI2	LSTI3	LSTI4	LSTI5	LSTI6	LSTI7	LSTI8	LSTI9	LSTI10
Adequately completes assigned duties	Pearson Correlation	.213	.149	.146	.284	.315	.336	.420	.194	.293	.238
	Sig. (2-tailed)	.092	.239	.251	.023	.011	.007	.001	.124	.019	.058
	N	64	64	64	64	64	64	64	64	64	64
Fullfills all responsibilities required by his/her job.	Pearson Correlation	.367	.081	-.091	.244	.431	.274	.376	-.022	.091	.237
	Sig. (2-tailed)	.003	.523	.474	.052	.000	.028	.002	.865	.473	.059
	N	64	64	64	64	64	64	64	64	64	64
Performs tasks that are expected of him/her	Pearson Correlation	.160	.215	.068	.116	.281	.168	.229	.010	-.066	.227
	Sig. (2-tailed)	.207	.088	.596	.359	.025	.186	.068	.934	.607	.071
	N	64	64	64	64	64	64	64	64	64	64
Meets formal performance requirements of the job	Pearson Correlation	.072	.080	-.005	-.050	.168	.169	.218	-.036	-.066	.083
	Sig. (2-tailed)	.570	.528	.967	.695	.184	.182	.083	.779	.602	.515
	N	64	64	64	64	64	64	64	64	64	64
Never neglects aspects of the job he/she is obligated to perform	Pearson Correlation	.219	.168	.087	.400	.264	.381	.488	.181	.176	.405
	Sig. (2-tailed)	.083	.186	.493	.001	.035	.002	.000	.153	.163	.001
	N	64	64	64	64	64	64	64	64	64	64

**Team Performance and Thoughtful Architect**

		LSTA1	LSTA2	LSTA3	LSTA4	LSTA5	LSTA6	LSTA7	LSTA8	LSTA9	LSTA10
Adequately completes assigned duties	Pearson Correlation	.176	.026	.117	.107	.183	.133	.205	.349**	.293	.149
	Sig. (2-tailed)	.164	.839	.359	.399	.148	.293	.105	.005	.019	.241
	N	64	64	64	64	64	64	64	64	64	64
Fulfills all responsibilities required by his/her job.	Pearson Correlation	.189	.179	.198	.098	.319	.180	.202	.336**	.425**	.202
	Sig. (2-tailed)	.135	.157	.117	.442	.010	.154	.109	.007	.000	.109
	N	64	64	64	64	64	64	64	64	64	64
Performs tasks that are expected of him/her	Pearson Correlation	.090	.050	.035	-.043	.125	-.030	.137	.217	.198	.167
	Sig. (2-tailed)	.481	.694	.785	.736	.324	.813	.282	.085	.117	.188
	N	64	64	64	64	64	64	64	64	64	64
Meets formal performance requirements of the job	Pearson Correlation	.203	.143	.061	-.009	.263	-.047	.221	.245	.255	.149
	Sig. (2-tailed)	.107	.261	.630	.946	.036	.714	.079	.051	.042	.241
	N	64	64	64	64	64	64	64	64	64	64
Never neglects aspects of the job he/she is obligated to perform	Pearson Correlation	.176	.263	.085	.161	.303	.251	.242	.357**	.310	.340**
	Sig. (2-tailed)	.163	.036	.502	.203	.015	.045	.054	.004	.013	.006
	N	64	64	64	64	64	64	64	64	64	64

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

\* . Correlation is significant at the 0.05 level (2-tailed).

## 4.4 Regression Test

### 4.4.1 Crisis Dimensions and Leadership Style Adaptation on Team Performance measure “Adequately completes assigned duties”

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.936 <sup>a</sup>	.875	.214	.611

a. Predictors

ANOVA<sup>b</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.203	53	.494	1.324	.330 <sup>a</sup>
	Residual	3.734	10	.373		
	Total	29.938	63			

a. Predictors

b. Dependent Variables “Adequately completes assigned duties”

The R value (0.936) indicates a positive relation between the predictors (Crisis dimensions and leadership styles adaptation) and the “Adequately completes assigned duties” measure of the team performance. Moreover, the predictors can explain 87.5% of the variance in the “completion of the assigned duties” by the team members. However, this relation is **not significant** as the value 0.330 is greater than 0.05.

#### 4.4.2 Crisis Dimensions and Leadership Style Adaptation on Team Performance measure “Fullfills all responsibilities required by his/her job”

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.971 <sup>a</sup>	.942	.635	.361

a. Predictors

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.137	53	.399	3.067	.030 <sup>a</sup>
	Residual	1.300	10	.130		
	Total	22.438	63			

a. Predictors

b. Dependent Variables “Fullfills all responsibilities required by his/her job”

The R value (0.971) indicates a positive relation between the predictors (Crisis dimensions and leadership styles adaptation) and the “Fullfills all responsibilities required by his/her job” measure of the team performance. Moreover, the predictors can explain 94.2% of the variance in the “Fullfills all responsibilities required by his/her job” by the team members. In addition, this relation is **significant** as the value 0.030 is less than 0.05.

#### 4.4.3 Crisis Dimensions and Leadership Style Adaptation on Team Performance measure “Performs tasks that are expected of him/her”

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.927 <sup>a</sup>	.859	.111	.669

a. Predictors

**ANOVA<sup>b</sup>**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	27.254	53	.514	1.148	.435 <sup>a</sup>
Residual	4.480	10	.448		
Total	31.734	63			

a. Predictors

b. Dependent Variables “Performs tasks that are expected of him/her”

The R value (0.927) indicates a positive relation between the predictors (Crisis dimensions and leadership styles adaptation) and the “Performs tasks that are expected of him/her” measure of the team performance. Moreover, the predictors can explain 85.9% of the variance in the “Performs tasks that are expected of him/her” by the team members. In spite of the high value of R, this relation is **not significant** as the value 0.435 is greater than 0.05.

#### 4.4.4 Crisis Dimensions and Leadership Style Adaptation on Team Performance measure “Meets formal performance requirements of the job”

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.922 <sup>a</sup>	.850	.058	.728

a. Predictors

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.139	53	.569	1.073	.488 <sup>a</sup>
	Residual	5.299	10	.530		
	Total	35.438	63			

a. Predictors

b. Dependent Variables “Meets formal performance requirements of the job”

The R value (0.922) indicates a positive relation between the predictors (Crisis dimensions and leadership styles adaptation) and the “Meets formal performance requirements of the job” measure of the team performance. Moreover, the predictors can explain 85.0% of the variance in the “Meets formal performance requirements of the job” by the team members. In addition, this relation is not significant as the value 0.488 is greater than 0.05.

**4.4.5 Crisis Dimensions and Leadership Style Adaptation on Team Performance measure “Never neglects aspects of the job he/she is obligated to perform”**

**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.950 <sup>a</sup>	.902	.381	.534

a. Predictors

**ANOVA<sup>b</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	26.136	53	.493	1.731	.175 <sup>a</sup>
	Residual	2.849	10	.285		
	Total	28.984	63			

a. Predictors

b. Dependent Variables “Never neglects aspects of the job he/she is obligated to perform”

The R value (0.927) indicates a positive relation between the predictors (Crisis dimensions and leadership styles adaptation) and the “Never neglects aspects of the job he/she is obligated to perform” measure of the team performance. Moreover, the predictors can explain 85.9% of the variance in the “Performs tasks that are expected of him/her” by the team members. It is true we got a high value of R however this relation is **not significant** as the value 0.175 is greater than 0.05.

## **Chapter 5: Data Discussion**

In the previous chapter, we have implemented the data analyses tool to the data collected and the findings were presented. These finding will be our guide to draw the discussion of the research.

### **5.1.1 Crisis Influence on the Organization**

It is true that 29.7% of the responses to the question “To what extent you believe the recent financial crisis has impacted your organization” stated that there was no impact at all, however, the responses to the question “Indicate the way the financial crisis has influenced your organization” show that these organization were influenced by the financial crisis. Reducing operational costs, stopping new hiring, put larger projects on hold and reduced training and development expenses got higher percentage on the answers somewhat and to a great extent (45.3%, 42.2%, 32.8% and 32.8) (40.6%, 34.4%, 21.9%, 34.4% and 32.8%) respectively. on the other hand, laying off employees got a higher answer on the “no influence at all” (32.8%).

### **5.1.2 Crisis Dimensions and Leadership Styles**

In the correlation analysis where we examined the relation between crisis dimensions and leadership styles, there was no significant relation between crisis dimension and Edge Catalyser leadership style. We found that there was significant negative relation between the crisis dimensions and the other leadership styles as below:

<b>Crisis Dimensions</b>	<b>Leadership Styles</b>
<ul style="list-style-type: none"> <li>• Our organization is still experiencing the full effect of the crisis. (<u>Time</u>)</li> <li>• Managers within our organization maintain adequate social distance from their subordinates (<u>Proximity</u>).</li> </ul>	Visionary Motivator
<ul style="list-style-type: none"> <li>• Our organization is still experiencing the full effect of the crisis. (<u>Time</u>).</li> </ul>	Measured Connector
<ul style="list-style-type: none"> <li>• The size of the damage caused by the crisis, that our organization faced, differs throughout the crisis (<u>Magnitude and Probability of Consequences</u>)</li> <li>• Managers within our organization maintain adequate social distance from their subordinates (<u>Proximity</u>).</li> </ul>	Tenacious Implementer
<ul style="list-style-type: none"> <li>• Managers within our organization maintain adequate social distance from their subordinates (<u>Proximity</u>)</li> </ul>	Thoughtful Architect

Table 9: Crisis Dimensions and Leadership Style relation

### 5.1.3 Crisis and Leadership Styles Relation with the Team Performance

<b>Team Performance Measures</b>	<b>R</b>	<b>R<sup>2</sup></b>	<b>Significance</b>
Adequately completes assigned duties	.936	.875	.330
Fullfills all responsibilities required by his/her job.	.971	.942	.030
Performs tasks that are expected of him/her	.927	.859	.435
Meets formal performance requirements of the job	.922	.850	.488
Never neglects aspects of the job he/she is obligated to perform	.950	.902	.175

Table 10: Crisis and Leadership Styles Relation with the Team Performance

From the above summary of the results of the regression analysis output to predict the impact of the crisis dimension and leadership on team performance, we noted that even though the correlation value (R) is high but it is only significant at “Fullfills all responsibilities required by his/her job.”. Hence, crisis dimension and leadership style can only predict this measure of team performance and the rest can’t be used as a model to make predictions.

## Chapter 6: Conclusion and Recommendations

### **6.1 Conclusion**

We have reach to point where we need to summarize this research which studied leadership in crisis in Dubai. The objectives were:

- To investigate the impact of a crisis on the management and performance of private and public organizations.
- To investigate crisis impact on middle management leadership.
- To examine how the adaptation of leadership style during crisis could influence employees' performance.

It is true there were an excessive researches and literatures in field of crisis, crisis management, leadership, leadership styles and team performance; however it is rare to find a research that combine all the mentioned area of study in one research or studying the relation between them. The literature review chapter covered most of the mentioned topic mainly crisis, leadership and team performance in detail and lead to the development of the conceptual framework based on (Hannah et al., 2009). The research methods used was aiming at finding the relation between the variables stated in the conceptual framework.

The findings and discussion of the data analysed helped providing the recommendations for government and private organization in Dubai that might help them survive the current and future crisis on the long run. It has been found out that organizations in Dubai attempted to overcome the crisis through reducing operational costs, stopping new hiring, putting large project on hold and reduced training expense. However, these actions should be aligned with a leadership such as Visionary Motivator, Measured Connector, Tenacious Implementer and Thoughtful Architect as they are more suitable for such scenarios. Finally, if my research would be taken to further study, I hope the research limitations will be taken into consideration.

## **6.2 Recommendations**

- Organization needs to understand crisis and pay more attention to it especially for the unpredicted ones because if nothing went wrong till now doesn't mean it won't go wrong. The crisis which hit the world predicted by many economists, however its impact couldn't be imagined and avoided. Dubai could have taken the initiative before getting hit by the crisis as the impact reached Dubai late.
- As failure of leadership is one of critical factor in the cause of crisis, organization in Dubai needs to give more consideration to the importance of leadership. In addition, eliminating the leadership development program to reduce the operational cost is not a wise option as leadership skills play a role in resolving crisis.
- Since there is a negative relation between specific Crisis Dimensions and leadership styles adaptation as per the results we got, we need to know the proper leadership style for each situation or crisis. From table 10:
  - Visionary Motivator and Measured Connector will be the proper leadership style when "location in time" dimension presents since the relation is negative. That's mean, these leadership styles reduce the presence of time dimension, in other words, these leadership will be suitable for long term crisis such as the one that we are currently been through.
  - Furthermore, Visionary Motivator, Tenacious Implementer and Thoughtful Architect negatively related with Proximity dimensions of crisis, hence if the team and leaders are highly involved in the crisis then such leadership will be suitable for such event.
  - Tenacious Implementer is negatively related with the "Magnitude and Probability of Consequences" dimension of crisis. So, it would advisable in case of a crisis with a high probability and magnitude of consequences such as declining in profit that could lead to bankruptcy of organization to adapt such leadership style.

### **6.3 Research Limitations**

This research should be considered with some limitations which resulted from the limitation in literatures that talk about the examination of the impact of crisis dimensions on the leadership styles. This was mentioned clearly in Hannah et al. (2009) literature.

Moreover, the crisis dimensions measures used were developed based on the literature without being tested previously. This can be noted in the reliability test implemented where we got an acceptable result but not a good one.

Finally, the numbers of significant relations were very low could have been resulted from the number of the responses (64 response). This could be due to the number of questions carried on the questionnaire developed. We have received some questionnaire surveys that have been filled partially and we had to ignore these responses.

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# Appendix A

## **British University in Dubai**

Faculty of Business  
Project Management Program

Dubai Academic City  
PO Box 355015  
Tel: 043663639  
Fax: 043664698

Ali Saleh Al Ali  
Mobile: 0506249522  
ali.s.m.alali@gmail.com

### **QUESTIONNAIRE**

**THIS QUESTIONNAIRE IS TO BE ANSWERED BY ALL PARTICIPANTS**

This questionnaire is an investigation for my dissertation as part of my Master in Project Management at the British University in Dubai. The purpose of the research is to explore the impact of the crisis on the organization and the management and examine the influence of the leadership style adaptation on the team performance.

The participation is entirely voluntary and you are not required to identify yourself in any way. Your answers will be confidential and it goes without saying that under no circumstances will your individual response be identified and/or made available to anyone in the division or the organization. The questionnaire will be taken back to University for analysis.

I hope that you are willing to participate in my research, and if you want a copy of the aggregated results please confirm by email when you return your questionnaire.

## **GENERAL INFORMATION**

Please fill in the spaces and tick the boxes as needed

**1. Your Gender:**

Female  Male

**2. Your Age:**

20-25  26-30  30-40  40-50  >50

**3. What is the highest level of completed education?**

High School  Diploma  Bachelor  Postgraduate degree (MSC or PhD)

**4. Which sector are you working at?**

Government  Private

**5. Your Organization's sector of industry:**

Government Services  Telecommunications  Construction  Manufacturing

Airlines  Banking  Education  Real Estate

Other

**6. How long have you been working in this organization?      Years**

**7. Do you have people reporting to you?**

Yes  No

## **SECTION ONE**

Here, we would like to know your opinion about the crisis impacts on your organization, leadership style and consequently on team performance.

### **1. To what extent you believe the recent financial crisis has impacted your organization?**

<b>To a great Extent</b>	<b>Somewhat</b>	<b>I don't Know</b>	<b>Very Little</b>	<b>No impact at all</b>
<input type="checkbox"/>				

### **2. Indicate the way the financial crisis has influenced your organization.**

<b>Influences</b>	<b>To a great Extent</b>	<b>Somewhat</b>	<b>I don't Know</b>	<b>Very Little</b>	<b>No Influence at all</b>
Reduced operational costs	<input type="checkbox"/>				
Stopped new hiring	<input type="checkbox"/>				
Laid off employees	<input type="checkbox"/>				
Put larger projects on hold	<input type="checkbox"/>				
Reduced training and development expenses	<input type="checkbox"/>				

### **3. To what extent do you agree with the following statements:**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither agree or disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
Our organization is still experiencing the full effect of the crisis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The size of the damage caused by the crisis, that our organization faced, differs through out the crisis.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Managers within our organization maintain adequate social distance from their subordinates.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Our organization has been through different types of crisis's consequences (physical, psychological and material)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### **4. The following questions are related to the way you engage the employees that you are managing**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither agree or disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
1. I am clear and precise with the facts when I need to argue a point.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

2. I don't tend to just let things go if I think they are important.	<input type="checkbox"/>				
3. I am recognized for my ability to deal with conflict well.	<input type="checkbox"/>				
4. I am courageous when speaking up about a problem that others don't see.	<input type="checkbox"/>				
5. I enjoy a robust conversation and encourage my team to give honest feedback.	<input type="checkbox"/>				
6. I am good at spotting problems and can quickly see which are important and which are trivial.	<input type="checkbox"/>				
7. I am comfortable with the notion that some people don't like me, but I can still work with these people without that getting in the way.	<input type="checkbox"/>				
8. I can show my disappointment or my sense of urgency in a way that affects people without getting angry or aggressive.	<input type="checkbox"/>				
9. I can juggle a number of conflicts without getting stressed.	<input type="checkbox"/>				
10. I am able to enlist support from others when the situation demands it.	<input type="checkbox"/>				

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither agree or disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
11. I'm able to set out a vision and articulate its component parts meaningfully to others.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
12. I demonstrate the confidence to bring people along with me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
13. I genuinely believe that given the will, people can achieve anything.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
14. I'm skilled at turning problems into solutions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
15. I'm emotionally resilient and bounce back easily and quickly.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
16. I enjoy getting people on board with my ideas.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
17. I see coaching as a real force in motivating people.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
18. I truly believe that you have to win the hearts and minds of people in any change	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

situation.					
19. I think positive and see the glass as half full rather than half empty.	<input type="checkbox"/>				
20. I can hold the vision long enough and strong enough for people to step into it.	<input type="checkbox"/>				

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither agree or disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
21. I am interested in other people's agendas and am able to tune into them.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
22. I am seen as a person of high integrity whom people can trust.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
23. I enjoy letting other people shine.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
24. I am able to keep calm and remain supportive and clear when others are losing their cool.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
25. I have a high level of drive to achieve medium- to long-range organizational goals, and don't get diverted by others' or my own self-importance.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
26. I am patient when others are struggling to come up with an idea or a solution.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
27. I habitually put different people together to discuss important challenges.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
28. I have a well-developed sense of purpose that guides everything that I do.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
29. I encourage people to experiment and try things out.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
30. I have an ability to be clear in complex situations, without oversimplifying things.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither agree or disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
31. I am deeply interested in the task and how it gets done.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
32. I expect people to do what they say they are going to do, and if they don't I start to	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

become quite irritated (although I don't always show it).					
33. I don't like going back on a decision, although I will do it when necessary.	<input type="checkbox"/>				
34. People say that I win them over or wear them down with my persistence.	<input type="checkbox"/>				
35. I have a lot of energy for the job and tend to be called in when there is a mess to sort out.	<input type="checkbox"/>				
36. I am good at understanding and remembering technical and managerial details.	<input type="checkbox"/>				
37. I can take a large, long-range project and easily break it down into manageable chunks – project management comes naturally to me.	<input type="checkbox"/>				
38. I worry about the near future more than I worry about the long range future.	<input type="checkbox"/>				
39. I can interface well with stakeholders (but I don't necessarily enjoy that part of the job).	<input type="checkbox"/>				
40. I am good at eliciting clear requirements from people, and then keeping to the brief.	<input type="checkbox"/>				

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither agree or disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
41. I will always take time out to think things through.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
42. I am good at seeing the big picture and how the different parts of a complex problem fit together.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
43. I think a lot about the future and can spot where elements of the vision don't stack up.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
44. I will not be hurried into making reactive decisions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
45. I can stand my ground and argue my case thoughtfully, broadly and deeply and from a number of different perspectives.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
46. I won't compromise the strategy for the sake of short-term tactics.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
47. I spend time scanning the environment and understand what's on the horizon.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
48. I make sense of the internal organization and see what needs to be changed to fit with future challenges.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

49. I am always open to new ideas about the future as long as they make sense.	<input type="checkbox"/>				
50. I believe conceptual models of the world have a use in developing strategy.	<input type="checkbox"/>				

**The following statements are related to your evaluation of your team's performance:**

	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neither agree or disagree</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
<b>5. Adequately completes assigned duties</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>6. Fullfills all responsibilities required by his/her job.</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>7. Performs tasks that are expected of him/her</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>8. Meets formal performance requirements of the job</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
<b>9. Never neglects aspects of the job he/she is obligated to perform</b>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**THANK YOU FOR YOUR TIME AND CAREFUL CONSIDERATION**

## Frequencies (Working Sector and Industry Sector)

### Notes

Output Created		06-Apr-2011 17:47:26
Comments		
Input	Data	C:\Documents and Settings\a_mohamed\Desktop\Leadership Research-18032011.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	64
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=Sector InduSec /PIECHART FREQ /ORDER=ANALYSIS.
Resources	Processor Time	0:00:01.297
	Elapsed Time	0:00:01.796

[DataSet1] C:\Documents and Settings\a\_mohamed\Desktop\Leadership Research-18032011.sav

### Statistics

		Sector of Working	Industry Sector
N	Valid	64	64
	Missing	0	0

## Frequency Table

### Sector of Working

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Government	40	62.5	62.5	62.5
	Private	24	37.5	37.5	100.0
	Total	64	100.0	100.0	

### Industry Sector

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Government Services	22	34.4	34.4	34.4
	Manufacturing	5	7.8	7.8	42.2
	Education	1	1.6	1.6	43.8
	Telecommunications	1	1.6	1.6	45.3
	Airlines	4	6.3	6.3	51.6
	Real Estate	3	4.7	4.7	56.3
	Construction	4	6.3	6.3	62.5
	Banking	8	12.5	12.5	75.0
	Other	16	25.0	25.0	100.0
	Total	64	100.0	100.0	

## Frequencies (Crisis Impact)

### Notes

Output Created		27-Mar-2011 21:49:47
Comments		
Input	Data	C:\Documents and Settings\a_mohamed\Desktop\Leadership Research-18032011.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	64
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		FREQUENCIES VARIABLES=CrisisImpact /PIECHART PERCENT /ORDER=ANALYSIS.
Resources	Processor Time	0:00:01.000
	Elapsed Time	0:00:01.454

[DataSet1] C:\Documents and Settings\a\_mohamed\Desktop\Leadership Research-18032011.sav

### Statistics

To what extent you believe the recent financial crisis has impacted your organization?

N	Valid	64
	Missing	0

**To what extent you believe the recent financial crisis has impacted your organization?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No impact at all	19	29.7	29.7	29.7
	Very Little	18	28.1	28.1	57.8
	I don't Know	4	6.3	6.3	64.1
	Somewhat	14	21.9	21.9	85.9
	To a great Extent	9	14.1	14.1	100.0
	Total	64	100.0	100.0	

## Frequencies (Crisis Influences)

### Notes

Output Created		27-Mar-2011 21:53:12
Comments		
Input	Data	C:\Documents and Settings\A_mohamed\Desktop\Leadership Research-18032011.sav
	Active Dataset	DataSet1
	Filter	<none>
	Weight	<none>
	Split File	<none>
	N of Rows in Working Data File	64
Missing Value Handling	Definition of Missing	User-defined missing values are treated as missing.
	Cases Used	Statistics are based on all cases with valid data.
Syntax		<pre> FREQUENCIES VARIABLES=CrisisInflunce1 CrisisInflunce2 CrisisInflunce3 CrisisInflunce4 CrisisInflunce5 /PIECHART PERCENT /ORDER=ANALYSIS. </pre>
Resources	Processor Time	0:00:01.484
	Elapsed Time	0:00:01.500

## Frequency Table

### Reduced operational costs

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Influence at all	1	1.6	1.6	1.6
	Very Little	6	9.4	9.4	10.9
	I don't Know	2	3.1	3.1	14.1
	Somewhat	29	45.3	45.3	59.4
	To a great Extent	26	40.6	40.6	100.0
	Total	64	100.0	100.0	

### Stopped new hiring

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Influence at all	3	4.7	4.7	4.7
	Very Little	12	18.8	18.8	23.4
	Somewhat	27	42.2	42.2	65.6
	To a great Extent	22	34.4	34.4	100.0
	Total	64	100.0	100.0	

### Laid off employees

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Influence at all	21	32.8	32.8	32.8
	Very Little	8	12.5	12.5	45.3
	I don't Know	6	9.4	9.4	54.7
	Somewhat	15	23.4	23.4	78.1
	To a great Extent	14	21.9	21.9	100.0
	Total	64	100.0	100.0	

**Put larger projects on hold**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Influence at all	5	7.8	7.8	7.8
	Very Little	11	17.2	17.2	25.0
	I don't Know	5	7.8	7.8	32.8
	Somewhat	21	32.8	32.8	65.6
	To a great Extent	22	34.4	34.4	100.0
	Total	64	100.0	100.0	

**Reduced training and development expenses**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No Influence at all	6	9.4	9.4	9.4
	Very Little	13	20.3	20.3	29.7
	I don't Know	3	4.7	4.7	34.4
	Somewhat	21	32.8	32.8	67.2
	To a great Extent	21	32.8	32.8	100.0
	Total	64	100.0	100.0	