

A Critical Perspective on the shift in Strategy Dynamics and Leadership styles for managing crisis in organisations in the emerging new normal economic landscape in pandemic ridden world.

Prof. Dr Abhijit Ganguly
Dean (Academics) & Director-Business Development
British Canadian Institute of Higher Education(BCI Labs)/IIAD Global
London, UK & Ontario, Canada
Adjunct Faculty- Eaton Business School, Sharjah, UAE

Prof. Col. Anil Ahluwalia (Retd.)
Academic Director
Westford Education Group
Sharjah, UAE

'Reframing the pandemic's impacts as the "next normal" requires leaders to confront uncertainty head-on and build unknowns into decision-making.'

—Rhoda Woo, Managing Director, Deloitte & Touche LLP

Abstract

Oxygenation for the resurrection of the pandemic battered economy and business has become the topmost priority for the think tank of countries and organisations internationally. As organisations or industries step into the post-pandemic future, leaders need to evaluate and analyse to understand and find a balance between what worked before and what needs to happen to succeed in the new normal economy.

Unpredictability and volatility have engulfed the economy and business to a higher magnitude that it demands completely different leadership styles and recalibration of strategy dynamics and enterprise agility to deal with these catastrophic situations and create future capabilities to bounce back in the emergent new normal economy. However, when the nerves are pulled to an extreme level, unravelling despair with doom and gloom thinking and negative rather feeble approach will not help to regain or recreate the socio-economic dynamics as to come out stronger in a pandemic battered emerging new normal economy.

Therefore, the key purpose rather remit of this article is to offer integrative perspectives on leadership approach and strategic priorities towards managing the magnitude of unpredictable challenges and crisis in the evolving business dynamics and recreating strategy dynamics and enterprise agility towards meeting the emerging challenges of survival, sustenance and growth. This article has adopted a case based approach by analysing in a time case study of Openreach to build an understanding as to the imperatives of organisational leaderships managing crisis to decide on strategic priorities to build the

organisational platform for the management of business continuity and critical incidents in pandemic induced emerging new normal economy. Finally, this article contributes to tangible recommendations to implement in any organisation to build responsive crisis leadership. Also, identified future research in the subject area.

Keywords: Oxygenation, Unpredictability, Strategy Dynamics, New normal Economy, Leadership Imperatives, Enterprise Agility

Introduction- Conceptual Framework and Analysis :

Oxygenating the economy and organisations through prudent leadership practices and policies has become critically important for the think tank of government and organisations globally in this hyper volatile emerging new normal economy. Globally the outbreak of this unprecedented pandemic has created a catastrophic impact on socio-economic landscape enormously. It has made the national and international economy upside-down resulting in a paradigm shift in dynamics characterised with uncertainties and high risk of going bust.

The COVID-19 pandemic has stormed through all industry like a hurricane, causing huge unemployment and exposing many others to new risks. There is a drastic change in every direction. Most of the interactions with customers have moved online and economic pressure has made revenue a matter of brand survival, the touchpoints where the customer journey and employee journey intersect — moments when a brand can create (or lose) value — have become even more critical than they already were, both in ways that can easily be counted, such as revenue and in ways that cannot, such as emotional connections.

This pandemic profoundly changed the social and economic glut to a greater magnitude and created devastating global economic recession with an unprecedented scale of unpredictability and challenges as highlighted by the fact that thousands of businesses have disappeared, and consumers have become extremely price sensitive and often reluctant purchasers of products and services. Very tight credit markets, high unemployment, and millions of new entrepreneurs have also changed the business landscape. Business firms that have survived the last three years of global economic turmoil are today leaner and meaner than ever before. Gaining and sustaining competitive advantage is harder than ever.

Therefore, leaping into the new normal economy and navigating the unpredictable socio-political and economic landscape demands a recalibration of the policies, processes and procedures which are mission-critical to the survival of the economy and the organisational growth.

Digital transformation together with E-commerce and social networking have changed the business and marketing activities to its core. Managing scale and magnitude of unpredictability requires leadership skills and capabilities to deal with this catastrophic crisis and to drive the tweak and twist of strategy dynamics in macro and micro perspective. It has become the top strategic priority for countries' and organisations' think tank globally to resurrect the economy and organisations to create employment and business and economic growth.

Therefore, the remit of this article is to deliver a comprehensive and thought-provoking perspective on leadership style towards managing the magnitude of unpredictable challenges and crisis in the evolving business dynamics and recreating strategy dynamics towards meeting the emerging challenges of survival, sustenance and growth.

The socio-economic landscape in the emerging new normal economy is dotted with a high level of uncertainty. Therefore making systematically perfect strategic decisions under a high level of unpredictability requires an approach to determine the level of uncertainty and tailoring strategy to the level of uncertainty. Pandemic led global economic recession has created a business environment characterised by a high mortality rate of industries and organisations. The total ecosystem has become extremely unpredictable, highly complex. Many brands and businesses have vanished contributing to a high level of unemployment and making consumers more price-sensitive and oftentimes reluctant purchasers of products and services. Very tight money markets, Business and Individual credit markets contributed to change the business landscape. The business organisation that has survived the onslaught of pandemic led global economic turmoil have restructured themselves leaner and meaner to survive and sustain the competitive advantage. Integration or infusion of technology playing a crucial role as we can see the huge increase of social networking and e-commerce which has altered marketing and distribution of goods and service and completely altered marketing to its core. There are thousands of liquidations, bankruptcies, divestitures, mergers,

alliances, and partnerships captured the daily news. Corporate scandals highlighted the need for improved business ethics and corporate disclosure of financial transactions. Downsizing, rightsizing, and reengineering contributed to a permanently altered corporate landscape. Thousands of firms began doing business globally, and thousands more closed their global operations.

Now the critical question is to decide on type or style of leadership that is needed to apply in this crisis situation to develop a set of discrete scenarios based on the understanding of strategy dynamics and how the uncertainties might play out.

This huge pandemic crisis can be dealt with by Crisis Leadership as echoed in the words of Rhoda Woo, managing director, Deloitte & Touche LLP. “Although crisis leadership principles apply to COVID-19, putting them into practice may require realignment to the current situation,” says Rhoda Woo, Managing Director at Deloitte Risk & Financial Advisory, Deloitte & Touche LLP. “It’s unlikely many existing crisis management plans were written to address a pandemic the size and scope of the new coronavirus,”

The key focus of crisis leadership and crisis management is to improve risk resilience and decision-making and highlight strategic opportunities embedded in risk as every risk brings challenges and opportunities. Thus, It may also find out a possible way forward amid continued uncertainty related to the pandemic and socio-economic meltdown worldwide.

Crisis leadership demands the adaption of core crisis management principles to craft organisational recovery plans to thrive the COVID-19 period and come out successfully in the post-pandemic environment. Organisational think tank or CEO as a Crisis leader need to understand volatile changes in strategy dynamics in the economic landscape as emerging in post-pandemic socio-economic and industry ecosystem. They need to navigate the organisation through this unprecedented crisis with a clear focus on building enterprise agility to grow in the post-pandemic economic environment. Before we delve into the strategic imperative of Crisis Leaders in terms of actions to be taken to guide and transit the organisations out of choppy water with zero visibility of near future in a new normal economy, it would be better to have an understanding of Crisis leaders and their traits or competencies which helps them to take the mantle of the ‘Saviour’ or ‘Crisis Leader’.

Crisis leaders got the innate or special ability to identify and pro-actively deal with such threats is known as his **crisis management skills in case of a natural disaster**, global pandemic, a lawsuit against the organisation's product, or the tumbling employee morale etc., having the capability of derailing the business and therefore damaging the viability and sustainability of the business operations. Being commonly faced by such instances, an organization has no choice but to rely on the exceptional crisis management skills of its leaders.

Crisis leadership dynamics demands quite a few important competencies like agility to think and act, resilience to absorb and bounce back with renewed strategies etc., However, four important **leadership competencies** that are critical to **crisis leadership**: a sense of urgency; strong emotional intelligence; problem-solving **skills**; and sensitivity of communication (Betancourt et al., 2017; Tubin, 2017).

Apart from the above, there are a few more critical competencies that crisis leader requires as mentioned in the below. These competencies are most critical in a crisis response situation.

- Communication
- Connectivity
- Courage and Perseverance
- Credibility
- Decisiveness
- Resilience and Agility
- Emotional Intelligence
- Integrative thinking
- Situational awareness
- Ability to connect to the bigger picture
- Strategic thinking

As regards Crisis Leadership styles or behaviours, House and Mitchell (1974) defined four types of leader behaviours or styles the mix of which can be adopted while managing crisis: Directive, Supportive, Participative, and Achievement

- **Directive:** The leader directs rather sets the expectations in terms of telling the workforce or team what to do, how to perform a task, and scheduling and coordinating work. It is most effective when people are directionless and ignorant about the task or when there is a lot of complexity, ambiguity and uncertainty within the environment.
- **Supportive:** The leader's responsibility is to make a conducive and supportive environment by showing empathy and being approachable. These help to enhance the comfort level and motivation to work hard and better in a volatile and uncertain time when tasks and relationships are physically or psychologically challenging.
- **Participative:** The leader takes a team approach and does consult with the workforce or team members before deciding on how to proceed. This helps to draw on the experience and skills of them.
- **Achievement:** The leader brings achievement drive by setting challenging targets and setting the expectations in unambiguous term to perform at their highest level and shows confidence to their professional acumen and competencies.

Stogdill(1974) of Ohio State University, USA suggested the following two key behavioural factors of Crisis Leaders:

- **Consideration** - relationship behaviours, such as respect and trust.
- **Initiating Structure** - task behaviours, such as organizing, scheduling, and seeing that work is completed

However, It is critical to understand that Crisis Leaders' behaviour is not set in stone, as the adoption of relevant leadership styles should be used depending on the dynamics of the situation.

The existing and emerging dynamics of situations in this pandemic has presented various challenges and a steep learning curve for any organisations and leaders to reskill as it has brought changes in leadership fundamentals. Leadership teams have to learn and adapt to emerging dynamics. Leaders must understand and learn the following critical areas :

1. How to lead an agile team in a time of crisis
2. Driving enterprise agility
3. Learning to adapt
4. Faster decision making,

Forward-looking organisations are now gearing up and accelerating their efforts towards capability-building by developing leadership and critical thinking skills at different strata of the organization, enhancing the employees' capability to engage with technology and use advanced analytics for digital transformation, and building functional skills for the future, such as next-generation procurement, Artificial Intelligence technology-driven manufacturing, and digital marketing and sales. These companies flatten the structure to reduce manpower cost and reskill large portions of the workforce, reinventing core processes and adopting new collaboration tools to get into the new operating business model post-pandemic situation. Digital transformation demands interaction of Technology and people in innovative ways for creating an effective post-pandemic organization.

Crisis Leadership management demands to undertake the following actions:

1. Establish leader's intent is the first action point:

Top leader's intent set the tone and expectations for the organisation. Therefore, the CEO's vision for how a company should behave and act in a post-crisis environment in combination with company values—can inform decision-making. The aim is to communicate the decision rights and ethics guidelines employees are expected to follow as they pursue strategic goals and operational guidelines outlined by organisation leaders.

2. Reframe the crisis:

To deal with the crisis effectively, the organisational leaders must reframe the crisis. Consider the current crisis, in which many companies first framed the challenge as managing employee health and safety issue to get them back into work. Once satisfied that the health risk was being managed effectively, many companies may have, for example, reframed priorities to focus on supplier vulnerability, then perhaps a drop-off in demand, liquidity concerns, and, more recently, how to manage through an economic downturn. Redefining crisis parameters can help leaders adjust their thinking to stay ahead of evolving challenges.

3. Restructure the organisation by flattening the structure:

An Agile organization is the preferred model where the workforce is geared towards action bias and fewer people feeding the beast of bureaucracy—briefing

each other, reporting, seeking approvals, sitting in unproductive meetings (and then huddling up in the meeting after the meeting to have the real conversation). Rigid hierarchies must give way to leaner, flatter structures that allow the system to respond quickly to emerging challenges and opportunities.

4.Rethink ways of working :

Leaders need to bring enterprise agility in terms of speeding up the decision-making processes by delegating tasks and responsibilities and empowering the workforce to unleash values and actions. Cultivating extraordinary team dynamics which can foster a collaborative work atmosphere and step up the delivery and bring execution excellence.

5.Recognize the role of social responsibility in recovery:

By practising empathy while interacting with various stakeholders such as employees, customers, and business partners, Crisis leaders can fulfil their social responsibility commitments and help rebuild the organization to thrive in a post-virus environment. "Avoiding major job cuts, for example, may enable companies to retain a fully trained and committed workforce that is ready to jump into recovery mode when the time is right," says Woo. Organizations also can contribute to products, services, and expertise to help mitigate the virus's impacts. Consider, a biological company that provides health care expertise and enhanced software and tools to communities to combat the spread of COVID-19.

The major tasks of crisis leaders are to build enterprise agility through understanding emerging strategy dynamics by making the organisation capable of an understanding inflexion point and making it ready to sustain competitive pressure, to adapt fast to changes in the industry and market dynamics to avail opportunities while optimizing or minimizing costs. Enterprise agility can be achieved through the combinations of strategic agility and operational agility.

Strategic agility refers to organisational ability to continuously adjust and adapt its strategic direction and dynamics for seizing any game-changing opportunities which can deliver a competitive advantage over a longer period. Whereas **Operational agility** focuses on execution. It is construed as an

organisation's ability or capacity to find and seize opportunities to improve **operations** and processes, within a focused business model.

Strategy Dynamics reflects how business performance has developed up to the current date, and how to develop and implement strategies to improve future performance. The approach emphasises building and sustaining the resources and capabilities needed to succeed. Organisational think tank needs to analyse the business environment and performance over time to answer the following key questions :

- What is the present performance trajectory?
- Why is performance following its current path?
- Where will performance go if we continue as we are doing today?
- How can we design a robust strategy to radically improve that performance into the future?

Strategy dynamics also differs from 'Systems Thinking' approaches [Peter Senge, 1990, *The Fifth Discipline*, Doubleday] in emphasizing resource-accumulation and the importance of quantifying change-through-time, in contrast to the qualitative, feedback orientation of systems thinking.

The major benefit of strategic dynamics is that it works for every kind of organisation - commercial, public-service, or voluntary - as well as to every function within an organisation. It helps to deal with strategic and operational challenges.

Also, it helps to understand the effectiveness of management actions and decisions exerting control, it provides clear and specific strategies and actions plan which can be implemented in the emerging future.

Review of Literature:

Muffet-Willet and Kruse (2009) said "In times of crisis, leadership becomes an integral cog of a successful organisational crisis outcome. Strong effective leadership is imperative to organisational survival."

The present ongoing Covid-19 crisis has had a lot of learning coming from the health sector, as they have been the front-line warriors battling the pandemic, gaining knowledge, doing research to find effective solutions and also showing the way forward to tackle the virus and managing it more effectively. Also, a number of businesses have suffered during this pandemic, and the emergence of

good leadership lessons have arisen from the pitfalls caused during the pandemic. The core of this literature review is to gather knowledge gained from these enterprises and get a deeper insight into how strategic dynamics are changing, as well as what leadership styles will be more effective to manage the Covid-19 crisis.

Andres Salas, Anna Ferrer, Herrera Justo (2020), on fostering the healthcare workforce Covid-19 pandemic, mention that health professionals managing patients with COVID-19 disease are always at high risk of contagion. Empirical work on human resources has tended to focus on the effects of human resource practices on performance, whereas leadership and social interactions have been overlooked. Firstly, the article brings out that shared leadership was found to positively affect COVID-19 contagion among health professionals. Secondly, by sharing information and a common language, and showing high levels of trust, namely social capital, medical units seem to reduce contagion rates of COVID-19. In other words, shared leadership plays a fundamental role in improving performance in the healthcare sector, by applying social capital implementation means.

According to Rosa Rosane (2020), Leadership in a pandemic is just not about pressing the reset button. The author talks about what kind of leadership works on a battlefield? It requires quick thinking, flexibility, incident command structures, calm, confidence, visibility, communication, moral courage, caring, and disciplined decision-making. Leadership matters. Besides the speed of needed change, the challenges require redesigning care and staffing models, developing crash courses on critical care nursing, and completely transforming hospitals compared with our usual planning models. Does the author again talk about whether we will go back to “normal” when we press the reset button? She hopes we do not. We've learned not to waste. We've learned how to virtualize everything: meetings, visits, goals, education, and both patient-family and patient-nurse communication. We've learned to do things differently—also what's value-added and what isn't. Let's not lose these advances when we reset.

These two research articles show that a way forward, especially in the health sector, and also applicable in other sectors, is to draw out lessons from the health professionals of shared leadership views, where different minds come together to fight a complex pandemic. Also, it shows us that we need not reset to the original era of thinking and action, when things were normal, since we have

learnt so much from this pandemic, and this learning should form a foundation for all future leadership and resource management functions.

According to Couris John (2020), the author believes to that there are two key hallmarks of successful leadership: authenticity and vulnerability, as these are highly effective, and connects to people with honesty and transparency. It also helps to create a culture of open communication, collaboration, and innovation. Author Brené Brown, PhD, LMSW, defines vulnerability as "uncertainty, risk, and emotional exposure" (Brown, 2012, p. 34) and authenticity as "the daily practice of letting go of who we think we're supposed to be and embracing who we are" (Brown, 2010, p. 50). Gary S. Kaplan, MD, chairman and CEO of Virginia Mason Health System in Seattle, Washington, makes the following point: "If we create an environment in which managers and care team members are afraid of failing, we are not doing our jobs as leaders. We need to provide a supportive environment so that team members can feel safe when discussing their mistakes and lessons learned." He explains, "A lack of transparency and, worse, a lack of accountability in leadership weaken an organization. As senior leaders, we must hold ourselves to the same or higher standards of accountability than we set for our management teams" (Kaplan, 2020, p. 15).

This proves the point that though vulnerability has increased during the current pandemic times, with the increase in uncertainty, risk and emotional exposure, and authenticity has to deal with the truth and realism that exists in the environment, we have to manage this uncertain environment more effectively as leaders.

Another important aspect of leadership emerging due to Covid-19 times is to be able to adapt to the changes that have occurred around us since the beginning of this pandemic. The new normal is very different than the normal which was there a year back, and the earlier we adapt to these changes as a leader, the easier it will become to manage the changes that have occurred in our lives now. According to Ahisson Anders (2020), an interest in leadership issues is already emerging, and the momentum of change may create unexpected opportunities. As US politician Rahm Emanuel has pointed out: 'You never want a serious crisis to go to waste. ... [it is] an opportunity to do things that you think you could not do before'.

Another interesting aspect for dealing with modern era of pandemic management and preparedness is spelt out by Shufutinsky Anton, et al. (2020),

by mentioning that effective leaders are considered one of the most pivotal resources for organizations both in times of normalcy and crisis, yet international criticism has flared pertaining to national, state, local, corporate, and policy leadership in this COVID-19 environment of discontinuous change. The authors state that this can best be realized through advanced, comprehensive, and preparedness-based model of leadership development, which is 'Shock Leadership' Development.

Non-military organizations can prepare their leaders, like military organizations, for such rapidly changing, complex, uncertain, and volatile environments. 'Shock Leadership' and Preparedness will involve developing preparedness plans, working on them collaboratively, and designing and participating in training, simulations, response drills, and lessons learned. Organizational leaders can prepare for and gain competency in 'Shock Leadership', giving them the skills necessary in employing numerous leadership styles and attributes for leading organizations and systems to intact sustainment through future globally turbulent events, whether they are cyber-attacks, economic recessions, acts of terrorism, or catastrophic and highly disruptive pandemics.

Another aspect of workplace toxicity is prevalent in many organizations. Walton Michael (2020) suggests in his paper that Leadership Toxicity can be likened to a coronavirus-like virus-Covid-Tox-and that this will be present within many, if not all, business organizations. At their heart organizations are cauldrons of conflicting emotions and tensions, as people go about advancing their own ambitions and objectives. As such we should expect, plan for and guard against the harmful effects of such behaviour, especially from those in positions of executive power and responsibility.

The 'Shock Leadership' syndrome and workplace toxicity give us an insight to the volatile nature of changes that are happening in the world today, especially due to the Covid-19 situation. We have to work effectively and efficiently through these challenging times, and that's why managing the emotional quotient of people will be crucial, especially during these trying times, which can be managed with different new situational based leadership styles we will have to adapt now.

While considering divergent issues affecting sustenance of business during pandemic times, a very important consideration is also of providing good

effective leadership to address the economic impact of the pandemic. Hope Joan (2020) states that we need leaders more than managers, because leaders will provide a way through the crisis. Profits and good economic sense drive businesses, and thus we require leaders who have the ability to take quick decisions, be agile, communicate effectively with others, keep stakeholders in balance and eventually deliver results.

Good leadership which can help people during these trying Covid-19 times will be the way forward to overcome some of the complex challenges we are facing currently, as well as help lead people effectively through this period of ambiguity. Some of the leaders who have shared such experiences (Anon, 2020) state that emotional bonding is the foundation of a strong team, and the COVID-19 pandemic has showed them that it is okay, as a leader, to provide emotional support to team members. Leaders must seek to strengthen and apply emotional intelligence, empathy and social management skills. "Effective leadership is essential in critical moments, especially in a prolonged crisis, such as the COVID-19 pandemic. Strong leadership skills are key, as fragmented leadership leads to fragmented organizations."

In every adversity lies an opportunity. We have to learn from the Covid-19 pandemic and quickly adapt to the new normal and the environment for business sustainability, as well as manage people and all our resources efficiently. This will come from leadership which is dynamic, more strategic, and flexible to adapt to the changing and rapidly moving environmental horizons that we are all confronting during these pandemic times.

Research Method and Analysis :

Authors think the application of case-based approach will be better as it is regarded as a popular and effective research method in the Business research area. The case-based approach aims to analyze specific issues within the dynamics or boundaries of a specific environment, situation or organization.

Considering the purpose, rationale and ramifications, authors selected case of UK based telecom company Openreach, UK to highlight crisis leadership capabilities towards handling the challenges and implementing solutions in building organisational capabilities. The case in point highlighted the crisis leadership ability of the top brass and other levels of leaders in the organisation towards managing the threats of the pandemic crisis for Business Continuity and

Critical Incidents. The top management assumed the role of Crisis Leader in steering the organisation towards building better capabilities for Business Continuity Management and Incident Management instead of succumbing or surrendering to threats of this Pandemic. Therefore, this in time case study helps to understand the organisational challenges and leadership initiatives to build for future growth and bring agility in managing critical incidents and providing support towards Business Continuity.

I.Profile of the Organisation:

Openreach Ltd. is a functional division of telecommunications company BT plc, that maintains the telephone cables, ducts, cabinets and exchanges that connect nearly all homes and businesses in the United Kingdom to the national broadband and telephone network. It is a wholly-owned subsidiary of the BT Group. With over 35,000 employees, the company looks after the copper wires and fibre cables across the UK that connect homes and businesses to phone and broadband.

CEO: Clive Selley (2016 onwards)

Parent organization: BT Group

Founded: January 2006

Number of employees: 35,000

Headquarters: London, United Kingdom

II.Background and Challenges:

Openreach originates from the stable of British Conglomerate British Telecom or BT as popularly known globally. Being in the telecom sector, it operates in a highly regulated environment. Openreach is mandated to provide fair and equal access to complete network to customers of BT and competing operators. Thanks to the multi-layered and complicated structure of its customer base, and the importance of its services to the country – its people and economy –

Openreach is under heavy scrutiny rather closely watched by the media and industry watchdog organisations in the UK.

The quest of Openreach is to provide impeccable support to UK telecommunications companies. Openreach, with initiatives, workshops, models and ways of working. Identify existing business continuity and incident management capabilities and develop a roadmap for improving them across the organization.

Therefore the strategic imperatives for Openreach are to enhance the organisation capability towards Business Continuity and Incident Management Capabilities. Their focus is to create the optimal foundation and roadmap for better organisational rather enterprise agility.

The major challenge is to build a stable and optimal platform and roadmap for Business Continuity Management and Critical Incident Management to augment the enterprise agility and growth by mitigating the threats of coronavirus pandemic which happened mid-project, putting the company's business continuity and incident management capabilities to the acid test.

III. Approach and Solutions

The project began with the objective of bringing stakeholders confidence by inducing and influencing their thinking and understanding comprehensively by a series of workshops. Attendees were invited from every layer of business units across the organisation including Service Delivery, Fibre Network Delivery, Strategic Infrastructure Development, and Headquarters, to understand their mindset and gather their views on what "good" looks like for Openreach and explore past lessons learned.

The workshops included thorough and focussed discussions, questions and exercises designed to orient those who normally don't work with business continuity and incident and crisis management on a day to day basis, to think about business risk and how well they and their business processes are prepared for it. On average about 20 to 25 stakeholders attended each workshop for the said orientation process. The data gathered, was analysed through statistical models, from these workshops were then used to create capability maturity models.

By bringing together various stakeholders or representatives from across the organization, the consensus was achieved on Incident Management and Business Continuity Management Capabilities on organisational IM and BCM capabilities is achieved. Budgetary plans for what needs improving is determined for board approval and analysis reporting can be implemented organisation-wide. This will provide a stable platform for future growth and agility.

IV. Results & Impact :

1. Organisational agility was created through the engagement of all levels in an organisation and clear roles and responsibilities were established for Business Continuity Management and Incident Management capabilities was established across all department of the organisation
2. The organisation developed the capability to look beyond the business continuity management (BCM) strategy by adopting a transformation approach to BCM, which would be more inclusive for stakeholders and customers, and better support its overall business objectives
3. The organisation established platform for recalibrating strategy dynamics and enhance enterprise agility by adopting a transformation approach to Business Continuity Management, which would be more inclusive for stakeholders and customers, and better support its overall business objectives.
4. An effective capability maturity model was established in the organisation. An effective capability maturity model is a set of structured levels that describe how well the people, plans and processes of an organisation can reliably and sustainably produce required outcomes. It should include the capability and compliance elements necessary to measure progress over time and across an organisation, both internally and externally.
5. Developed organisation-wide understanding and implementation of Risk Management procedures and bring in more transparency in

functioning. It helped the organisation to become more agile in planning and execution.

6. This enterprise-wide exercise allowed stakeholders to understand the Strategy Dynamics in terms of understanding rather the identification of where the organisation is today and where it needs to get to within the different Business Continuity Management and Incident Management functions. Incident examples were used that stakeholders can relate to, such as a cyber-attack, to help them pinpoint capabilities
7. Strategy Dynamics helped the stakeholders to comprehend exactly where management actions and decisions exert control, it provides clear and specific strategies and action plans, that can be adapted as the future unfolds.

Conclusions and Recommendations:

The preceding paragraphs including the above case in point amply highlight the fact that this pandemic induced crisis has the lethal potentiality to disrupt and cripple the organisation negatively impacting topline and bottom-line growth, sustainability by disrupting operations jeopardising organisation's reputation, future profitability etc., It inflicts long term damage. Therefore organisation requires Crisis Leadership skills to understand early warning signs which put the organisation at risk and deal with the actual crisis to resurrect the organisation by understanding changes in strategy dynamics and recalibrating strategies and operational processes. One of the major tasks of Crisis Leaders is to make quick decisions to re-build organisational agility by effectively reengineering strategic and operational effectiveness. In a crisis, leaders should have the ability to navigate through webs of complex and highly volatile situations to minimize the damage, lead the processes for business continuity and managing critical incidences with impeccable resoluteness and maturity to take the organisation quickly in the recovery phase and implement future safeguards.

Having done the research and critical analysis and evaluations, Authors think that the following imperatives that can be highlighted below as research

contributions in the way of actionable **recommendations for effective crisis leadership** in any organisation.

- Leaders in the organisation need to develop the strategic analytical ability to understand early distress signal in the industry or environment dynamics to take a pro-active approach to safeguard organisational risk and vulnerabilities to preserve values, growth and sustainability
- Crisis Leadership in any organisation need to focus on building a resilient team that is capable of responding to the crisis at all levels
- Crisis Leaders should have a collaborative attitude and mindset to work with the various team to craft a crisis respond plan
- Empowerment is the key to success. Empowering team members to make quick decisions to douse the fire and mitigate the risks
- Crisis Leaders should have the ability to prioritise the tasks and not to get lost in a mundane functional role. They should focus on building organisational agility for resilience in the face of crisis
- Continuous monitoring of Strategy Dynamics and variables need to be done with requisite analysis for reconfiguring strategic plan and posture of the organisation
- Organisations need to bring and accelerate values, the best practices around critical areas like collaboration, flexibility, inclusion, and accountability. Collaboration, flexibility, inclusion, and accountability are things organizations have been thinking about for years, with some progress. But, need to be accelerated in a big way to address the massive changes in the evolving dynamics in this pandemic situation.

Future Research :

Further research can be done in the areas of architecture and analysis of Strategy Dynamics, Enterprise Agility and its' measurable impact on crisis management in an organisational setting to grow in the post pandemic socio-economic global landscape.

Bibliography

- Tubin (2017), Leadership identity construction practices: The case of successful Israeli school principals, *Educational Management Administration & Leadership*
- Betancourt, J.R., Tan-McGrory, A., Kenst, K.S., Phan, T.H. and Lopez, L. (2017), "Organizational change management for health equity: perspectives from the disparities leadership program", *Health Affairs*, Vol. 36 No. 6, pp. 1095-1101.
- House, R. J., and Mitchell, T. R. (1974). Path-Goal Theory of Leadership. *Contemporary Business*, 3, 81-98.
- Stogdill, R.M(1974) *Handbook of leadership: A survey of theory and research*, New York: Free Press
- Stacy L. Muffett-Willet and Sharon D. Kruse, "Crisis Leadership: Past research and future directions," *Journal of Business Continuity & Emergency Planning* 3.3 (2009), 254-255.
- AHLSSON, A., 2020. Why change? Lessons in leadership from the COVID-19 pandemic. *European Journal of Cardio-Thoracic Surgery*.
- ANDRÉS SALAS-VALLINA, ANNA FERRER-FRANCO and HERRERA, J., 2020. Fostering the healthcare workforce during the COVID-19 pandemic: Shared leadership, social capital, and contagion among health professionals. *The International journal of health planning and management*.
- COURIS, J.D., 2020. Vulnerability: The Secret to Authentic Leadership Through the Pandemic. *Journal of Healthcare Management*, 65(4), pp. 248-251.
- HOPE, J., 2020. Provide leadership to address economic impact of pandemic. *Enrollment Management Report*, 24(2).
- JAQUES, T., 2012. Crisis leadership: a view from the executive suite. *Journal of Public Affairs*, 12(4), pp. 366-372.
- RASO, ROSANNE, DNP, RN,N.E.A.-B.C., F.A.A.N., 2020. Leadership in a pandemic: Pressing the reset button. *Nursing Management*, 51(7), pp. 6.
- SHUFUTINSKY, ANTON, PHD, DHSC,M.P.H., R.E.H.S., DEPORRES, D., EDD., LONG, BENA,PHD., M.S.M. and SIBEL, JAMES R,PHD., M.A., 2020. Shock leadership development for the modern era of pandemic management and preparedness. *International Journal of Organizational Innovation (Online)*, 13(1), pp. 20-42.
- WALTON, M., 2020. 'Leadership Toxicity': Our Own Corporate 'Covid-Tox' Pandemic. *Effective Executive*, 23(2), pp. 7-11.
- https://deloitte.wsj.com/riskandcompliance/2020/05/15/crisis-leadership-reframe-evolving-risks-to-thrive/?mod=Deloitte_riskandcompliance_relatedInsights