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## **Strategic approach of leader in crisis situation of organization**

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### **Abstract**

This study has been conducted to know how the strategic leadership can be designed to strengthen their capacity to deal strategically with a wide range of possible crises in their organizations face. An effective leadership is required to ensure that employees are staying focused and are maintaining a reasonable level of morale. Managers need to supplement their efforts with effective leadership that considers the struggles implicit with times of crises. Hence, Leadership roles are characterized by the need to deal with ambiguity strategically. So, drawing upon a world-wide, cross sectoral research base covering natural disasters, industrial accidents, economic breakdowns, political scandals, escalated social conflicts, terrorist events and major policy fiascoes. The study conducted to know how to encourage active learning of leaders' through a combination of various activities such as role-playing, peer feedback and encounters with expert witnesses from both the public and the private sectors. It provides an understanding of various crises movements and different leadership challenges to tackle with them. The study has been comprehended to know the strategic approaches of leaders for crisis management and also find a spot and deal with key traps to avoid crises. Anticipate and operate effectively in the post-acute phase of emergency of crisis management. The most important principle of leadership is to have a strong set of beliefs and also know about the goals of the Business to inspire the subordinates towards achieving the objectives of the organization.

**Keywords:** strategic approaches, leadership, crisis movements and active learning of leaders

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### **Introduction**

Leadership is an act, a decision to take a stand or step in order to encourage, inspire and motivate others to move with him. The most effective leaders do not rely on their title, positional power to lead rather their ability to use their own personal power combined with their use of strategic influence are what make them effective. Leadership in the business world requires harnessing the energy and efforts of a group of individuals so that their outlook is advanced from an unremarkable. During that process, leadership manifests in projecting expertise in a way that gains the confidence of others. Ultimately, leadership becomes about trust, when that confidence inspires them to align their vision and level of commitment for the betterment of the company. Hence, the leadership is a process by which a person influences others to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent. Good leaders are made not born. If you have the desire and willpower, you can become an effective leader. Good leaders develop through a never-ending process of self-study, education, training and experience (Jago, 1982).

Therefore, the leadership has been described as the ability to connect people in order to influence their behavior. Humor can be an effective tool, especially during tough times, to achieve the end results that is hitting on the correct place by keeping focus. In the present business world the organization's resource should be used in a challenge manner since, available resources are shortage and it has to be used in the right time and in the right amounts and always with an eye to appropriateness, humor and playfulness and this could be possible only with the help of strategic leadership. Strategic leadership is a practice in which executives, using different styles of management, develop a

vision for their organization that enables it to adapt to or remain competitive in a changing economic and technological climate. Strategic leaders are able to use this vision to motivate employees and departments, fostering among them a sense of unity and direction in order to implement change within their organization.

The main objectives of strategic leadership are to streamline processes, boost strategic productivity, promote innovation and cultivate an environment that encourages employees to be productive, independent and to push forward their own ideas. Strategic leaders sometimes make use of reward or incentive programs to encourage employees and help them reach their goals. Strategic leadership can also be defined as utilizing strategy in the management of employees. It is the potential to influence organizational members and to execute organizational change. Strategic leaders create organizational structure, allocate resources and express strategic vision. Strategic leaders work in an ambiguous environment on very difficult issues that influence and are influenced by occasions and organizations external to their own.

### **Role played by the Strategic Leader**

The most essential strategic leadership skill is the importance of creating healthy environments in which the people feel comfortable in the way of safe, creative, productive and appreciated. It is not necessary to have brand, no matter how good the products, services or messaging it represents but ultimately should succeed in the processes of leadership. The captain of a ship is a quintessential leader. The captain has to do many things. But what is the primary thing a captain has to decide before

anybody else on the ship can do anything? The captain has to decide on the destination. The captain has to decide, “Where we want to go”. If the captain can’t decide, nobody else can contribute because they don’t know what they are doing.

Hence, leaders at all levels are put under a significant strategic role for getting done major events. In situations where the response is poor, ineffective leadership at senior levels is often evident. An analyzing the recurring lessons for strategic leaders in times of crisis we know that there are three things leaders at the strategic level must do when facing a major, unpredictable situation. First, leaders need to be able to think in a way that helps them to understand the situation which might be different to the norm. That is the leader must ‘frame’ the event differently to his or her past experiences. Second, the leader must be prepared to intervene directly and early to provide strategic level guidance to operational teams, allowing them to act in a coordinated way. This guidance should be in the form of what needs to be done and not how it is to be done. Third, the leaders need to understand the personal behaviors and actions that will support a successful response to the crisis.

During the time of crisis, an effective leader must do the following:

- He/she should listen, summarize and makes things clear
- Encourage subordinates to develop skills
- Must facilitate to set goals, make decisions, select directions and evaluate time to time progress.
- Helps subordinates in maximum utilization of talents and interests towards achieving organizational goals
- Leader will initiate things moving
- Leader helps to resolve the differences
- Connects people with people and people with ideas to move the project forward.
- Leader solves problems and suggests solutions to get things done.
- Visionary sees creative solutions, new directions and possibilities

### **Leaders areas of Focus in an Organization**

Early intervention by leaders is also needed in outlining what outcomes are desired from a large-scale response and what resources are to be allocated to different areas. Major disasters are too big sometimes for leaders to control in detail. Indeed, to do so would demonstrate a lack of confidence in subordinate incident controllers. However, Incident controllers must know their part in the overall response. The leader should do this strategically by specifying the outcomes to be achieved and allocating the resources for the job. The leader must make considered resource allocations, since resources will not sufficiently cover all requirements. Without such allocations, incident controllers will waste time chasing unavailable resources. A strategic leader should also anticipate resource requirements, preparing them in early stages. This last point is a major lesson as there are too many examples of jurisdictions refusing to ask others for assistance when it is patently obvious that it will be required. The result is delayed assistance and greater damage.

The key implications for strategic leadership are around selection, preparation and training of leaders and their teams. It is challenging to select leaders for any organization. The process

becomes complex when trying to find people who can demonstrate effective leading and managing skills during an *out of scale* event. However, the cost of not doing so is likely to be far greater than that of improving the process. Leaders face a myriad of daily challenges and ensuring that they are prepared to handle an unpredictable event will take effort and thought. Consequently, the development programs for leaders will need to allow the opportunity to enhance existing professional skills and relationships, as well as building their personal skills and attributes. Given the differences in agencies, positions and individuals, there is no ‘one size fits all’ development program. As with selection, this is not simple and will require effort by agencies and leadership teams. It is well understood that the effective response to any event is a team effort. As noted previously, training is often focused on the lower levels of agencies and usually for common events. Seldom is training all-encompassing and testing of those involved. There is a need to regularly practice and test leadership teams. These activities need to be realistic, challenging and thoroughly debriefed. Most importantly, the performance of leaders should be closely scrutinized during these activities. All participants need to learn from training activities and for this to be an intrinsic part of agency’s continuous improvement. Leader should firstly identify the core assets of the organization that are potentially at risk. Leader should have ability to deliver goods or services be significantly undisrupted. Secondly, identify all stakeholder individuals and groups who are harmed real or perceived. Do best to address their needs and concerns. And third, anticipate the potential progression of events and reactions by stakeholders.

### **Leader at the time of crisis**

The conflicting information is common along with major information gaps. Leaders need to pick up faint signals that things might not be as they first appear or that conflicting information requires attention, not discarding. Many leaders rely on the past experience to interpret signals and therefore make the signals fit their experience, neglecting to flag a difference. Initiating standard, pre-planned responses is expected of junior leaders, not those charged with strategic leadership. Finally, leaders must anticipate extraordinary events. Leaders also need highly developed collaboration skills to frame an emerging event. These skills must be developed well before any crisis unfolds. The leaders need to be personally involved with the potentially long list of collaborators. Collaboration cannot be left to leaders alone, senior leaders must put their personal skill in the play. The leader needs to understand the requirement and continued with business as usual. Leaders are relied on subordinates to undertake the response and confident of a good result. The planning is delegated to subordinates and they get approval from the leaders. All leaders, including politicians need to commit more time to understanding how the various emergency response plans are developed and implemented. Importantly, leaders need to understand what assumptions and data sit beneath plans, since an unfolding disaster will call for quick adaptations. If the leadership lacks an in-depth understanding of the plan’s foundations, they cannot adapt it quickly and sensibly. Planning is learning and this is how flexible operational responses are generated.

Crisis Leadership involves high-leverage skills that are vital to corporate recovery in the midst of a disaster. Crisis leadership

skills are needed that define the crisis as beyond the obvious, forecast the intended and unintended consequences of decisions, anticipate the effects of the crisis on impacted stakeholders, assess the impact of the crisis on core assets and follow the values and guiding principles of the organization and your own ethical standards that may be tested to the limit. The crisis leadership is more about who you are than what you know. No learned crisis leadership skill will overcome a lack of character, ethics or integrity. An effective crisis leader must act deliberately, quickly and effectively with honesty, high moral values and ethical standards. In order to help assure their leaders will act with good character in a caring manner when crises hit, crisis prepared organizations develop overarching response guidelines for their crisis managers to follow. The previous study has provided the five guiding principles for managing crises, they are-

1. Concentrating on the well-being of the people first and then caring them and showing compassion
2. Taking appropriate responsibility
3. Address needs of all stakeholders in a timely manner
4. All decisions and actions should on the basis of honesty and ethical guidelines
5. Leader should available, visible at all the time and should have open communication with all impacted parties.

The current economic downturn has resulted in one of the most challenging job markets in more than half a century. Lay-offs, salary freezes, furloughs and restrictions on hiring have combined to create a climate of fear and anxiety for job seekers as well as those who remain employed in virtually all industries and work environments. Furthermore, company- and industry-wide budget cuts and resource reductions have combined to radically change the way people work and feel about their jobs. Now more than ever, the managers who wish to increase their effectiveness as leaders during tough economic times.

### Conclusion

A strategic leadership should be in a position to handle the crisis situation and should have crisis management skills and expertise to tactical the elements involved in addressing a crisis scenario to succeed as a crisis leader. Hence, the organization need not to prepare for managing a crisis, instead of that organizations should focus on developing leadership skills and top communicators to identify who are the most effective individuals to lead during a crisis and enlist them in an organization's planning and ongoing crisis management efforts.

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