

Crisis Leadership and Disaster Response Behaviour In The Midst Of Covid-19 Pandemic

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Abstract

The year 2020 was characterized by unprecedented scale, complexity and novel. The February 27, 2020 declaration of Covid-19 as a global pandemic by W.H.O. ushered in periods of harsh economic realities, devastating social & health conditions and undermining decades of developmental efforts. The pandemic related economic downturn has pushed many Nations into recession, millions of people into unemployment and extreme poverty. It further compounded environmental challenges and other emergencies causing serious disturbing public order. The disruption brought about by covid-19 has rendered many organizations casualties and leave many youth without sustainable means of livelihood. Public and corporate management around the world require effective crisis leadership to sustainably transform their organizations to adapt to unfolding events. The study was guided by the transformational leadership model, which is concerned with human and emotional aspects of leadership. Its goal is the transformation of people and organisations in lateral sense - to change them in mind and in heart. Data for the study were generated through agencies' disclosure. The literature indicates that leaders who take action, who are open to adapting their decisions suit the needs of a situation are going to have more success weathering a crisis than a leader who chooses to wait and wait and not to take action. The study recommends that achieving the key goal of successful crisis leadership becomes easier when groups that ordinarily act independently are connected by networks. It also recommends that front-loading a crisis management approach can help organisations stay ahead of potential threats.

Keywords: Crisis Leadership, Disaster Response, Enduring Behaviour and Pandemic

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I. Introduction

1.1 Background Information

The year 2020 came with unprecedented scale, complexity and novel. The extra-ordinary nature of the year created psychological force that limits organizational leaders' ability to adapt to unfolding events (Leonard 2009). The February 27th 2020 declaration of Covid-19 as a global pandemic by the World Health Organization ushered in periods of harsh economic realities, devastating social and health conditions and undermining decades of developmental efforts (United Nation Economic and Social Council, 2021).

The pandemic related economic downturn has pushed many nations into recession and millions of people into unemployment and extreme poverty. It further compounded environmental challenges such as terrorism, conflict and other emergencies causing serious disturbing public order. With Covid-19 pandemic still raging in many parts of the world, the extent to which nations economy have been knocked off track is not yet fully determined (UNESCO, 2021).

Organizations are increasingly faced with demanding social, economic, political and technological changes. The accelerated change brought about by Covid-19 has rendered many organizations casualties, and leave many young men and women without sustainable means of livelihood. The result of such accelerated change is that planning has short-term life span. The key implication of this tendency on corporate management is that it must invest more to keep abreast with significant changes and be prepared to adapt faster than before.

Organizations around the world require effective leadership in order to combat the problems of the pandemic. The leadership must understand the pattern of change and the relational view of actors of crisis and exhibit a leadership style that engenders a sense of shared responsibility. While many organizations have crisis plans in place, they may not have actually tested their plans, or the plans may be inadequate. Most of the business models that are currently in use have not been designed with high level of instability of business environment and potential crisis in mind. That is the reason why many traditional business models are altered or even completely changed in times of crisis. What is not however, easily foreseen in advance is future behaviour of organizational leaders in some unknown potential crisis situation.

Therefore, the major focus of this paper is to come to some understanding of the kind of behaviour that defines effective crisis leadership with the reality of crisis in the field. Based on this objective the following questions are raised to guide the study:

1. What kind of behaviour defines effective crisis leadership with the reality of crisis in the field?
2. How an organisation is able to respond to the challenging situation?

II. Literature Review

2.1 Conceptual Clarifications

Understanding Crisis

A crisis is generally defined as a situation that develops quickly and requires a response from a person or organization in order to mitigate its consequences. The Military defines a crisis as an incident or a situation that typically develops rapidly and create a condition of such diplomatic, economic or military importance that requires a commitment of military forces and resources to achieve national objective (Joint Chiefs of Staff, 2011, PP 11-29). It may occur with little or no warning. Warning signs do not necessarily mean every problem or incident will grow into a crisis, but in majority of cases, crises have indeed been preceded by warning signs.

A crisis can also be described as any natural or man-made incident including terrorism that results in extra-ordinary levels of mass casualties' damage or disruption severally affecting the population. Sometimes the scale of the incident is unprecedented and overwhelming. By its very nature, a crisis is often random, unexpected and novel. Each new crisis is unique require a different approach from the one used before (Pfeifer, 2013:13).

A crisis may be natural cause such as the December 26, 2004 tsunami in South-East Asia. A crisis may also be caused by human factor (man-made) such as the September 11, 2001 terrorists attack on the twin towers in the United States (Mitroff, 2004). Many crisis situations occur suddenly; the 9/11/2001 attacks on the twin towers in the U. S., the Gulf Oil platform explosion, and the Great-East Japan Earthquake. Some crises grow slowly and evolve from ordinary circumstances into an emergency; several major electrical blackouts start with a simple failure, out of which spun an escalating series of failures until it was a major crisis.

On the other hand, a pandemic is described as an outbreak of disease or disaster that occurs over a wide geographic area and affecting an exceptionally high proportion of the population. Pandemic creates an unprecedented disruption and can easily overwhelm contingency mitigation techniques. It can be seen from the above descriptions that the difference between crisis and pandemic is in the extent of disruption and the spread of the incident.

Organizational Crisis

Pearson and Clair (1998) framed organizational crisis as “a low probability high impact event that threatens the viability of the organization and it is characterized by ambiguity of cause, effect and means of resolution, as well as a belief that decision must be made swiftly”. Business crises are by definition ‘unexpected’ and they happen outside and beyond usual business routines. Despite the character of unexpectedness the majority of crises do not happen suddenly, but as a result of a series of warning events and incidents (Majda and Dubrovinka, 2011). Some of the warning signs that could develop into a crisis are low employee satisfaction index, inadequate quality control systems, consumer and customer complaint not handled to satisfaction, exclusion of main stakeholders from discussion that involve their interest, ignoring technical efficiencies for cost efficiency and so forth (Miller and Heath in Majda et al. 2018).

However, no set of events or developments is likely to be perceived fully uniformly by members of community (Steve Firestone, 2020:4). Perception of crisis is likely to vary not only among communities, but also within them, reflecting the different biases of stakeholders as a result of their different values, positions, and responsibilities. Societies experience different types of disturbances and have different types and levels of vulnerability and resilience. These differential perceptions and accounts of a crisis set the stage for crisis leadership (Bimetal in Couto, 2010).

Crisis Leadership

Leadership can be described as social influencing process which maximizes the efforts of others towards achieving set goals. Technically a leader could use social influence to just organise the efforts of others, but in reality leadership is about maximizing the efforts (Kruse, 2013). The key function of leadership essentially is to persuade people to contribute willingly to the objectives of the group to their maximum capacity (Idokoko, 2016). The ability to influence people is a derivation of interpersonal communication, conflict management and problem solving.

Crisis Leadership therefore, is the process by which an organization deals with major unpredictable events which threaten to cripple the organization, its stakeholders or the general public. The art of crisis leadership is the ability not only to contain the problem when it occurs, but also to take the organization post any

advantage line and then transform the organization post crisis (Majda et al. 2018). It covers a whole spectrum from prevention, intervention and post events activities (Regis, 2018:21). Therefore, this paper is driven by 'transformational leadership model, first proposed by James McGregor Burns and then developed by Bernard Bass. This model highlights visionary thinking, bringing about change, instead of management processes that are designed to maintain and steadily improve current performance (Mind Tools, 2021).

The goal of transformational leadership is to transform people and organisations in lateral sense – changing them in mind and in heart; enlarge vision, insight and understanding; clarify purpose; making behaviour congruent with beliefs, principles or values and bring about change that are permanent, self perpetuating and momentum building (Regis Ioannis, 2018). These leaders drive creativity and a dynamic vision, and focus on unlocking tangible values as the foundation for the organisation (Fein, 2017). Positive attitude towards independent thinking, innovation and productivity are the main tasks of developing and improving the right leadership mindset.

Crisis Leadership versus Crisis Management

Traditional views of Management associate it with four major functions: Planning, Organizing, leading and coordinating/controlling. However, many scholars see leading as being quite different from managing (Muhammad, 2019). Leading is different from Planning, organizing and controlling because leading is focused on influencing people; while the other functions are focused on resources, in addition to people. It can be seen from this description, therefore, that management and leadership are two different systems of human behaviour. Both are essential to the success of an organization.

Managing a crisis and exercising leadership during a crisis do not coincide although both deal with different views of same situation. Scholars generally regard crisis Management as concentrating more on the distinct steps taken to respond to an individual crisis. While crisis leadership is more concerned with enduring issues that come from leading during a crisis and how leaders can prepare their organizations to better handle these situations over an extended period of time. (Mitroff, 2011).

Crisis leadership deals principally with how leaders handle human response to a crisis including their own. The core of crisis leadership refers to behavioural response. Crisis Leadership describes the framework through which leaders can actually cope with human side of a crisis. This is done to effectively manage emotions, behaviours and attitudes of those involving in the process. Crisis management is more concerned with clean up and immediate recovery effort. While crisis leadership looks at the enduring role of a leader before, during and after the crisis (Firestone, 2020:17-21).

Managing crisis is essentially aimed at the effective and efficient engagement of such core issues that drive and shape a crisis. It is more concerned with the steps taken to respond to individual crisis. On the other hand, crisis leadership looks at the enduring role of a leader before, during, and after a crisis and how leaders can prepare their organizations to better handle these situations over an extended period of time.

While some scholars see crisis leadership and crisis management as distinct from one another, Alexandra and Malheur (Mitroff, P.6) view crisis leadership to be but one aspect of the broad topic of crisis management. The wide concept of crisis management is a process by which underlying tension that might lead to resurgence in violence and a breakdown in law and order are reduced, while efforts are made to support the precondition for successful long term development. This study subscribes to this line of reasoning,

2.2 Literature Review

Crisis and their Incubation

Crisis occurs when there is a major interruption to business often involving overwhelming debt or serious damage to reputation. Extreme events push organization past their capacity to respond. Therefore, all organizations have to identify their own crisis acceptable limit. This limit represents any turning point which falls outside normal business contingencies and emergency response arrangements. Many crisis leaders fail to evaluate the limit of their operational response and their ability to manage a crisis on three levels:

1. **Capability:** An incident requiring more skills than organization provides
2. **Capacity:** An incident requiring more resources than available.
3. **Delivery:** An incident requiring resources more rapidly than can be deployed

Therefore, understanding operational limit is critical for effective crisis leadership. Without such knowledge leaders cannot effectively lead organizations, nor can organizations effectively respond to crisis.

Adapting New Situation

There are a few situations where leaders are supposed to make quick decisions and hard decisions. A crisis is one of them. Adapting new situations or extreme events entails the ability to make decisions to suit the needs of situation. Leaders need to be able to make a decisions on the fly, and in some cases they might need to make the hard decisions - the ones they know are not going to win them any point. Leaders who take action,

who are open to adapting their decisions suit the needs of a situation are going to have more success weathering a crisis than a leader who chooses to wait and wait and not to take action.

Leadership in Time of Crisis

The real test of leadership does not occur when everything is smooth sailing. Rather leadership is often times tested during a crisis. The way a leader behaves and acts during a crisis will establish his credentials as a good leader or a bad one. Very often, the unpredictable nature of crisis means that leaders have no time to prepare. It is very much to do or be destroyed situation (Pfeifer, 2013). Leading in crisis situations requires managers to make critical decisions under conditions of vast uncertainty and perform complex tasks to protect the organization from the odds (Ibid). If you are quick to make a decision you might be basing the decision on incorrect or inadequate information. By the same token, waiting for the perfect set of data can lead to analysis paralysis and slow decision making or no decisions being made at all - think fast and slow. During a crisis managers can find themselves overwhelmed by the vast amount of information.

In describing leadership during a crisis Ronald Heifetz, cited in Pfeifer (2013) opines that crisis leadership is about looking at an event from different perspectives, which enables executives to see different aspects of the same problem. Emergency operation centres away from the scene can supply additional information that is often difficult to obtain at the incident. Here leaders find time to exercise crisis leadership principles – connect, collaborate and coordinate an adaptive response. Understanding the need to connect to different stakeholder is a critical component of crisis leadership.

1. **Connect:** The possession of information has been a long established sign of power and authority, which has led to information silos and management fragmentation during a crisis. In a network world however, power is achieved by linking the unconnected. Crisis leaders are therefore encouraged to form network at the incident scene and connect to networks away from the scene to enhance situational awareness.
2. **Collaborate:** Crisis events such as terrorism, natural disasters or major emergencies quickly exhaust a single agency's ability to manage the incident without assistance. Adapting to these incidents requires crisis leaders to rapidly move from a single organizational command model to a system of collaboration with other agencies. Critical decision making at extreme events improves when different perspective are included in the mix. James Surowicki (2004) refers to this as the "Wisdom of Crowds", which is characterized by diversity of opinion from different and decentralized sources.
3. **Coordinate:** Coordination is a social process of bringing people together to create value through information and innovation (Pfeifer, 2013). Leveraging and coordinating the core competences of different operatives, emergency, medical and other agencies are critical tasks for those who must lead during disasters.

Network Analysis Reveals Complex System

Disasters are divided into Routine emergencies, Crises, and Catastrophic events, each having a distinct network structure. Routine emergencies such as house fire or car accident use a Hierarchical or Central Hub (scale-free) type network for command and control. In a crisis or catastrophic events such as a major hurricane, earthquake or terrorists attack, we noticed the formation of random networks that are haphazardly connected and with no one central leader controlling the entire incident (Pfeifer, 2013). Ted Lewis (P. 129, 2011) argues that "networks evolve from random to cluster and eventually scale-free (hub) networks". At the early stages of catastrophe, random networks are formed and then emerge into a more organized cluster pattern, which near the end of the incident often gives way to a centralized hub type network. Response to extreme events is a process of emergence which starts by a convergence of responders and people to the scene of the event. From little order emerges a complex social system of clusters. Crisis leadership is about forming clusters and getting clusters to communicate with each other.

Effective Crisis Leadership: the Attributes that make a Great Leader

Anyone can manage an organization when it is organized and the conditions are right. But it is when the chips are down those great leaders and managers prove their worth. In politics, they say leaders are forged in times of crisis. It is no less true in business. There are a handful of behaviours that leaders who are successful in the face of disaster and extreme events have in common:

1. **Mobilizing a network of Team:** great leaders understand that the typical top-down management style and flow of information and decision making is not suited to times of uncertainties. Therefore leaders should also evaluate a network of decision makers throughout the entire organization.
2. **Deliberate Calm and Bounded optimism:** uncertainty and unpredictability, elicit feeling of fear and anxiety are in almost all people during a crisis. Great Leaders walk the fine line between confidence and reality.

3. **Acting quickly and decisively:** Leaders who need all the facts and analysis to make decisions are not suited to times of crises. Successful Leaders remain calm, take in available information and then act clearly and decisively.

4. **Demonstrating Empathy:** Empathy is the ability of understanding and sharing the feelings, thoughts and emotions of other people. Employees are people, parents and children in crunch times; they quickly slide back down the hierarchy of needs to the fundamental questions; will my family, my relations, my friends or myself be affected or hurt by this incident? Leaders understand that all crises are human situations first and foremost.

5. **Leaders who lead by Example:** The above points might seem like common sense behaviour but the numbers of organizations that have buckled or collapsed under pressure prove that is not the case. They are discreet and humble characteristics and adopting them become even more complicated when times get tough.

As seen in the preceding section, crisis leadership describes the framework through which leaders can actually cope with human side of a crisis. This is done to effectively manage emotions, behaviours and attitudes of those involving in the process. How to face these issues form the core of what is expected of a crisis leadership. Several important issues have been identified in coping with human side of a crisis. They include:

1) **Be aware of stakeholders:** A crisis leader will almost certainly have to decide whom to contact out of a variety of stakeholders on the outset of a crisis, including Board Members, Clients, customers, and employees. Besides making the contact quickly, thought must also be given to what must be said to each of these groups. Employees are a particularly important group of stakeholders and are given special attention.

2) **Have a message:** In crisis situations, it is not ideal to say 'no comment'. It means that you will not tell the truth! You have to say something. The public will not be satisfied with 'no comment' and will only look harder to see what it is the Manager seems to be hiding. While one may not have all the answers right away, adopting the strategy of taking contact information from reporters and offering to brief them as more information becomes available is a proven "time – buying" techniques.

3) **Tell the Truth:** It is vitally important to tell the truth in all communications, especially with the media. Should it be discovered that you or your spokesperson has not been truthful, it almost certainly precipitate a new crisis! That said, it is not important to tell everything at once – good leaders tell only what needs to be told. "Tell the truth but not everything".

4) **Designate Responsibilities:** The role playing exercises are designed to highlight the limitations of individuals and effectiveness of teams in crisis management. Leaders are taught that assigning the right person to the right tasks, regardless of rank can go a long way of forming an effective crisis leadership team.

5) **Be proactive and dynamic:** Organizations are encouraged to develop action checklist, list of important contacts and identity key issues before crises occur. At the same time, they are warned against developing thick booklets that describe what to do in every situation.

6) **Make Fast Decisions:** The rapidly evolving environment typical of crisis placed enormous stress on the leaders as it becomes necessary to make potentially life altering decisions in a very short-time frame. Methods to attain the self confidence necessary to make such decisions are central part of the crisis situation. Through these exercises, managers get the closet experience possible to making real decisions in crises.

7) **Determining the Right Leader:** Actually determining who is to be the leader in a crisis is another major part of the overall management plan. The CEO must not be the crisis leader, although he or she will play a large role in deciding who the leader should be. This is normally the manager of the business area affected, but can be some other specialized person such as an engineer depending on the situation.

Organizational Response to Crises

A business leader in a contemporary organization is a captain of a ship that sails no calm waters. His ship sails in the 'perfect storm', which is defined by complexity, diversity and insecurity (Dotlich, et al. 2009). The successful and efficient leader is expected to display not only integrity and sincerity, but also courage and honesty (Majda, 2011). When managing crises critical decisions are made under constant pressure. The game of business is played in the jungle and not on the playground (Truscott 2015). Unless organizations develop an adaptive response strategy that can adjust leadership and management elements to effectively respond to the forces of a crisis, they will find themselves confronted with the same difficulties of past extreme events.

Application of crisis leadership to Business Environment

The principles of crisis leadership used at emergencies can be applied to business and government or whatever organizations that must interact under challenging, complex and novel events. The business world has also begun to realize the importance of being prepared to respond during a crisis since one miss-step here can lead to the end of an organization if the response is not well thought out.

III. Methodology

3.1 Design

The study was motivated by the 'Transformational Leadership Model' first proposed by James McGregor Burns and then developed by Bernard Bass. This model highlights visionary thinking and bringing about change, instead of management processes that are designed to maintain and steadily improve current performance. Transformational leadership is concerned with human and emotional aspects of leadership. The goal of transformational leadership is to transform people and organisation in lateral sense – to change them in mind and in heart, and to bring about changes that are permanent. These leaders are forward looking, addressing challenges and taking risk. They drive high commitment and level of optimism to create ideas and pursuing them with purpose (Fein, 2017).

3.2 Data Source

The source of data for the study was secondary source, mainly library/internet search and documentary sources. Additional data were obtained from Emergency responders (agencies' disclosures) such as National and states Emergency Management Agencies, Fire service, Federal Road Safety Commission, Red Cross Society, and Private Emergency Response Organisations.

3.3 Data Collection

Having the opportunity to interact with key staff of Emergency Response Agencies and related organisations to clarify issues and to capture initial ideas and make comparisons between participants' accounts contributed to the refinement of theoretical concepts. It also enriched data collection, guided data analysis and thus forming part of theoretical sampling. The initial discussions with the key staff was quite an eye opening process in the sense that the manager was very direct, practical and open. In their accounts, the bottom line was that preventive and response programmes were not for profit making. Emergency responders do it for giving back to the community, not to earn money.

[[3.4 Sample and Sampling Techniques

After the initial data collection and analysis, theoretical sampling was employed to select the next sample. The initial data collection was used to determine who to select next (theoretical sampling) and what questions to ask during the interviews. 50 Participants in the initial discussions sessions with the key staff of Emergency Response Agencies provided the population of the study. The agencies include: NEMA, SEMA, FRSC, FFS, SFS, Red Cross Society, Safety/Rescue operators, Medical Emergency workers and volunteer organisations.

Purposive sampling techniques was use to provide the best possible access to the process of data collection. All consenting staff who had been involved in the discussions was interviewed. Two initial interview schedules were designed for each group of participants: (1) Chief Executives and Practice managers (2) disaster response and rescue officers. All together a total number of 50 staff were selected across the agencies: – 5 Chief Executives, 10 practice managers, 15 disaster response officers, 10 rescue officers, 5 medical emergency workers and 5 private emergency responders. Interviews were semi-structure and based loosely on the research questions/objectives. The purposive sampling was designed to provide maximum variation in the teams' adoption of preventive and response arrangements.

IV. Discussion Of Results

4.1 Data Presentation

Coding is essential to the development of this type of study. According to Charmaz (2006:46) coding is the pivotal link between data collection and developing an emergent theory or model to explain the data. Through coding you define what is happening in the data and begin to grapple with what it means (Sbaraini, 2011:9). Charmaz emphasizes coding quickly and keeping the codes as similar to the data as possible. This code captured the social process that leadership team went through when they faced with new situations or a practice challenge.

4.2 Data Analysis

For the analyses, the data obtained from the interview were treated. Specifically, the part of the main data selected were collaborative leadership attributes adopted from the TenKeys[®] model developed by Jappinen (2014). These were presumed to be signs of how to respond to the challenging situation in the most productive way, and served as the data for analysis. The model involves 10 attributes, defined as collective properties for building up and enabling collaborative actions. The 10 attributes are: interaction, expertise, flexibility, commitment, responsibility, negotiation, decision-making, confidence, evaluation, and polyphony. The

TenKeys® model of collaborative leadership indicates how the attributes have an impact on each other and the entity they form. **Source: The TenKey® model of Collaborative Leadership by Jappinen, 2014.**

4.3 Results of the Analysis

Altogether a total number of 50 emergency responders from both public and private organisations were interviewed and asked some sets of semi-structured questions. Responses to the questions were collated and analyzed in line with the 10 attributes.

In doing this, all the utterances that relate to the 10 attributes were regrouped and coded into the 10mgroups (A1 – A10). A ‘meaningful utterance’ ranging from one sentence up to several sentences served as unit of analysis. Utterances that have been coded were then analyzed in line with the main objective of the study. Differing opinions were discussed in order to find a consensus. About 15 – 20% of the analyzed data require further discussions. The results of the discussions were taken account of, and coded into appropriate groups.

4.4 Discussions of Results

The results of the analysis showed that 2/3 of those interviewed indicated that crisis leadership is about looking at an event from different perspectives. Here, leaders have time to exercise crisis leadership principles – connect, collaborate, and coordinate an adaptive response. The remaining 1/3 believed that critical decision making improves when different perspectives are included in the mix. This is what James Surowicki (2004) refers to as the “wisdom of crowds”, which is characterised by diversity of opinion from different and decentralized sources.

Juxtaposing the findings of the study it is noted that 5 behaviours help leaders manage a crisis: (1) the best leaders quickly process available information, (2) Rapidly determine what matters most, (3) Explain what the organisation is doing about the crisis, (4) Be present, visible and accessible and (5) Communicate using the appropriate channels. Perhaps, the most essential element of crisis leadership is clear and trustworthy communication. It is also noted that to respond to a disaster organisation must create network structures by forming clusters and getting clusters to communicate with each other.

V. Summary, Conclusions And Recommendations

5.1 Summary

Managing a crisis is essentially aimed at the effective and efficient engagement of such core issues that drive and shape a crisis. The art of crisis leadership is the ability not only to contain the problem when it occurs, but also to take the organization past any advantage line and then transform the organization post crisis. It covers a whole spectrum from prevention, intervention and post events activities. Crisis leaders are not needed simply to guide organization out of crises, but rather for what they might have to do in the extra-ordinary circumstance. Organizations need crisis leaders who are prepared for crisis as a way of life. That is managing the crisis as a life cycle - moving from prevention to respond to recover and then round again. Crisis leadership is more concerned with enduring issues during a crisis and how leaders can prepare organisations to better handle situations over an extended period of time. It looks at the enduring role of a leader before, during and after the crisis. Front loading a crisis management approach can help organizations more effectively stay ahead of potential crisis.

5.2 Conclusions

Based on the review of extant literature and data analysis the following findings were made:

1. The art of crisis leadership is the ability not only to contain the problem when it occurs, but also to take the organisation past any advantage line and then transform the organisation post crisis.
2. Crisis leadership describes the framework through which leaders can actually cope with human side of a crisis. This is done to effectively manage emotions, behaviours, and attitudes of those involving in the process. How to face these issues form the core of what is expected of a crisis leadership.
3. Crisis leadership is about looking at an event from different perspectives, which enables executives to see different aspects of the same problem.
4. Effective crisis leadership is the ability not only to contain the problems, but also to prepare the organisation for a crisis before one occurs.
5. Organizations around the world have begun to realise the importance of being prepared for a crisis. What is missing in most instances is a focus on leading throughout the crisis life-cycle. What is missing in even more instances is a leader who leads to shepherd the organization through such turbulent.
6. In effect, there is a failure by managers to act on time until it is too late, by not recognizing the incident as extreme or not seeing the event as a crisis.

5.3 Recommendations

Based on the findings of the study the following recommendations are made:

1. Organisational leaders should adopt proactive management style to prepare their organizations for a crisis before one occurs. Forward looking leaders not only provide their organisations with routine emergency procedures but also develop strategies that enable them adapt to extreme events.
2. Organizational leaders should see each new crisis as unique in its own ways, with its own problems and will require a different approach from the one used before. Very often the unpredictable nature of crisis means that leaders have no time to prepare.
3. Achieving the key goal of successful crisis leadership - sharing vital information at critical times and coordinating scarce resources during complex incident becomes easier when groups that ordinarily act independently are connected by networks.
4. Major emergencies quickly exhaust a single agency's ability to manage the incidents without assistance. Adapting to these situations requires leaders to rapidly move from a single organisational command model to system of collaboration with other agencies.
5. Managing a crisis and exercising leadership during a crisis are two different systems of human behaviour; they deal with different views of same situation. To effectively respond to disaster therefore, organisations must blend crisis management with crisis leadership skills. Both are essential to the success of an organisation.
6. Organizational leaders should be able to act decisively and confidently by taking in available information as it comes in. Leaders who need all the facts and analysis to make decisions are not suited to times of crisis. Waiting for perfect sets of data can lead to analysis paralysis and slow decision making or no decision being made at all. Front-loading a crisis management approach can help organisations more effectively stay ahead of potential crisis.

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