The role of administrative leadership in crisis management

دور القيادة الإدارية في إدارة الأزمات

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Abstract :

This study aimed at investigating the effect of leadership in crisis management in developing of organizations what ever its kind, with technological development and competitive advantage between societies , we must at leader to know how manage the crisis because this concept is very important, Then, the influence of using the communication as a mechanism of discussing, dialogue, give together opinions to arrived the best solution and fight the collapse of societies.

Keywords: Administrative Leadership, crisis management, crisis leadership.

ملخص:

تهدف هذه الدراسة إلى إبراز دور القيادة الإدارية في إدارة الأزمات، وكيفية تطورها مهما كان نوعها ومجال نشاطها، مع التطور التكنولوجي الحاصل والميزة التنافسية بين المؤسسات، ألزم على القائد على معرفة السبل والطرق القيادية الفعالة أثناء الأزمات وهذا راجع لأهمية الموضوع في حد ذاته، بالإضافة إلى معرفة استعمال القائد للآليات التي تساعده على ادارة الأزمة، كالاتصال كآلية حوار، ومناقشة ، وفتح المجال لإبداء الآراء للوصول إلى أفضل الحلول وتحقيق الأهداف المرجوة.

الكلمات المفتاحية: القيادة الإدارية، إدارة الأزمات، قيادة الأزمات.

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Introduction:

Leadership has become difficult, complex, and multi-faceted topic in today's globalized society. New questions and challenges continue to emerge with regard to the most effective style of leading organizations and people through the 21 st century.

Governments and organizations are confronted with an increasing number of crises, often consisting of new threats. They may spread beyond national borders and may crate significant economic knock-on effects. In the wake of financial and fiscal crises, global leaders are actually aware that further systems shocks could severely challenge economic recovery, social cohesion and even political stability. The complexities of modern crises often require the involvements of many factors, above and beyond emergency services, and its demands effective co-ordination for a successful outcome, the capacity to coordinate crisis management is the fundamental element of good governance . In addition to ensuring co-ordination , leadership plays a major role in crisis management.

More importantly, further advocates that identifying key communication values and attributes associated with thought leadership will definitely help organizational leaders, build their crisis communication skills.

Despite considerable attention and debate given the importance of excutive leadership in building supportive leaders working context when crisis occurred.

Based on that, the following question arises : How can the administrative leader maintain the stability of the organization in times of crisis**?**

To answer this problem, the following questions are included:

What is administrative leadership , crisis management, crisis leadership **?**

What is the role of the administrative leader in crisis management**?**

How can the commander of the crises that threaten the organization**?**

To answer this questions and analyse its dimensions, we will present in this article the role of administrative leadership in crisis management, in particular, it focuses on examining the significance of leadership. Its then presents and unpacks well-established definitions of leadership. This is followed by a macro overview of different leadership theories, therefore, we highlighted crisis management, and the role of leaders in crisis management time.

First main title : The administrative leadership

First subtitle: Various definitions of Leadership

- Leadership defined is the process of influencing others to accomplish the mission by providing purpose , direction, and motivation[1].

- Leadership is the art of motivating a group of people to act toward achieving a common goal , they are the person in the group that possesses the combination of personality and leadership skills to make others want to follow their direction[2], in this definition captures the essentials of being able and prepared to inspire others. Effective leadership in based upon ideas, but won't happen unless those ideas can be communicated to others in a way that engages them enough to act as a leader wants them to act.

  - Northouse 's definition: is a process whereby an individual influences a group of individuals to achieve common goal[3].

  - Also, Leadership defined it as a process whereby a person influences a group of individuals to achieve a common goal. But its not a position or title that given to you, nor it is position you get promoted to: it's something you must earn[4].

  - Leadership is a process by which a person influences other to accomplish an objective and directs the organization in a way that makes it more cohesive and coherent[5].

  - **Jago** said that, leaders carry out this process by applying their leadership knowledge and skills, he is called that the process leadership, however, we know that we have traits that can influence our actions, this called trait leadership, it was once common to believe that leaders were born rather than made, while leadership is learned , the skills and knowledge processed by the leader can be influenced by his or hers attributes or traits, such a   s value, ethics, character, beliefs… can make the leader[6].

We drive from the definitions presented, that administrative leadership is the ability to influence and influence subordinates with all efficacy in order to achieve the objectives underlines, but with the complex development of organizational life, the leader has been forced to acquire skills and competencies that are compatible with crises and problems facing institutions, and a strategic approach to dealing and communicating with subordinates and crisis.

Second subtitle: The factors of leadership

The major factors of leadership are always present and affect the actions you should take and when you should take them, they are the led, leader, the situation and communication.

1-   The led:

The first major factor of leadership is those soldiers you are responsible for leading, all soldiers should not be led in the same way, for example, a soldier with a new job or task. A soldier with low confidence needs your support and encouragement .

   A solidiers who works hard and does what you know must be done deserves your praise[7].

The led are the people you are trying to bring together as a team, the people you are ultimately responsible for the group is defined by having three things in common**:**

1-   A common goal(shared pool of meaning).
2-   Interdependence in achieving that goal, that is, they all need one another for success.
3-   Knowing and acting as if they have a common goal, that is consciously responding to their interdependence.
To keep the team moving together and forward toward the goal, remember that all them team should not be led the same way. In this point we refer to the role of leadership style in dealing the team[8].

2-   The leader :

You get what you give, as a leader, you must have an honest understanding of who you have are, what you know and what you can and cannot do: know they self [9].
You must your strengths, weaknesses, capabilities, and limitations so that you can control and discilipline yourself and lead your soldiers is treated with dignity and respect.
Accessing others may be easier than looking honestly at yourself, If you have difficulty accessing yourself , ask your leader what he would like to see you change about the way you lead your soldiers and support him, do not put him on the spot , give him time to think of specific suggestions and then meet with him to talk about them. Consider all these points of view and then work on improving yourself [10].

3-   The followers:

Different people require different styles of leadership, for example, a new hire requires more supervision than an experienced employee does, A person who lacks motivation, requires a different approach than one with a high degree of motivation. You must know your people : the fundamental starting point is having a good understanding of human nature, such as needs, emotions, and motivation, you must come to know your employees be know, and do attributes [11].

4-The situation:

Each situation imposes it self, what you do in one will not ensure works in another.

The situation normally has a greater effect on a leader's action than this or her   traits. This is because while traits may have an impressive stability over a period of time, they have little consistency across situations, this is why a number of leadership is more accurate than the trait theory of leadership .

-your relationship with your serious.

-The skill of you followers.

-The informal leaders within .

-How your organization is organized [12].

The communication :

Communication is the exchange of information and ideas from one person to another effective communication occurs when others understand exactly what you are trying to tell them, and when you understand precisely what they are to tell you. Wether it is oral, written or physical, interaction alone, or some combination of them.

A leader communicates standards by your example and by what behaviors you ignore, reward, punish or counsel. Different situations call for different types of communication. Your tone of voice, choice of words and physical actions combine to effect those you lead.

Third subtitle: Leadership theories

A-   **The great man:**

From the late 1800 s to about 1930, leadership theories emphasized control and centralization of power. The great man theory, which suggests that leaders are born and not made, supported the existence of some mysterious qualities vested in select individuals and frequently passed between generations [13].

The great man theory lost much of its relevance with the rise of the behaviorist school of psychology. In his survey of leadership theories and research**, Ralph M**,and **Stogdill** found that various researchers have related some specifications to leadership ability.

B-TRAITS THEORY:

Traits theories appeared that attemptad to identify specific traits qualifying and   individual for leadership. **Stogdill** identified six trait grouping associated with leadership , including capacity achievement, responsibility , participation, status, and situation but concluded that these traits did not sufficiently explain leadership. A person does not became a leader by virtue of the possession of some combination of traits [14].

c- Psychoanalytical theories:

The late 1940 brought more Psychoanalytical theories that explored why individuals are motivated to lead, or follow a particular leader, with an increased focus on the role of groups and organizations. Investigators in the 1960 s emphasized how people are influenced toward shared goals, "Exchange theories" looked at understanding the social exchanges between individuals and the group.

Situational theory, proposed that the social situation and subordinates characteristics influence the leader characteristics necessary to be, successful.

Thus**, House leadership theory** explain four major important behaviors permitted to the leader- directive achievement-oriented, and participative with his lead, and the two situational variables are:

-The subordinate's personal characteristics and any environmental demands , such as the organization's rules and procedures [15].

Table 01: General theories of leadership[16]

Theory/school	Description	References
Great man or trait school	-Celebrates outstanding individual leaders(in theoric tradition)and studies their traits or characteristics to understand their accomplishments as leader.	Stogdill.1948 and Schmitt,1973 C.E.M.C 2002 Harter,2008
Behavior or styles school	Describes leadership in terms of people and task presentation , suggesting that different combinations of these produce different styles of leadership.	Lewin,1939 Black and Mouton,1964 Kouzes and Posner,1995
Situational or context school	Emphasizes the importance of context in shaping leaders responses to be more relationship or task motivated or more authoritative.	Hersey and Blanchard 1969 Vroom and Yetton 1973 Graeff ,1983
Contingency or integrationist school	Proposes that leaders influence is contingent on various factors like positional power, which in turn determines appropriate leadership styles.	Fiedler,1967 House and Mitchell,1974 Bardour,2008
Transactional or transformational scool	Contrasts leadership as a negotiated cost-benefit exchange and as an appeal to self – transcendent values of pursuing shared goals for the common goal	Baro,1974 Burns 1978 Price,2003

Fourthly subtitle: Principals of leadership

We explain in this point about the leadership guide expand on these principals and provide tools for implementing them:

1-know yourself and seek self improvement : in order to know yourself, you have to understand   yourself, you have to understand your be, know, and do , attributes , seeking self improvement means, continually strengthening your attributes, this can be accomplished through self study, formal classes, reflection, and interacting with others.

2-Be technically proficient : As a leader , you must know your jobs and have a solid familiarity with your employees tasks.

3-Seek responsibility and take responsibility for your actions, that mean take responsibility in his making decisions and his decisions in the time of crisis management [17].

4-Be the role model in his society for their followers.

5- Knowing the directions, opinions, and interests of subordinates .

6-Know your people and look for their well-being, know human nature and the importance of sincerely caring for your workers.

7-Develop a sense of responsibility in your workers [18].

8-Ensure that tasks are understand ,supervised, and accomplished , communication is   the key to this responsibility and the major important factor to be a good leader or successful leader.

In addition , on this figure more details at the traits of leaders:

Table 02: Traits, skills, styles and knowledge of global leaders.[19]

Characteristics	Description
Systematic thinker	The ability to appreciate the interconnectedness and interdependency of the whole system at all levels , and to recognize how changes to parts of the system offert the whole.
Open-minded	Actively seeking new knowledge and diverse opinions , questioning received wisdom, including being willing to have one's own opinions

	challenged.
Inclusive	Collaborative and participative
Navigates complexity	Analyzing , synthesizing and translating complex issues, responding to risk.
Global conscious	Understands economic , social and ecological system pressures and the commissions between these systems and political and economic forces.
Interdisciplinary	Sees the relevance and interconnectedness of the political governance, physical sciences, social sciences, technology, business and other disciplines.

Second main title: Leadership in crisis management

First subtitle: crisis definition

A-Crisis is unexpected , suddenly developing and fast moving situation which is mostly encountered without without any preparations and which would mean opportunity or collapse for enterprises depending or not they are properly evaluated[20].

B-**Fink definition**:" A crisis is an unstable time or state of affairs in which a decisive change is impending-either one with the distinct possibility of a highly undesirable outcome or one with the distinct possibility of highly desirable and extremely positive outcome [21].

C-A crisis is disruption that physically affects a system as a whole and threatens in basic assumptions, its subjective sense of self, its existential core [22].

D- Hermann describe crisis is an threatens high-priority values of the organization, presents a restricted amount of time in which a response can be made [23].

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Crafting a common definitions of crisis:

The common characteristics of crisis has become from the various definitions are presented by the researchers in this field(specially), that needs ensure analysis and expansion, this foundation give for us as a guide to move forward with this discussion and search with better solutions and successful leadership.

I can defined the crisis as :

Is a critical situation, happen suddenly and very fast, its need the most appropriate solution in short time to avoid the collapse of the society [24].

Second subtitle: The Concept and Objective of Crisis Management

- Crisis can happen in any kind of organizations and every crises will cross the stages presented above, according to Fink, sometimes all phases may occur within a very short space of time. At other times there is extended, long fused prodrome stage, however, it is very important to identify the crisis signals in the incubation period , trying to avoid the occurrence of the triggering event, at least to prepare the organization for the critical period.

Traditionally, crisis management involves management at staff level in a situation characterized by a critical period of time in which leadership decisions will, for better or worse determine the future of the organization , in this way, organizational leaders have a special responsibility to help the adverse consequences of a crisis, have to concern with all crisis phases and with all crisis management stages[25].

- Crisis management "is a specialty requiring process which attempts to predict the events that might interrupt significant future relations", "a process where managers try to meet their own objectives with a reasonable cost in states of danger", "organization managers' attempt to attain balance with minimum cost".[26]
- Crisis management can be defined as the process where the indicators of crisis are obtained and assessed for the risk of a potential crisis and where necessary measures are taken and applied in order to experience minimum loss in a state of crisis. In this sense, crisis management requires fast and efficient decision taking and immediate correction of the deviations. It is significant in crisis management that the organization acts fast and efficiently against any state threatening the existence and harming the activities of organization[27].

- **Objectives of crisis management can be stated as the following**:

  *To identify the types of crisis that might affect the decision givers and to inform them about the process of crisis.

*To enable the managers to identify and assess a crisis.

*To provide managers with several techniques in creating crisis escape plans.

*To provide the managers with necessary qualifications for the best possible management of crisis.

Third subtitle: Definition of Crisis Leadership

Groups create leaders, Leadership doesn't reflect personality but the relationship among the group members. In this regard, leadership becomes a function such as the work of a postman or policeman and it undertakes the functions of group organization, problem solving and guiding. A person's characteristics makes him/her a leader. Intelligence, a strong personality and intuition are necessary for leadership. Assignment of power is not sufficient to become a leader. A leader shall not have the power but also shall have the ability to use that power[28].

A leader doesn't mean a manager and in states of crisis an organization needs a leader more than a manager. Whereas management focuses on imitation and continuity of the present, leadership focuses on creativity, harmony and agility. Whereas a manager looks at the final total line of the end-of-period profit-loss chart, a leader also looks at the horizon line. Whereas a manager focuses on systems, supervisions, processes, policies and the structure, a leader focuses on reliability and human relations.

"Leadership" comes the first among the achievement criteria in crisis management. In order to call a person as a leader, he/she shall be able to unite people together and activate them, he/she shall leave a trace behind and create a difference. Having well behaviours and a message to deliver are two prerequisites of leadership.

Leaders create a picture for the future with their cognitive and intellectual experiences. This is the vision of leaders. Leaders follow their messages and the people around them follow the leaders[29]. True leaders show themselves in states of crisis. New conditions and rules are valid in states of crisis. Uncertainty and pessimism are dominant. On the other hand; true leaders have their solutions in mind, that's why they are optimistic.

This energy influences the others around them, because states of crisis are periods when people desire for the change of circumstances and creation of a difference. Common solutions become invalid in states of crisis. A true leader changes the status quo and certainly creates a difference. In this sense, leadership is not a "duty" but an inevitable responsibility. Another important point of crisis management is the achievement factor. It is not only necessary to perform the duty but also to reflect all characteristics of leadership in the context.

A leader is born when there comes the need for crisis management. Leadership emerges at this moment and lightens the path, creates sources, guides the way, takes decisions, initiates and operates actions[30]. During states of crisis people need powerful, self-confident and accessible leaders[31].

As intraorganizational links become weak in states of crisis and the organizational climax is disrupted, it necessary to struggle with the crisis and also to motivate the staff to struggle with crisis. Leaders shall overcome the state of crisis where there is a chaos environment in the organization, they shall restructure the organization and adopt it to the changing environmental circumstances. So we can conclude that, a leader has a significant role in crisis management. Thus; it is necessary to study the characteristics of a leader in crisis management.

Qualifications of leader managers regarding crisis management can be stated as below[32]:

* The ability to catch the signals of crisis.

* Preparation and protection against crisis.

*Efficient decision taking throughout the crisis management process.

 *The ability to use power throughout the crisis management process.

* The ability to plan the crisis management process.

* The ability to organize the crisis management process.

* The ability to ensure communication throughout the crisis management process[33].

*The ability to ensure coordination throughout the crisis management process. *The ability to supervise the crisis management process.

*The ability to shift to normal state.

* The ability to learn and assess throughout the crisis management process.

Third main title : Leader Management in Crisis Management

Leadership's role in a Crisis Ideally, all of us would balance our intellectual, physical, spiritual, and emotional lives all of the time. But that's a difficult job, particularly when a crisis creates an imbalance and tips the scale toward the emotional end. This creates a special challenge for managers who must provide leadership to those who are in a state of emotional turmoil. Occupying a designated leadership position isn't the same thing as being a leader, doesn't provide leadership on its own, and doesn't prove that the person in that position has the skills or knowledge to be an effective leader. There is a significant difference between being a successful leader because specific numbers were achieved and being an effective leader because the numbers were achieved and the continuing support of direct reports is evident. Leaders who view themselves as successful because of position, salary, or longevity, but leave a high body count of former employees bobbing in their wake, are often surprised to find their careers derailed or sidelined. Nothing separates such leaders from their illusions as quickly and sharply as a crisis, because it's then they realize they haven't built the skills necessary to lead effectively during such traumatic events. An organization's senior leadership is key before, during, and after a crisis, and its quality can determine the length, severity, and ultimate consequences of the crisis. Leaders set the tone by their example and conduct during the crisis situation. By paying attention to the components of influence (especially communication, clarity of vision and values, and caring), leaders can have a significant positive impact on the very human, emotionally charged climate that accompanies a crisis. That in turn can reduce the negative impact and duration of a crisis for the benefit of the organization. Effective leaders often have a well-developed ability to influence others and can avoid using authoritarian or fear tactics to get results. This is an especially important capability in a crisis situation when strong leadership is essential and getting results through others using threats, pressure, and coercion is generally unproductive and can even be harmful. Influencing techniques that are effective during normal times become even more critical during a crisis. Because influencing skills are applicable during normal business situations as well as in a crisis, leaders can develop these skills before the heat of a crisis is upon them. To get the most from their developmental efforts, leaders should concentrate on the three influencing skills most critical for crisis leadership: communication, clarity of vision and values, and caring for others.[34]

➢ **Communication plays a part in crisis leadership**:

During a crisis people are often fearful about what has happened, what will happen, and how the crisis will affect them. It's an inescapable facet of the human element of a crisis. Information, particularly from someone in a leadership position, goes a long way in reducing fear and providing reassurance. Information can help people in an organization undergoing crisis restore their emotional balance, sense of security, and confidence. A leader can foster and encourage an emotional connection with direct reports, communicating through word, deed, and attitude that the strong emotions employees feel during a crisis are understandable, normal, and respected. In other words, leaders should assure people in the organization that it's all right to feel emotionally stretched in these circumstances. Communicating that message helps to create a safe harbor for people to express their feelings, which is crucial in reducing the emotional impact of a crisis, promoting emotional healing, and reducing the long-term negative effects of a crisis. Without the leader's support for full communication, the crisis can have a significant negative impact on morale, attitudes, productivity, retention, and other critical organizational functions.

➢ **Clarity of vision and values plays a part in crisis leadership**:

Generally, both the vision and the values of the organization are created by senior leadership and are clarified, made practical, and implemented by the leaders throughout all organizational levels. A viable vision describes the direction in which the organization moves and what it will look like when it gets there. Values establish what is important to the organization. They deal with items like quality, customer service, and taking care of the employees.

A focus on organizational and individual vision and values strengthens crisis leadership by extending the influence of leaders all across the organization. A crisis has the tendency to distract people from the job that has to be done, even if it's critical to the survival of the organization. That kind of turmoil is part of the human element in a crisis. Clarity of vision, mission, objectives, and standards of conduct that are well established prior to the crisis can be foundational in holding the organization together during the crisis by providing security to its people. Clearly established and well-understood organizational values are equally important in providing security to people in an organization during a crisis. Values tend to give the organization's employees a sense of continuity, purpose, and stability in a climate of chaos, confusion, and change. But they retain their relevancy

only if the organization's leadership consistently follow and emphasize them. Organizations with strong values will in all probability handle crisis situations more effectively than those that don't. Their values hold everything together when things seem to be falling apart around them.

➢ **Caring plays a part in crisis leadership**:

Leadership doesn't happen in a vacuum. It requires both a leader and followers, and therefore implies a relationship between them. Because a relationship lies at the heart of leadership, and because crisis situations are fraught with emotion, leaders who are highly skilled at relating to others have a significant advantage during a crisis when it comes to influencing others to get results. Leaders who ignore the social or human element of leadership—the relationship—are not leading but only managing. Emotions generally run high during a crisis because it usually threatens basic human needs that may be physiological or social in nature and that can affect people's sense of security and self-esteem. If people in a crisis perceive that their basic needs will not be met, they may feel such emotions as fear, anxiety, confusion, anger, and grief. These emotions inevitably result in behaviors aimed at ensuring that their needs will be met. In a crisis such behaviors may further aggravate the situation. For example, there is a basic human need to feel valued and appreciated. A leader who tells direct reports that the group can't do without them and that the task before it can't be accomplished without their help is making an appeal most people can't refuse, particularly in a difficult situation. (This technique, although effective and powerful, can also have negative effects because some people may see it as manipulative. If you make such an appeal, be sure of your audience and of your motives.) An organization's culture often reflects the attitude of its leaders, and employees throughout the organization will often emulate the behavior and attitude they see in their leaders. In making communication, clarity of vision and values, and caring part of their leadership portfolio, managers throughout the organization can play a role in handling the human side of a crisis.

The kind of leadership that fills that role can be developed, and it can be used in any situation—including a crisis. It's the kind of leadership that positively influences others to achieve objectives. It's the kind of leadership that extends beyond a leader's direct reports to touch people outside of the leader's circle of authority, connecting with bosses, and workers throughout the organization. It touches external constituents like customers, clients, suppliers, the media, and competitors. And it also reduces the severity of the impact a crisis can have on the organization and

its people. It helps things return to normal as soon as possible and lessens the probability of the crisis reoccurring. Developing and then using these three key tactics of positive influence before, during, and after a crisis is key to crisis leadership.[35]

In summary, in order to overcome the unexpected states of crisis successfully, leader managers shall be knowledgeable and skilled. Because if organizations are not managed well during crisis, new problems will show up inevitably. Because crisis is an unpredictable state that disrupts normal operations of the organization and that requires immediate.

Conclusion:

Crisis is the truth of today's fast paced business world. Rapid organizational change, changing economic conditions, problems of personnel, unexpected technological changes and political effects cause instability on today's business world. This instability appears out of state control as economic disruptions that result in crisis. If crisis isn't brought under control or managed properly, it will come about and create chain crisis. Because of the increasing chaos, change from authoritarian leadership through teamwork and participative management mentality has been observed.

It has been commonly accepted that leadership has a great role in the success of crisis Management. It is necessary to look briefly at the changes and improvements in an organizations, i.e., to study organizational models in order to discuss the functions of leadership in crisis management practice.

So, leadership and crisis concepts are discussed together in order that implementation of leadership in crisis can be understood. Crisis leadership is also regarded as optimally and timely assessment process of adverse condition's effects whatever its reason is.

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