

# Leadership in Crisis: Curation Brief

*Adam Gettings*

*Addie Mroska*

*Eric Sirkin*

*Andrew Schoenecker*

Topic and Resource	Curator's Comments
Introduction	<p>Organizations inherently face unpredictable crises that threaten ongoing activities. It's up to leadership to help steady the ship and set sail through the storm and beyond. How leadership responds to crisis can have major effects on the organization, both positive and negative. A strong response can make the organization better off after the smoke clears. A weak response can hobble the organization for years.</p> <p>The following material on crises seeks to answer the following questions:</p> <ol style="list-style-type: none"><li>1) What is a crisis?</li><li>2) What is the role of a leader during a crisis?</li><li>3) What are the tactical actions a leader can take during a crisis?</li><li>4) How can leaders prepare for crisis?</li></ol> <p>We provide six resources here along with six getAbstract summaries.</p>
1. Organizational Crisis. Part 1: Definition and Conceptualization (attached article)	<p>There are many factors that contribute to an organizational crisis. The Milburn, Schuler, Watman article provides a framework to crisis antecedents. Typically, there are more than one factors in play.</p> <p>What is a crisis?</p> <ol style="list-style-type: none"><li>a. Disruptive and unexpected event that threatens an organization</li><li>b. External antecedents of crisis<ol style="list-style-type: none"><li>i. Competitors</li><li>ii. Suppliers</li><li>iii. Customers/Clients</li><li>iv. Regulators</li><li>v. Society</li><li>vi. Owners/Boards</li><li>vii. Natural Disasters</li><li>viii. Financing</li></ol></li></ol>

	<ul style="list-style-type: none"> <li>c. Internal antecedents of crisis <ul style="list-style-type: none"> <li>i. Executive Characteristics</li> <li>ii. Style of Management</li> <li>iii. Personality of Decision-Makers</li> <li>iv. Degree of Detachment to Crisis</li> <li>v. Knowledge, Skills, and Attitudes</li> </ul> </li> </ul>
2. How a Good Leader Reacts to a Crisis (article)	<p>This is a short article on the immediate behaviors a good leader takes during a crisis. A good leader is analytical in a root-cause analysis. He or she acts promptly, but not sloppy. She manages expectations and does not shy away from the magnitude of the issue. She exercises control in her response, but stays agile in a dynamic situation.</p> <p><a href="https://hbr.org/2011/01/how-a-good-leader-reacts-to-a">https://hbr.org/2011/01/how-a-good-leader-reacts-to-a</a></p>
3. How Leaders Can Keep Their Cool in a Crisis (article)	<p>Building off of the Baldoni article’s notion that a good leader is in control of her response to a crisis, there are key steps a leader can take to maintain composure in a crisis. Crisis preparedness is crucial, especially with the premise that a crisis is unexpected. Have systems and processes in place to at least kickstart the protocol. While legal/financial/PR responses are important, a leader should also have employees and customers in mind during the early and ongoing phases of crisis management. Continuous communication to the organization can prevent dooms-day theorizing in the absence of valid information. Lastly, using the corporate mission as the guiding force to navigate a crisis keeps alignment and prevents bandaid solutions.</p> <p><a href="https://hbr.org/2018/02/how-leaders-can-keep-their-cool-in-a-crisis">https://hbr.org/2018/02/how-leaders-can-keep-their-cool-in-a-crisis</a></p>
4. 13 Golden Rules Of PR Crisis Management (article)	<p>While holistic thinking is important during a crisis, and PR cannot be the singular concern, this doesn’t minimize the importance of the outward-facing reaction to a crisis. This article notes the golden rules:</p> <ol style="list-style-type: none"> <li>1. Take Responsibility</li> <li>2. Be Proactive, Be Transparent, Be Accountable</li> <li>3. Get Ahead of the Story</li> </ol> <p><a href="https://www.forbes.com/sites/forbesagencycouncil/2017/06/20/13-golden-rules-of-pr-crisis-management/#f192e161bcf3">https://www.forbes.com/sites/forbesagencycouncil/2017/06/20/13-golden-rules-of-pr-crisis-management/#f192e161bcf3</a></p>
5. What Starbucks Can Teach Facebook About	<p>Great comparison of Starbucks and Facebook who both went through very public crises recently. To the author, Starbucks got it right; Facebook got it wrong, in terms of crisis leadership. Starbucks is in a</p>

<p>Crisis Leadership (article)</p>	<p>far better position to minimize internal and public damage as an outcome to a racist incident in one of their stores.</p> <p><a href="https://www.forbes.com/sites/hbsworkingknowledge/2018/04/24/what-starbucks-can-teach-facebook-about-crisis-leadership/#73669420406b">https://www.forbes.com/sites/hbsworkingknowledge/2018/04/24/what-starbucks-can-teach-facebook-about-crisis-leadership/#73669420406b</a></p>
<p>6. Sun Country CEO's email to employees about stranded fliers (mini case study)</p>	<p>The spring blizzard of 2018 and the ripple effect that it had to customers that were on vacation 2000 miles away in another country. The crisis was not in the events as they unfolded but instead on how the message was handled. Sun Country's CEO responded with this email to employees, which was published in USA Today.</p> <p><a href="https://www.usatoday.com/story/travel/flights/todayinthesky/2018/04/17/full-text-sun-country-ceos-e-mail-employees-stranded-fliers/526298002/">https://www.usatoday.com/story/travel/flights/todayinthesky/2018/04/17/full-text-sun-country-ceos-e-mail-employees-stranded-fliers/526298002/</a></p>
<p>7. getAbstract collection (see getAbstract)</p>	<p>Here are some relevant getAbstract book summaries that can serve as useful references for Leadership in Crisis. If you like them, you can travel to your local library to borrow a copy at no charge to you.</p> <ul style="list-style-type: none"> <li>● Crisis Leadership Now - Barton</li> <li>● Leading Corporate Turnaround - Slatter et al.</li> <li>● Leaders Eat Last - Sinek</li> <li>● Seven Lessons for Leading in Crisis - George</li> <li>● Leadership in the Era of Economic Uncertainty - Charan</li> <li>● Leadership in the Eye of the Storm - Tibbo</li> </ul>