

# **Resilience and Crisis Entrepreneurial Leadership During Turbulent Times in Corporate Governance**

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## **Abstract**

Crisis and Resiliency Entrepreneurial leadership is essential in corporate governance during difficult times. These attributes empower leaders to effectively handle obstacles, adjust to modifications, and capitalize on chances for advancement and development. An examination of these ideas within the framework of corporate governance can be ascertained through adaptability and Flexibility, Risk management, Employee well-being and Strategic Vision etc. Simultaneously while seeing the crisis in entrepreneurial Leadership in Corporate Governance, too we observe in terms of Innovation and creativity to identify new opportunities during turbulence times. These are Agility and Speed to make informed decision-making, responding promptly to emerging challenges, Resource optimization as against to address immediate needs while keeping an eye on long-term sustainability, Stakeholder engagement as a key aspect of crisis entrepreneurial leadership. This study's major goal is to explore and understand how organizations and their leaders can effectively navigate and respond to crises.

## **Keywords**

Corporate Governance, Adaptive leaderships, Resilience Planning, Skills, Transparent

## **1. Introduction**

There has never been a global health crisis like COVID-19. It is regarded as one of the major historical turning points, In the connection with such unhindered, established social and economic norms and ushering in a new era for humanity. The extent and velocity of the subsequent collapses in various activities are unheard of in our lifetimes (Gopinath 2020). According to Gopinath (2020), the crisis has resulted in numerous deaths, challenged the capabilities of healthcare systems, and placed the world in a state of emergency. The global economy is currently going through its worst recession since the Great Depression. It is impossible to predict the future because the social, economic, and health systems are about to collapse, but the choices that decision-makers make today will determine how the world turns out. In times of crisis, governments, communities, and organizations are looking to their leaders for direction. The problem is that our theories about how things work and what we believe to be true about how systems work are disintegrating, which could lead to specific purposes of leadership. The paper's main themes are centre around to examining the appropriate policies and tactics to use when choosing a good leader who can act with agility and flexibility when making decisions and quickly address new challenges and opportunities. Being honest in the way when any things are being perform, so that all parties; including, Risk management, Board management, stakeholders, fairness and ethical behaviours will continue to have faith in it. In addition, there must be some cooperative efforts among various Transparent Compliance etc.

Identification of Research Gaps and Problems:

In the beginning of the study, it was discovered that there were some Research Gaps that may allow us to investigate and discover some suitable strategies to fill some Gaps that may initially be referred to as

comprehensive resilience plans in place, struggle to respond effectively to unexpected challenges, insufficient leadership development, resistance to change, communications breakdowns, and inadequate resource allocations etc.

This paper is an immediate response to the crisis in the corporate sectors during COVID-19 pandemic, building on the introduction. The goal is to look into how leaders and organizations, both domestically and internationally, responded to COVID-19. It also looks at the new role(s) that Human Resource Development (HRD) should play in the light of the consequences of pandemics in general and COVID-19 in particular.

The following research questions serve as the basis for this work:

- (1) What leadership skills are necessary both during and after times of crisis?
- (2) How do HRD professionals see themselves assisting organizational leaders both before and after a crisis?

### **1.1 Objectives of the study**

This study's major goal is to explore and understand how organizations and their leaders can effectively navigate and respond to crises. Here are some specific objectives associated with this study:

To make some strategies in order to ensure their effectiveness and identify areas for improvement.

- a. To explore how organizations can build and enhance resilience to withstand and recover from crises.
- b. To investigate the role of leadership during turbulent times, specifically focusing on crisis entrepreneurial leadership.

## **2. Crisis management skills and leadership abilities**

Researchers have developed a general set of best practices over time that exemplary leaders adhere to during regular times. For instance, after analyzing thousands of best practices, Kausner and Posner (2012) identified five common practices that leaders use to accomplish amazing things in their organizations. Global leadership seems to be put up to the ultimate test by the current pandemic. Some people have risen to the challenge, but others are finding it difficult to handle this unprecedentedly large-scale crisis. Instincts and insights from HR specialists are what organizational leaders rely on to make sure their company and its workers feel cared for. We now know from the news and social media how some leaders are failing in their attempts to keep companies and jobs with respect to the crisis and resiliency in corporate entrepreneurial leadership.

Miller and Berk (2020) stated that 561 companies had declared bankruptcy in the US by the early spring of 2020, with 51 of those companies being retail companies (Danziger 2020). The lack of readiness among leaders to handle a crisis of this magnitude, duration, and complexity is what is lacking, and these numbers are predicted to continue rising throughout the year.

Organizations are in a crisis, just like their communities. They find it difficult to satisfy the needs of their clients while also looking out for the welfare of their employees. According to academics studying HRD, there is currently hostility throughout the entire world. Studies on international disasters, like the COVID-19 pandemic, have looked at organizational and leadership practices from a variety of angles, examining the risks, crisis scenarios, and dangerous surroundings that they present (McNulty et al. 2019).

These include the effects of hazardous conditions on worker productivity and turnover (Bader, Reade, and Froese 2019), hostility and discrimination towards workers (Bader et al. 2018), and factors affecting workers' physical and mental well-being, such as workload, work-life balance, and the work environment (Bader, Reade, and Froese 2019; Faeth and Kittler 2017). While man-made threats like crime and civil unrest have been the focus of crisis-related organizational and leadership research, it is important to note that little is known about the leadership challenges and organizational outcomes arising from other types of threat, such as the COVID-19 threats (Fee 2017).

### **2.1 Employee resilience impact**

After reviewing the literature on crises, Boin (2005) concluded that a crisis could cause the organization and its employees to become unstable. Organizations are under pressure to operate in this environment, which presents incredible challenges for corporate executives. "Unreliable information, situational novelty, unclear and shifting goals, and ill-structured situations" have been identified as the main challenges (Kayes, Allen, and Self 2017, 277). Employee layoffs are sharply rising as a result of these issues (Adkins et al. 2001).

HRD experts see employees as one of the most important assets that can drive an organization to success, even though the value of human resources is not quantifiable like that of financial capital (Jacobs 1990; Kurian 2018;

Muduli 2015; Snell, Youndt, and Wright 1996). Good employees help organizations retain knowledge and experience; losing them means losing that knowledge (Ramlall 2004). According to Naudé (2012), intentional goal planning should be focused on keeping high performers on staff and utilizing their abilities to maintain a high level of output during uncertain times. In order to cut expenses during a crisis, many companies also attempt to reduce staffing levels while simultaneously expecting the surviving staff to be more resilient (Naudé 2012). Independent individuals react differently to change, and employees respond differently in times of crisis. Reactions can range from minor discomfort to full resistance, fear, anger, frustration, and acceptance of change (Smollan, Sayers, and Matheny 2010). 66 Indians were interviewed by Wang, Anne, and McLean (2016) to learn more about the ways in which participants handle crises. They discovered that although people responded to crises in different ways, workers could be divided into three major groups.

The first category consists of workers who make an effort to fight and remain active during the crisis. Those who compromise and accept the situation belong to the second group. And during the crisis, the third group would draw strength from their faith. Naudé (2012) discovered that workers' fear of losing their jobs causes them to tend to complain less about labour violations during a crisis.

## **2.2 What is currently needed by staff members?**

Organizations are likely to encounter unthinkable disruptions during a crisis. Reopening, regaining control of the company, and launching crisis management would be the leader's primary priorities. Employees could therefore be most vulnerable in a variety of ways. They may experience traumatic events, they will require interpersonal and emotional support, they must learn how to handle complexity, and they must adjust to the new reality of the workplace. The importance of supervisory support, psychological empowerment, positive reinforcement, appreciation of work, and leadership communication during these extraordinary times of crisis, like the COVID-19 pandemic, will be covered in the sections that follow.

## **2.3 Help for HRD**

In times of crisis, HRD plays a crucial role in highlighting the importance of the welfare of human capital. As a result, the organization must look after its most valuable asset, human capital, in order to promote their health, value, and well-being. Kopp et al. (2011), for instance, provided storytelling as a tool that HRD practitioners can use to lessen employee stress during a crisis. Serving as a liaison between leaders and employees is another duty of HRD. They must speak up for workers' concerns about their jobs, offer solutions to managers, and ensure that managers pay attention to their staff members' concerns and offer them psychological support and supervisory assistance when they are in need. It's also crucial that they inform and update staff members on the state of the company.

## **2.4 Supervision assistance**

Organizations can prepare for and respond to COVID-19 situations and lessen their negative effects on stakeholders by implementing the proper crisis management strategies. Mani and Mishra (2020) claim that when the economy is struggling, morale is low and jobs are at risk. By increasing employee motivation and engaging with them frequently, leaders can assist supervisors. Employees are having difficulties adjusting to their new work environment during the pandemic. Supervisors and company executives must learn to be more adaptable because workers are also unpredictable and must adjust to changing circumstances. According to a 2002 study by Eisenberger et al., supervisory support can assist leaders in improving employee retention, which has a positive effect on the performance of the organization both during and after the crucial component of crisis management, crisis communication refers to open and regular dialogue about the company's current situation with its workforce. One of the primary duties of leaders during a pandemic and business lock down is to regularly hear from team leaders, gain perspective, and ensure the well-being of those affected by the pandemic. Leaders could respond more sympathetically to the needs of their staff by honing their emotional intelligence (Wooten and James 2008).

## **2.5 Positive reinforcement and acknowledgment for the job**

Positive reinforcement and acknowledging hard work are crucial during COVID-19. Through interacting with business leaders in a variety of industries, McGuinness (2020) discovered four essential skills. In order to effectively manage during a crisis, leaders must first practice positive accountability and acknowledge that an employee's coping mechanisms for personal, professional, and stress-related issues are crucial. Second, McGuinness (2020) proposed that effective leaders must possess the following qualities: objectivity and discipline, the capacity to analyze disinformation, foresight, and situational and environmental awareness. Leaders with foresight are better able to predict potential obstacles to the business. Third, McGuinness (2020) proposed that prioritizing people is essential for leaders. In times of crisis, managers need to show appreciation

for their staff members' hardships. This encourages dedication and fosters loyalty on the part of the company. Fourth, McGuinness (2020) proposed that decisive adaptability is a necessary quality for leaders. The way leaders respond to difficult circumstances, particularly in the midst of a pandemic, is what makes them unique. As a result, leaders need to suppress their emotions, process information quickly, give needs priority, and control their impulses. Making decisions should be done so with certainty, action, and encouragement.

Organizations are analyzing the well-being of their workforce holistically when determining what they need during COVID-19. Safety—physical, mental, and emotional—is being studied, and companies are putting employee resources into place. According to Brower (2020), workplace meditation sessions and wellness centers are being established. Employers are interacting with staff members more and finding out what drives them. According to Brower's (2020) predictions, there will be a rise in mental health and leadership during times of crisis, a focus on company culture, a shift toward working from home as the new norm, gaps in work-life balance, increased team engagement, a great deal of flexibility, and a major use of technology.

According to Brooker (2020), businesses will accelerate their processes, cut down on red tape, standardize procedures, and eliminate pointless systems, all of which will increase worker autonomy. According to Brower (2020), COVID-19 is expected to cause organizations to collaborate more rather than compete with one another from an organizational standpoint.

### **3. Communication**

The shifting environments during COVID-19 are causing communication problems for many organizations. In order to gather employee perspectives on the importance of communication, Orangefiery (2020a) conducted a survey. The results indicated that employees required greater transparency regarding their knowledge and ignorance, information about resources for emotional and mental health in managing stress and anxiety, and a greater recognition of the complexity of the situation. However, Orangefiery (2020b) recommended some concrete actions that leaders can take to enhance communication during COVID-19, such as demonstrating empathy for subordinates, genuinely caring and placing an emphasis on employee care, being consistently visible, and setting an example for others. Similar to this, a survey regarding leaders' communication during COVID-19 was carried out by Bogusky-Halper (2020).

During the current pandemic, the top six responses were as follows: leaders must communicate with honesty and transparency; they must maintain composure and set an example; they must assist staff in maintaining their safety and health; they must be factual; they must show concern and check in with their subordinates; and they must be direct and straightforward. In times of crisis, leaders must prioritize psychological empowerment, positive reinforcement and appreciation for work, and communication. Consequently, HRD specialists ought to take a leading role in attending to the needs of employees (Gilbreath and Montesino 2006). According to Gilbreath and Montesino (2006), HRD specialists should pinpoint the stressors in the workplace and provide recommendations for enhancing worker well-being. For in times of crisis, workers will look to organizations for direction, and organizations will look to workers to step up and take on new challenges.

#### **3.1 In what ways can leaders take on the challenge?**

There are numerous instances where organizations or leaders have stepped up to the plate during difficult times. This section will cover some relevant competencies and highlight a few instances in which they were used. Uncertainty, tension, and anxiety are a few traits shared by all crises, and the current COVID-19 scenario is no exception. Fortunately, we can use lessons learned from past crises to help us approach the current situation.

In a recent analysis of this circumstance, Nancy Koehn of the Harvard Business Review identified four key competencies that are valuable during times of crisis: recognizing fear, assigning roles and purposes, emphasizing learning, and concentrating on the vitality and feelings of individuals concerned (Koehn 2020). Schwantes (2020) also offered four additional competencies that focused on workers during emergencies. According to Schwantes (2020), these behaviors included being adaptable, taking emotions into consideration, maintaining engagement, and listening to their viewpoints. The organizational and political contexts of the following examples are included, but we treated them as though their leadership competencies were the same. This was mostly because the interpersonal dynamics present in each context were similar.

#### **3.2 Examples of leadership competencies**

The automotive manufacturing sector serves as a prime example of the ability to provide roles and purpose. The market for new cars isn't very strong because most countries have tight quarantine regulations. Nonetheless, a number of companies, including Tesla, Ford, General Motors, Toyota, and Battles and Valdes-Dapena 2020,

have converted their manufacturing sites to produce ventilators rather than cars. Concerning the effectiveness of this competency, Kerns and Ko (as referenced in Kerns 2017) discovered that workers in these conditions of purpose were probably going to perform better as well as be in better health. Governor Andrew Cuomo of New York has demonstrated his ability to acknowledge fear and highlight the energy of those involved in a daily press conference. "If the public believes that a crisis is severe, it is also important to acknowledge this belief and respond accordingly," as Seeger (2006) pointed out (239). It was a Mother's Day video conference with his mother and other family members. As the discussion came to an end, he said, "This is going to be over and we're going to have fun and get back to life as normal" (as stated on the CBS News website as of May 2020).

He expressed hope for a solution while also acknowledging his fear of the situation and his inability to be with his mother in person. Furthermore, he demonstrated behavior that prioritizes restorative health and his own energy, which is crucial in times of crisis, by interrupting a formal press conference briefing (Forster, Patlas, and Lexa 2020). Rather than being self-serving, this was an act that could serve as an example to others. It is crucial to remember that even during a worldwide pandemic, we still need to look after our energy sources, our loved ones, and ourselves. New Zealand provides another instance. The nature of communication during a crisis is crucial, as Prime Minister Jacinda Ardern has demonstrated in two prior crisis situations for her nation. First, her response to the Christchurch mass shooting event in 2019 and now COVID-19. One description of her leadership style is "strength and sanity" (Luscombe 2020). She even approaches it with a healthy dose of empathy, which is recognized as another crisis communication best practice (Veil 2020), and that seems fairly appropriate given the times. Her communication style reflects the element of sanity. Her ability to clearly and consistently convey her country's purpose to her people is what makes her special. The government's response to COVID-19 has been muddled and indecisive, as noted by citizens such as Christine Nam, who noted that "most New Zealanders can verbalize the government's response," but this is not the case for other countries. (Taylor 2020: 2). When a leader communicates clearly and often, they fill the void left by others by disseminating accurate information, which can be consoling during otherwise uncomfortable times (Veil 2020).

### **3.3 HRD positions to assist their leaders during emergencies**

The literature on crisis leadership highlights the need for a leader to possess a combination of skills, abilities, and traits to effectively prepare for, handle, and reflect on crisis events while facing public scrutiny (Wooten and James 2008, 2). It is the duty of HRD specialists to assist leaders by equipping them with the tools necessary to handle present and upcoming crises (Wooten and James 2008). HRD professionals must assist organizational leaders in promoting kindness, creativity, and compassion in order to build a positive brand image for the company. During a crisis, HRD can support the development of organizational and individual resilience by taking a proactive and strategic approach.

### **3.4 First role: sensitizer**

When faced with difficulties or a crisis, employees look to their leaders for direction in their daily work. Workers anticipate that their superiors will help them understand the situation. According to Pye (2005), one approach to conceptualize the work of leaders is to restrict the possible answers to any action that deviates from the accepted definition. Additionally, Colville and Murphy (2006) claimed that all leaders are put to the test by occurrences, and it all depends on how they interpret the circumstances and how others interpret them, as well as how they attempt to determine what action to take in response. When circumstances change, leaders need to be able to move quickly, and Eraut (2006) also adds that in order to find new processes, reorganize action plans, and comprehend the phenomenon, the leader using reflection-in-action must exercise critical thought while participating in the situation. Since sensemaking is more inclusive in this situation and incorporates additional essential components of daily life in organizations, it is significant (Pye 2005). A leader needs to be able to assist and mentor their team members. HRD specialists would have a fantastic opportunity to give the leaders the direction they would need to support their staff.

### **3.5 Following COVID**

A leader must act quickly in order to respond to a crisis effectively because they are regarded as individuals with significant social influence over those around them. HRD can help leaders by providing the essential direction they require as they attempt to make sense of this novel circumstance. HRD specialists need to reach out to their colleagues and network of HRD specialists and learn how other companies are handling COVID-19-related problems. This knowledge must be compiled and given to the leaders by dissecting the data in a way that will make the most sense to them. Leaders will also be able to evaluate the situation more clearly with the use of data directly from the field from employees. There are some examples of HRD specialists taking on the challenge and assisting managers in understanding the difficulties faced by staff members. According to Caminiti (2020), Diane Gherson worked as IBM's chief HR officer to implement work-from-home regulations at an early age.

Gherson met with staff members twice a week to gain insight into their problems and concerns. She then utilized this information to bolster the proposals for policies that she made to higher-ups.

### **3.6 Role -2 Technology enabler**

Technology is used by employees to mediate their activities, and leadership encompasses the development and a vision for integrating technology within the organization (Lewis 2010). (Orlikowski 1992). Since technology is now an integral part of the company and its employees, leaders need to be able to use it to help employees do their jobs more effectively.

According to Colville and Murphy (2006), a new leadership culture would help staff members effectively adapt to the constantly shifting demands of the company's global marketplace. Leaders today must strike a balance between leading with efficiency and leading with learning and adaptability, as noted by Schreiber and Carley (2006). Because the postmodern economy is marked by uncertainty and turbulence, and because technological revolution and economic globalization are the primary drivers of this new dynamic context, adaptability is crucial for leaders (Schreiber and Carley 2006).

By increasing process flexibility, technology can help reduce stress for both managers and employees in a variety of ways. Working from different locations is now possible thanks in part to technology. "All across the world, HRD, e-learning, self-learning, distance learning, and online learning have emerged as highly significant, current, and fashionable aspects in all industries" (Li, Ghosh, and Nachmias 2020, 2). Innovation in technology is encouraged by new trends, which will give businesses even more opportunities. In order to support employees' learning and networking needs, HRD professionals will increasingly need to assist their leaders in exploring and establishing the most pertinent, affordable, and comprehensive technological innovations. Leaders in the position of chief information officer (CIO) are essential to the organization due to the rise in overall technology requirements. Suer (2020) conducted interviews with 14 CIOs from a range of industries to find out how they were meeting their staff members' technological needs. The global head of technology at Gartner, Ryan Fay, retorted that his company has expedited its digital strategy to satisfy the demands of both customers and employees (Suer 2020).

### **3.7 Role 3: Emotional stability and the welfare of employees**

In the future and after the pandemic, leaders will be looked to for guidance on how to help staff members get over a variety of emotional and personal issues. It will be necessary for leaders to comprehend the unique issues facing each person and assist them in resolving them. Rocco and Shuck (2019) discussed the need for leaders and organizations to provide a safe space for staff members to grieve and express their feelings. It has been said that emotional intelligence and emotional quotient are important leadership qualities, and HRD can help leaders develop these qualities (Farnia and Nafukho 2016). Some guidance on leadership development can be found in Bar-On's (1997) emotional-social intelligence model, which focuses on the leader's overall intrapersonal skills, interpersonal skills, adaptability, stress management, and general mood. We would suggest expanding this model by including a sixth dimension—social awareness—which we take from Goleman's (1998) EI competency model. Leaders need to bridge the gap with remote workers by constantly interacting virtually with them. HRD can assist in creating a leader's agenda that guarantees that discussions between leaders and staff center on the welfare of the employees in their immediate social environment.

Leaders and organizations need to prepare for societal shifts that affect every facet of an individual's environment. Employees may find it difficult to keep work and personal issues apart. HRD must encourage remote engagement by mediating communications between managers and staff, assisting them in setting reasonable objectives, and acknowledging individual accomplishments. HRD can assist managers in creating online spaces where staff members can communicate about their successes and difficulties.

### **3.8 Role-4 Innovative communication**

The majority of organizations are effectively conveying the difficulties and opportunities associated with COVID-19. Official websites have posted statements outlining their response to COVID-19, addressing both the safety of their customers and the well-being of their employees. Numerous companies have modified their business strategies and offerings to accommodate evolving consumer demands.

During a crisis, higher-level executives like CEOs and CFOs make or approve crucial strategic decisions that can improve the organization's performance. It is then the duty of direct supervisors and line managers to communicate those decisions to the staff (Ravazzani 2015). Thailand's economy suffered long-term effects following the 2011 floods, and the populace held government and organization leaders responsible for their lack of effective communication. Pathak (2005) proposes that in order to effectively communicate with people,

organizations should use a variety of media, including social media, smartphones, television, media, and open-source data. But as a result, there has been an increase in communication, which could overwhelm certain staff members. Furthermore, various narratives regarding safety during COVID-19 are being broadcast by media outlets like newspapers, news channels, and social media, which is contributing to the spread of confusion and false information among viewers. It is currently the duty of organizational leaders to assist staff in getting the most accurate and recent information. In order to lessen employees' fear and anxiety, leaders will also need to come up with creative ways to provide information to staff members in moderation.

Some bosses demand that their staff give them an hourly report detailing the tasks completed and objectives met. The distinction between managing and micromanaging appears to be becoming more hazy as more workers work from home. Every employee in the world is experiencing COVID-19 in a unique way, which has led to a variety of responses from them. Positive reinforcement for their work is given to staff members by some leaders who interact one-on-one with them every day or every week. HRD can support leaders in creating creative communication strategies. When framing a communication, it is important to consider the diversity of employees within the organization, as highlighted by Ravazzani (2015).

### **3.9 Role-5 Maintaining the organization's financial stability**

During times of crisis, leaders must be crucial to the organization and its members as well. Retaining financial stability and capabilities can help leaders send a clear message to their workforce. Financial stability and cost-cutting measures can prevent job losses, furloughs, and layoffs. Employees who are stressed out financially are stressed out overall, which lowers productivity. Human Resource Development (HRD) is considered a critical success factor that bolsters an organization's ability to withstand adversity. As per Mitsakis (2019), HRD played a crucial role in devising cost-reduction tactics that enabled executives to sustain their organizations amidst the 2008 Financial Crisis. A model that allows HRD to work with both macro and micro organizational elements to build organizational and individual competencies through flexibility, adaptability, and agility is also presented by Mitsakis (2019).

In times of crisis, leaders may be drawn away from their responsibilities as risk managers by psychological forces because they oversee the company's finances as well (Schwantes 2020). HRD specialists can make sure that staff members are informed about the organization's financial situation by using creative communication techniques. Providing employees with information about the reasons behind the restrictions on access to certain essential resources may prove beneficial. Workers who are presented with workable alternatives that do not compromise their well-being may show their support for a leader's decision to reduce expenses. Table 2 presents a comparative analysis of the roles and practices of leaders during regular and emergency situations.

#### **The over Concluding Remarks**

We have seen the we profoundly been affected by the current COVID-19 pandemic on an individual, institutional, societal, and global level, and this impact will only increase. The pandemic highlights the importance of leaders and leadership in reshaping organizations to withstand and recover from crises at the institutional level needs situations offer strategic, goal-driven leaders, keeping in view to overcome obstacles and ultimately provide their companies a competitive edge. According to Kohlls (2020), "your employees' treatment will be remembered for years to come" (15). Out of all the leadership lessons that the current crisis has to teach us, communication is the most important one. To reduce stress and address concerns, leaders must maintain constant communication with all stakeholders. People need organizations to keep them informed about safety precautions, how the pandemic is affecting their jobs, and other things that are important to them because the pandemic is having an impact on both their personal and professional lives. It is important for leaders to understand how their communication affects various stakeholders.

As a result, it is essential that the messages conveyed are coherent, grounded in reality, upbeat, and distributed through the proper channels. Furthermore, leaders have a special responsibility to communicate to their stakeholders the crisis resolution plan and their approach to addressing present and upcoming obstacles. Leaders can gain the confidence of all stakeholders in the organization and in those in charge by being able to convey a clear message that encapsulates the complexity of the crisis and outlines the path forward.

A key takeaway from this conversation is the importance of delegation. Facing and addressing the challenges of a complex crisis like the current pandemic requires more than leaders acting alone. The challenges of such complex crises and unpredictable environments cannot be successfully navigated by relying solely on conventional notions of leadership, such as charismatic, authoritative, or top-down approaches. .. Hence, it is imperative for leaders to leverage the combined leadership capabilities of all individuals within the organization. Setting organizational priorities would require the top leadership to act quickly and decisively. However, they should also use team delegation to create effective plans for reaching objectives and handling emergencies.

When leadership responsibilities are distributed and shared, a priceless sense of ownership would emerge. According to Kezar and Holcombe (2017), distributing leadership strengthens decision-making, produces motivated teams, and increases stakeholders' dedication to the organization's survival. One last leadership takeaway from our conversation is the importance of building organizational resilience. The ability to transition an organization from its pre-crisis state to one that is better afterward is what resilience is all about. It refers to navigating the crisis with sufficient dexterity to withstand hardship and enhance reaction to new obstacles. It also refers to using creativity and ingenuity to emerge from the crisis with fresh approaches to problem-solving. The concept of resilience recognizes that there isn't a single, universal strategy for overcoming organizational obstacles. Furthermore, it is predicated on the idea that not all crises are the same and that various circumstances call for various courses of action. Therefore, when making decisions and approaching operational thinking, leaders should always remember to adopt an agile and adaptable mindset. In order for an organization to survive a crisis, it must build the infrastructure required to support interactive decision-making, healthy communication, and strategic planning in an adaptable environment that is growth-oriented and agile (Raney 2014). Organizations can gain a deeper understanding of employees' fundamental concerns by incorporating flexibility into their culture. This will eventually enable them to respond to challenges that arise effectively and strategically (Caminiti 2020).

While the majority of studies in HRD and leadership look at stable working environments, the current pandemic and past crisis events show that decision making processes occur in unpredictable and unclear contexts. In this regard, we suggest HRD practitioners and scholars need to examine critical interventions that can be applied during unstable times and to identify the possible outcomes regarding the success and failure of applied interventions.

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