ORGANIZATIONAL CRISIS MANAGEMENT

Jasleen Kaur Gurdatta
Research Scholar, Vishwakarma University, Pune
jasleengurdatta13@gmail.com

Umang Mavani
Research Scholar, Vishwakarma University, Pune
umangmavani02@gmail.com

Ashwini Sonawane
Professor, Vishwakarma University, Pune
ashwini.sonawane@vupune.ac.in

ABSTRACT
Organizational crises can have significant impacts on businesses, potentially threatening their survival and long-term viability. Therefore, organizations need to have strategies in place to effectively manage and respond to crises.
This paper surveys the literature on organizational crisis and crisis management, offering a definition of organizational crisis and reviewing conceptual models of crisis. It also describes different types of crises that may affect businesses and summarize several approaches to crisis management. Suggestions are made for how managers in the future may be best served by new strategies which require broad, abstract thinking as well as specialized, technical knowledge; continual assessment of external threats and internal vulnerabilities; the creation of a crisis center; mobilization of experts with multiple and diverse perspectives from inside and outside the organization; and joint problem solving with community leaders and government officials.
Keywords: crisis management, crisis technical knowledge, conceptual models, tactical and strategic crisis

Introduction
What is an Organizational Crises
A situation that poses a serious risk to an organization and necessitates quick attention and action is referred to as an organizational crisis. Financial crises, environmental disasters, technology setbacks, and reputational problems are just a few of the various ways that an organization may experience a crisis. Organizations may suffer major effects from crises, such as monetary losses, reputational harm, clientele loss, and legal and regulatory repercussions. To lessen the effects of crises and make it possible for the organization to recover and move on, companies must have plans in place for doing so.

More about Organizational Crises
A situation known as an organizational crisis necessitates prompt notice and action because it poses a danger to the company. There are many different types of crises, including reputational problems, financial crises, and natural calamities. These kinds of crises can have a considerable negative impact on a firm, including monetary losses, reputational harm, clientele loss, and legal and regulatory repercussions. Because of this, companies must be ready to handle and react to crises efficiently to reduce their impact and allow the company to bounce back and go forward.

Organizational crises can be caused by several circumstances. External variables including the state of the economy, pressure from competitors, and modifications to the regulatory environment may be among them. Internal elements including ineffective decision-making, poor risk management, and ineffective communication can also fuel a crisis. Leadership and organizational culture may also influence the likelihood and severity of a crisis.

The capacity to foresee and prepare for possible crises, as well as the capability to successfully respond to and manage crises as they occur, are necessary for effective crisis management. This calls for the use of specialist knowledge, expansive thinking, ongoing evaluation, the utilization of several views, and coordination with outside parties.

In the paper further, we will review conceptual models of organizational crisis and describe different approaches to crisis management.

Definition of Crisis management

The process of handling a crisis to lessen its effects and give the organization time to recuperate and move on is known as crisis management. Identification and evaluation of possible crisis circumstances, the creation of pre-planned actions, and the successful implementation of those answers when a crisis arises are all parts of crisis management.

The capacity to foresee and prepare for possible crises, as well as the capability to successfully respond to and manage crises as they occur, are necessary for effective crisis management. This calls for the use of specialist knowledge, expansive thinking, ongoing evaluation, the utilization of several views, and coordination with outside parties. In addition to managing a crisis, crisis management may also entail taking preventative actions, such as identifying possible weak points and putting crisis risk management strategies into action.

Over the years, several different crisis management strategies have been created. The contingency method, which entails creating a prepared reaction to a given crisis based on its likelihood and possible impact, is one often employed strategy. The situational approach is another strategy, which entails customizing the reaction to the crises' unique features as it develops.

Effective crisis management includes both responding to crisis events and adopting preventative measures to avoid crises in the first place. There may be a crisis communication strategy in place to manage the organization's reputation and keep stakeholders' trust during a crisis, as well as detect possible vulnerabilities and take precautions to reduce the danger of the crisis.

Crisis Management by Managers

For a company to heal and move ahead after a crisis, effective crisis management on the part of managers is essential. By predicting and planning for possible crisis circumstances, creating pre-planned solutions, and successfully implementing those actions when a crisis arises, managers play a crucial role in crisis management.

Managers may need to use a variety of abilities and expertise to handle crises, including wide abstract thinking, extensive technical knowledge, and the capacity to analyze and adjust to changing circumstances. To collaboratively address challenges, managers may also need to enlist the help of specialists from both inside and outside the firm who have a variety of viewpoints. They may also need to work with community leaders and government representatives.

In the future, it could be crucial for managers to implement fresh approaches to crisis management that combine specialized expertise with expansive, abstract thinking. Managers may recognize possible crisis circumstances and take action to reduce the risk of crisis by continuously assessing internal vulnerabilities and external threats. The establishment of a crisis center can help the organization coordinate its crisis response.

The capacity to foresee and prepare for possible crises, as well as the capability to efficiently respond to and manage crises as they occur, are all necessary for effective crisis management by managers. This might entail the use of specialist knowledge, expansive thinking, ongoing evaluation, the utilization of several views, and cooperation with outside parties.

Important for organizations to have strategies in place to effectively manage and respond to Crises

To lessen the effects of crises and make it possible for the company to recover and move on, companies must have plans in place for managing and responding to them. Financial crises, environmental disasters, technology setbacks, and reputational problems are just a few of the various ways that an organization may experience a crisis. These kinds of crises can have a considerable negative impact on a firm, including monetary losses, reputational harm, clientele loss, and legal and regulatory repercussions.

The capacity to foresee and prepare for possible crises, as well as the capability to successfully respond to and manage crises as they occur, are necessary for effective crisis management. This calls for the use of specialist knowledge, expansive thinking, ongoing evaluation, the utilization of several views, and coordination with outside parties.

Over the years, several different crisis management strategies have been created. The contingency method, which entails creating a prepared reaction to a given crisis based on its likelihood and possible impact, is one often employed strategy. The situational approach is another strategy, which entails customizing the reaction to the crises' unique features as it develops.

Effective crisis management includes both responding to crisis events and adopting preventative measures to avoid crises in the first place. There may be a crisis communication strategy in place to manage the organization's reputation and uphold stakeholders' trust during a crisis, as well as detect possible vulnerabilities and take precautions to reduce the danger of the crisis.

Conceptual models of Crises

In the literature, several conceptual models of crises have been proposed. These models can offer a framework for comprehending the numerous crisis-related aspects as well as the strategies that companies might use to respond to and manage crises.

The "crisis management cycle" model, which asserts that crisis management entails four stages pre-crisis, crisis, post-crisis, and reconstruction is a well-liked crisis model. During the pre-crisis stage, actions are taken to reduce the danger of a crisis by identifying possible vulnerabilities and being ready for probable crisis conditions. The actual crisis and the organization's response to it are both parts of the crisis stage. The post-crisis stage includes activities to analyze the crisis' impact and start the recovery process as well as the immediate aftermath of the catastrophe. The organization must be permanently rebuilt and restored throughout the reconstruction phase after the crisis.

The "crisis management triangle" is another concept that asserts that crisis management comprises three elements: preparation, reaction, and prevention. To avoid a crisis from starting, one must take proactive actions to detect possible weak points and reduce the likelihood that one would develop. Preparing for probable crisis circumstances, including coming up with pre-planned solutions, is part of being prepared. When a crisis happens, reaction entails successfully carrying out the pre-planned course of action.

These conceptual frameworks, taken collectively, offer a framework for comprehending the numerous causes of the crisis and the methods by which organizations may successfully address and manage crises.

Describes different types of crises that may affect businesses and summarize several approaches to crisis management. Crises may take many different forms and impact enterprises. Several typical crises include:

- Financial crises: These occur when a company suffers large financial losses or is in jeopardy of going out of business. Examples include financial resource mismanagement, market collapses, and economic downturns.
- Natural disasters: These include calamities like earthquakes, hurricanes, and floods that can stop operations and harm infrastructure and facilities.
- Technology failures: These are incidents where a company's computer systems malfunction or are compromised, interfering with daily operations and sometimes costing the company money.
- Reputational crises: These occur when a company's reputation is seriously harmed, sometimes resulting in lost business and financial losses. Examples include controversy, controversies, and ethical transgressions.

Over the years, several crisis management strategies have been created. These consist of:
The contingency strategy is creating a prepared reaction to a particular situation based on its likelihood and potential effects.

- Situational Approach: Utilizing a situation strategy tailoring the reaction to the unique traits of the issue as it develops.
- Crisis Communication: To manage the organization's reputation and keep stakeholders' confidence, crisis communication entails creating a plan for communicating with them during a crisis.
- Crisis Leadership: Using strong leadership to steer an organization through a crisis and speed up the recovery process is known as crisis leadership.

To reduce the effects of crises and make it possible for the organization to recover and move on, businesses must have plans in place for doing so.

Future managers will probably benefit most from crisis management techniques that call for a blend of broad, abstract thinking and specialized technical understanding. Managers may detect possible crisis circumstances and evaluate a variety of potential actions with the aid of the capacity to think broadly and abstractly. Specific responses to crisis circumstances can be implemented with the use of specialized, technical expertise.

Effective crisis management may also need ongoing assessment of internal vulnerabilities and external threats. Managers may reduce the risk of crisis and be better prepared for potential crisis scenarios by routinely reviewing the organization's environment and identifying potential weaknesses.

Literature Review

The process by which a company responds to a significant incident that poses a risk of harm to the company, its stakeholders, or the general public is known as crisis management. Identification of possible crises, the development of a plan to address those crises, and implementation of the plan once a crisis has occurred are all parts of crisis management planning. The purpose of crisis management is to lessen the crisis's negative effects on the organization and to safeguard its reputation. To ensure that a company can continue to operate in the case of a catastrophe, crisis management is a crucial component of business continuity planning. With its wide reach and intense market dynamics, the present business environment does increase the likelihood that firms may experience crises. Organizations must have a crisis management strategy in place and review and update it frequently to keep it current and successful (Mitroff and Pearson, 1993; Sahin and Ulubeyli, and Kazaza, 2015).

To reduce losses and the effect of a crisis on the company, organizations must take a proactive approach to crisis management. This entails continuously keeping an eye out for potential crisis warning indicators, assessing the risks and repercussions of a crisis, and creating and putting into action plans to avert or lessen its effects. Effective collaboration and communication with internal and external stakeholders, as well as the capacity to quickly adjust and react to changing conditions, are further components of crisis management. In this process, managers are essential since they are in charge of organizing the organization's efforts to handle crises and recover from them (Paraskevas, 2006; Pollard and Hotho, 2006). Additionally, businesses must practice organizational learning, which involves identifying the root causes of crises and making necessary adjustments to avoid future occurrences.

A literature review is a thorough description of prior research on a subject and is frequently used to spot trends, patterns, and gaps in the literature. It is crucial to employ a variety of sources, such as academic databases, journal articles, and conference proceedings, to conduct a literature review effectively. Additionally, it's crucial to assess the reliability and applicability of the sources you're employing. Consider adopting a systematic review or meta-analysis approach to identify common traits among the crisis management approaches and models stated in the literature. By doing so, it will be easier to spot patterns and trends in the research and come to more reliable conclusions.

Crisis Management as a Process

Businesses should have a crisis management plan in place because it will help them be ready for any problem that may arise. The strategy must be carefully thought out and all potential forms of emergencies that the business may encounter are covered. To keep the strategy current and applicable, it should also be reviewed and modified frequently. The strategy should include instructions for how to communicate with stakeholders like staff, clients, and the media in addition to describing the steps that must be taken during a crisis. Effective communication is essential to crisis management because it helps to reduce the crisis's negative effects and restore stakeholder trust. Employees and other stakeholders should be included in the ongoing process of crisis management (Mitroff, Pauchant, and Shrivastava, 1988; Antuák, 2009). To properly handle and resolve a crisis and to uphold trust and loyalty, it is crucial to have clearly stated aims and objectives. Identifying future crises and taking preventive action to avert them is essential for creating a good crisis management plan. Risk analysis, emergency preparation, and personnel training may all be part of this. A communication strategy should be in place to communicate with all stakeholders in a crisis efficiently. It is crucial to assess and analyze the crisis after it has been handled and to make any required adjustments to prevent such problems in the future. The success of a crisis management plan depends on this process of continuous learning and development.

To efficiently cope with losses and damage in the case of a crisis, crisis management entails developing preventive programs and systems. The crisis team is essential to react to crises, and the entire organizational plan must include crisis management processes and mechanisms. Strategic management involves identifying potential threats and creating plans to deal with them (Shrivastava 1987; Pearson and Clair 1998; King 2002). Crisis management is a significant component of this process. The necessity for a consistent study of the environment, collaboration with stakeholders, and active involvement of senior management are only a few of the similarities between crisis management and strategy. Crisis scenarios and plans can be viewed as both an integral aspect of the strategic planning process as well as a crisis management technique. To make sure that crisis management plans are current and effective, it is crucial to regularly evaluate and update them.

Crisis Management Model

A crisis management model is the theoretical foundation for all elements of crisis prevention, management, and recovery. Crisis managers can better apply best practices by understanding the events in context by looking at them via a model.

Major Crisis Models

	Fink	Gonzalez-Herrero and Pratt	Mitroff	Burnett	Relational Model Jacques
3-stage	4-stage	4-stage	5-stage	6-steps	4-cluster
Pre-crisis	Prodromal	Issues management	Signal detection	IDENTIFICATION goal formation	Crisis preparedness
Crisis	Acute	Planning-prevention	Probing, prevention	IDENTIFICATION environmental analysis	Crisis prevention
Post-crisis	Chronic	Crisis	Containment	CONFRONTATION strategy formulation	Crisis event management
	Resolution	Post-crisis	Recovery	CONFRONTATION strategy evaluation	Post-crisis management
			Learning	RECONFIGURATION strategy implementation	
				RECONFIGURATION strategy control	

Fig 1. Major Crisis Model (Online Image) https://www.smartsheet.com

A crisis is an unforeseen or unlikely incident that has the potential to have a large negative impact on a company. The origins, effects, and remedies to a crisis are frequently not evident, but stakeholders still need to move promptly. In a greater attempt to increase organizational capacity and capability to foresee, avoid, and reduce crises, numerous models have been developed. As a result, the majority of models emphasize how important it's to be proactive rather than reactive.

Fink's Model of a Crisis

Along with other leading crisis management models, Fink's model describes how a crisis develops into a lifecycle with several consecutive stages (including a four-stage model created by Alfonso Gonzalez-Herrero and Cornelius Pratt in 1996). Gonzalez-Herrero and Pratt's models outline a crisis management model that matches these stages including issue management, planning-prevention, crisis, and post-crisis. These models regard the stages as birth, growth, maturity, and decline. The researchers defined issues management as a highly proactive phase in which the organization looks for and predicts issues that may become troublesome. Their model focuses on the communication components of crisis management.

The crisis lifecycle is described by brand and communications consultant Alan Hilburg as an arc that includes avoidance, mitigation, and recovery.

The three stages of this model before, during, and after a crisis are similar to this idea. Fink's three-stage framework and a third model by Ian Mitroff, a scholar widely regarded as the father of contemporary crisis management research, are, in Coombs' opinion, the two most significant models (Fink, 1986; Augustine, 1995; Frbert, 1995; Preble, 1997; Boin and Lagadec, 2000).
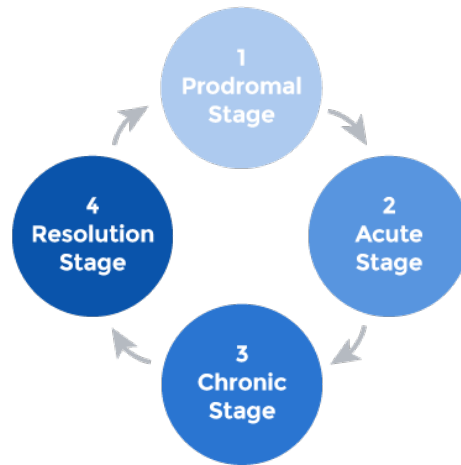
Fink's Crisis Model

Fig 2. Fink's Crisis Model (Online image) https://www.researchgate.net

Mitroff's Five-Stage Crisis Management Model and Portfolio Model
In 1994, Mitroff described five crisis stages, which also follow a similar lifecycle progression:
- Crisis signal detection
- Probing and prevention (probing refers to looking for risk factors)
- Containment
- Recovery
- Learning

One of the first researchers to realize that it is impossible to prepare for every potential type of crisis was Mitroff. He pointed out that certain types of crises, or clusters as Mitroff termed them, such as equipment breakdowns or flaws, outside acts, and threats, have a tendency to occur (i.e., product recalls). Similarly, preventative measures also tend to group.

In 1988, Mitroff, Terry C. Pauchant, and Paul Shrivastava advised that businesses simplify their crisis management strategies by establishing dual crisis "portfolios" based on a survey of Fortune 1,000 corporations. One crisis is taken from each crisis cluster in the first portfolio, and corresponding preventative measures are taken from each cluster in the second portfolio. According to Mitroff and his coworkers, establishing these two portfolios offers at least bare-bones protection against various crisis types.

Burnett Model of Crisis Management
In 1998, John Burnett suggested a crisis management paradigm with three major phases, each of which consisted of two steps: identification, confrontation, and reconfiguration. Similar to the other lifecycle models, this model advances. Goal setting, environmental analysis, strategy design, strategy evaluation, strategy implementation, and strategic control are the steps in Burnett's methodology.

Setting objectives and assessing the dangerous environment are important steps in crisis preparation. When a crisis arises, managers develop a plan, and the organization reacts by putting the plan into practice and exercising strategic control (the latter stage includes the oversight of crisis management actions as well as post-crisis review).

Burnett argued that as the steps advance, the technique becomes harder to master. He arranged obstacles to crisis management, such as time pressure, control problems, threat level worries, and reaction choice limitations, in an outer ring. The model performs like a matrix in this way.

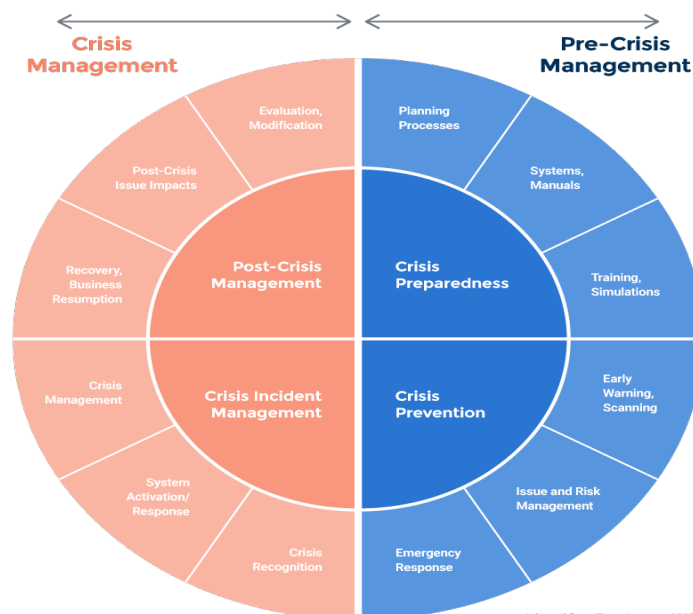Fig 3. Burnett Model of Crisis Management (Online Image) https://gnkitm.ac.in

Relational Model of Crisis Management

The notion that crisis management is a linear process with sequential phases in which you handle problems one at a time was contested by Tony Jacques in 2007. Instead, he stated that crucial procedures and actions frequently cross over or take place at the same time, such as crisis prevention and preparation, and that they don't always go in a single direction.

Jacques proposed that issue management and crisis management are connected, integrated disciplines as opposed to the lifecycle models. While issues are less urgent than crises, they overlap because, if not handled effectively, issues can turn into the cause of crises. Issues management entails developing methods to deal with difficulties.

Crisis readiness, crisis prevention, crisis incident management, and post-crisis management are the four main components of Jacques' relational model. Each comprises a cluster of tasks and procedures. He concluded that minimizing crisis-related losses requires a knowledge of the connections between these factors and their placement in the context of greater organizational management.

Fig 4. Relational Model of Crisis Management (Online Image)
https://222825265_Issue_management_and_crisis_management_An_integrated_non-linear_relational_construct

Objectives of the Study
- To assess the manager's effectiveness in containing the crisis and minimizing its impact on the organization and its stakeholders.
- To determine the manager's effectiveness in communicating with employees and external stakeholders during the crisis and identify areas for improvement.
- To determine the manager's ability to make effective and timely decisions during the crisis and the impact of those decisions on the outcome of the crisis.
- To evaluate the manager's ability to provide appropriate resources and coordinate efforts to resolve the crisis.
- To identify best practices in crisis management that the manager and the organization can implement in the future.

Research Methodology
The technique we used to collect data for our research, which is using Google Forms, suggests that our research methodology is survey-based.

A survey is a research method that involves collecting data from a sample of individuals through structured questions. Surveys can be conducted in various ways, including online, by phone, by mail, or in person. In our case, we used an online survey via Google Forms to collect data.

A survey-based methodology is often used in quantitative research, which is a research approach that involves collecting and analyzing numerical data to answer research questions. The survey data we collected can be analyzed statistically to draw conclusions and make inferences about the population of interest.

However, since we collected data from a single organization and we are not making any generalization about a population, it can be considered as a qualitative single-case study with a survey as a data collection method.

So, in summary, our research methodology is a qualitative single-case study with a survey-based data collection technique.

Data Analysis
The following data analysis aims to evaluate the effectiveness of the manager's crisis management efforts based on responses to a series of questions asked to managers on a Likert scale. The questions covered a range of topics related to crisis management, including the manager's ability to contain the crisis, communicate effectively with stakeholders, make decisive and effective decisions, provide appropriate resources to resolve the crisis, recover from the crisis, take steps to prevent similar crises from occurring in the future, clearly communicate the plan for addressing the crisis, coordinate resources to resolve the crisis and communicate effectively with employees and external stakeholders. The results of the analysis will provide insight into the strengths and areas for improvement in the manager's crisis management efforts.

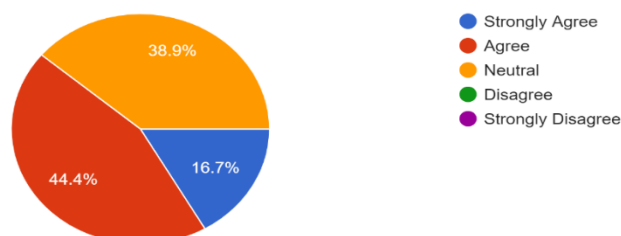The manager was able to effectively contain the crisis
18 responses

- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

38.9% 44.4% 16.7%

Fig 5. The manager was able to effectively contain the crisis

Based on the responses, it appears that the majority of managers (61.1%) either "strongly agree" or "agree" that the manager was effectively able to contain the crisis. This suggests that the manager took appropriate actions to address the crisis and that their efforts were successful in mitigating its impact. However, it's worth noting that

38.9% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the crisis containment efforts. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the crisis containment efforts could be improved upon in the future.

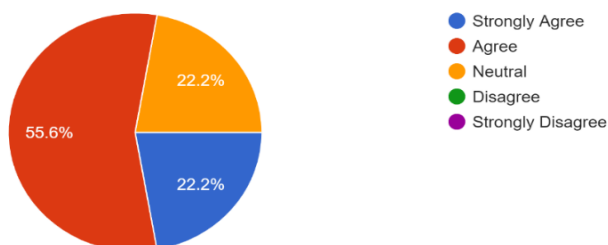**The manager communicated effectively with stakeholders during the crisis**
18 responses

Legend:
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

22.2%
55.6%
22.2%

Fig 6. The manager communicated effectively with stakeholders during the crisis

Based on the responses, it appears that the majority of managers (77.8%) either "strongly agree" or "agree" that the manager communicated effectively with stakeholders during the crisis. This suggests that the manager was able to effectively communicate with stakeholders and provide them with the information they needed during the crisis. However, it's worth noting that 22.2% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the manager's communication efforts. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the manager's communication could be improved upon in the future.

The manager made decisive and effective decisions during the crisis.
18 responses

Legend:
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree
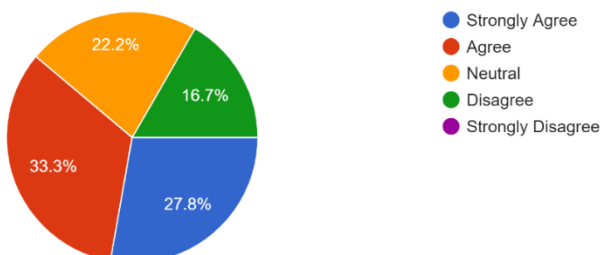
22.2%
16.7%
33.3%
27.8%

Fig 7. The manager made decisive and effective decisions during the crisis

Based on the responses, it appears that the majority of managers (61.1%) either "strongly agree" or "agree" that the manager made decisive and effective decisions during the crisis. This suggests that the manager was able to make timely and effective decisions that helped to address the crisis and mitigate its impact. However, it's worth noting that 22.2% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the manager's decision-making during the crisis. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the manager's decision-making could be improved upon in the future.

It sounds like the majority of responses to the question about the manager's decision-making during the crisis were positive, with only 16.7% of respondents indicating that they "disagree" that the manager made decisive and effective decisions. This suggests that there may be concerns about the manager's ability to effectively handle the crisis and make decisions that are in the best interest of the organization. It might be helpful to follow up with those who responded negatively to understand their perspective and identify any areas for improvement in the manager's decision-making during future crises. It's also important to consider the context of the crisis and the resources that were available to the manager when making a judgment about the effectiveness of their decision-making.

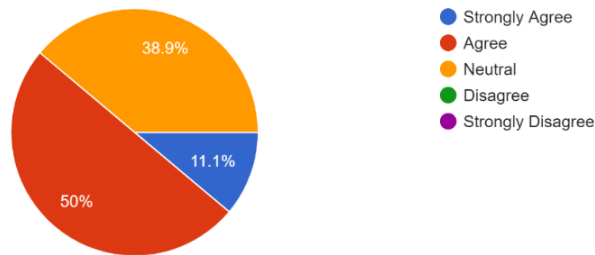The manager effectively recovered from the crisis
18 responses

Fig 8. The manager effectively recovered from the crisis

Based on the responses, it appears that the majority of managers (61.1%) either "strongly agree" or "agree" that the manager effectively recovered from the crisis. This suggests that the manager was able to take appropriate actions to address the crisis and successfully return the organization to a stable state. However, it's worth noting that 38.9% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the recovery efforts. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the recovery efforts could be improved upon in the future.

The manager provided appropriate resources to resolve the crisis
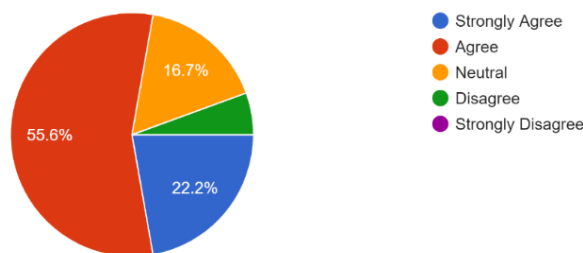18 responses

Fig 9. The manager provided appropriate resources to resolve the crisis

Based on the responses, it appears that the majority of managers (77.8%) either "strongly agree" or "agree" that the manager provided appropriate resources to resolve the crisis. This suggests that the manager was able to effectively identify and allocate the resources necessary to address the crisis and mitigate its impact. However, it's worth noting that 16.7% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the resources that were provided. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the manager improves their resource allocation in the future.

It looks like a small percentage of respondents (5.6%) indicated that they "disagree" that the manager provided appropriate resources to resolve the crisis. This suggests that there may be some concerns about the resources that were available to the manager during the crisis and their ability to effectively address the situation. It might be helpful to follow up with those who responded negatively to understand their perspective and identify any areas for improvement in the allocation of resources during future crises. It's also important to consider the context of the crisis and the resources that were available to the manager when making a judgment about the appropriateness of the resources provided.

The manager took steps to prevent similar crises from occurring in the future
18 responses

Legend:
- Strongly Agree
- Agree
- Neutral
- Disagree
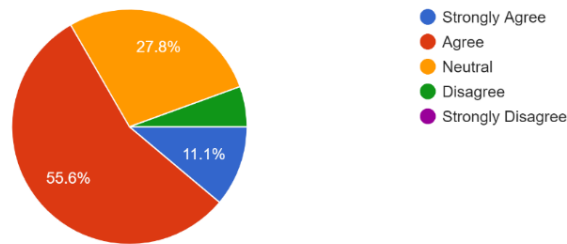- Strongly Disagree

27.8%
11.1%
55.6%

Fig 10. The manager took steps to prevent a similar crisis from occurring in the future

Based on the responses, it appears that the majority of managers (66.7%) either "strongly agree" or "agree" that the manager took steps to prevent similar crises from occurring in the future. This suggests that the manager recognized the need to address the root causes of the crisis and took action to prevent similar issues from arising in the future. However, it's worth noting that 27.7% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the efforts to prevent future crises. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the prevention efforts could be improved upon. It's also important to regularly review and assess the organization's crisis management plans and procedures to ensure that they are effective in preventing and addressing future crises.

It looks like there are very less responses to the question about the manager's efforts to prevent future crises were negative, with 5.6% of respondents indicating that they "disagree" that the manager took steps to prevent similar crises from occurring in the future. This suggests that there may be concerns about the manager's ability to identify and address potential risks or vulnerabilities that could lead to future crises. It might be helpful to follow up with those who responded negatively to understand their perspective and identify any areas for improvement in the manager's crisis prevention efforts. It's also important to consider the context of the crisis and the resources that were available to the manager when making a judgment about their efforts to prevent future crises.

The manager clearly communicated the plan for addressing the crisis
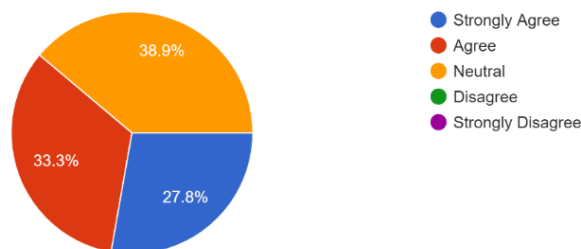18 responses

Legend:
- Strongly Agree
- Agree
- Neutral
- Disagree
- Strongly Disagree

38.9%
33.3%
27.8%

Fig 11. The manager communicated the plan for addressing the crisis

Based on the responses, it appears that the majority of managers (61.1%) either "strongly agree" or "agree" that the manager communicated the plan for addressing the crisis. This suggests that the manager was able to effectively communicate the actions that were being taken to address the crisis and that these actions were understood by the stakeholders. However, it's worth noting that 38.9% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the clarity of the crisis plan. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the manager could improve their communication of the crisis plan in the future.
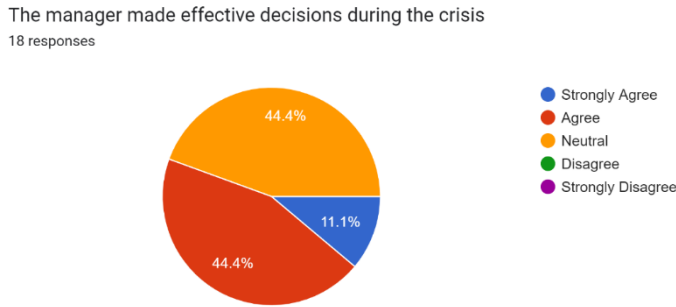
The manager made effective decisions during the crisis
18 responses

Fig 12. The manager made effective decisions during the crisis

Based on the responses, it appears that the majority of managers (55.6%) either "strongly agree" or "agree" that the manager made effective decisions during the crisis. However, it's worth noting that 44.4% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the effectiveness of the manager's decision-making during the crisis. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the manager's decision-making could be improved upon in the future. It's also important to consider the context of the crisis and the resources that were available to the manager when evaluating the effectiveness of their decision-making.

The manager effectively coordinated resources to resolve the crisis.
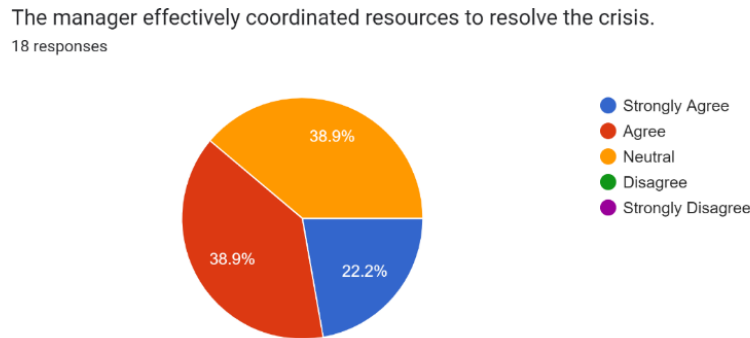18 responses

Fig 13. The manager effectively coordinated resources to resolve the crisis

Based on the responses, it appears that the majority of managers (61.1%) either "strongly agree" or "agree" that the manager effectively coordinated resources to resolve the crisis. This suggests that the manager was able to effectively identify and allocate the resources necessary to address the crisis and mitigate its impact. However, it's worth noting that 38.9% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the manager's resource coordination efforts. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the manager could improve their resource coordination in the future.

The manager effectively communicated with employees during the crisis
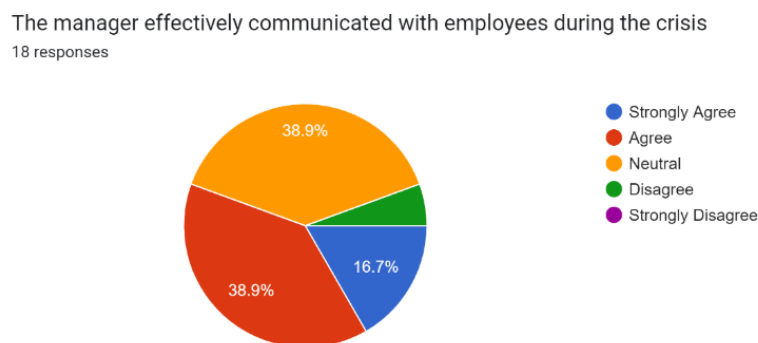18 responses

Fig 14. The manager effectively communicated with employees during the crisis

Based on the responses, it appears that the majority of managers (55.6%) either "strongly agree" or "agree" that the manager effectively communicated with employees during the crisis. This suggests that the manager was able to effectively communicate with employees and provide them with the information they needed during the crisis. However, it's worth noting that 38.9% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the manager's communication efforts. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the manager could improve their communication with employees in the future.

It looks like the majority of responses to the question about the manager's communication with employees during the crisis were positive, with only 5.6% of respondents indicating that they "disagree" that the manager effectively communicated with employees during the crisis. This suggests that there may be concerns about the manager's ability to effectively communicate with and provide support to employees during the crisis. It might be helpful to follow up with those who responded negatively to understand their perspective and identify any areas for improvement in the manager's communication with employees during future crises. It's also important to consider the context of the crisis and the resources that were available to the manager when evaluating their communication efforts.

The manager effectively communicated with external stakeholders during the crisis
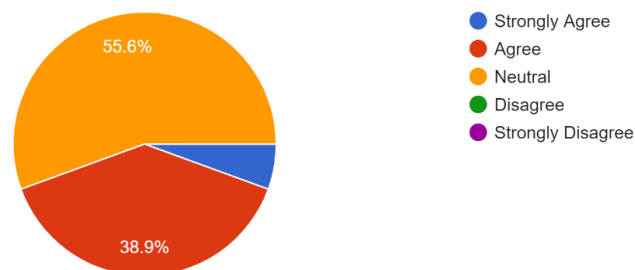18 responses

Fig 15. The manager effectively communicated with eternal stakeholders during the crisis

Based on the responses, it appears that the majority of managers (44.5%) either "strongly agree" or "agree" that the manager effectively communicated with external stakeholders during the crisis. This suggests that the manager was able to effectively communicate with external stakeholders and provide them with the information they needed during the crisis. However, it's worth noting that 55.6% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the manager's communication efforts. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the manager could improve their communication with external stakeholders in the future.

The manager demonstrated strong leadership during the crisis
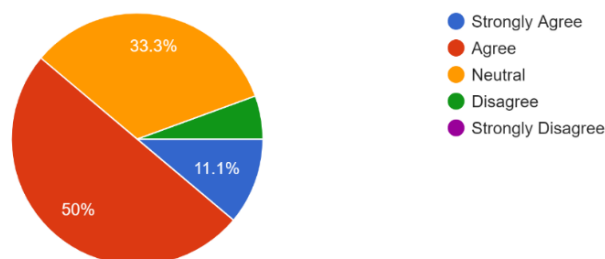18 responses

Fig 16. The manager demonstrated strong leadership during the crisis

Based on the responses, it appears that the majority of managers (61.1%) either "strongly agree" or "agree" that the manager demonstrated strong leadership during the crisis. This suggests that the manager was able to effectively lead the organization through the crisis and take appropriate actions to address the situation.

However, it's worth noting that 33.3% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the manager's leadership during the crisis. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the manager could improve their leadership during future crises.
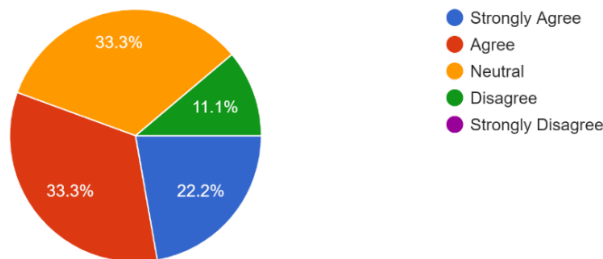

Fig 17. The manager demonstrated calm and composed behavior during the crisis

Based on the responses, it appears that the majority of managers (55.6%) either "strongly agree" or "agree" that the manager demonstrated calm and composed behavior during the crisis. This suggests that the manager was able to maintain a level of control and composure during the crisis, which can be important for inspiring confidence and trust in the organization. However, it's worth noting that 33.3% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the manager's behavior during the crisis. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the manager could improve their behavior during future crises.

It looks like the majority of responses to the question about the manager's behavior during the crisis were positive, with only 11.1% of respondents indicating that they "disagree" that the manager demonstrated calm and composed behavior during the crisis. This suggests that there may be concerns about the manager's ability to maintain a level-headed demeanor during times of crisis. It might be helpful to follow up with those who responded negatively to understand their perspective and identify any areas for improvement in the manager's behavior during future crises. It's also important to consider the context of the crisis and the demands that were placed on the manager when evaluating their behavior during the crisis.
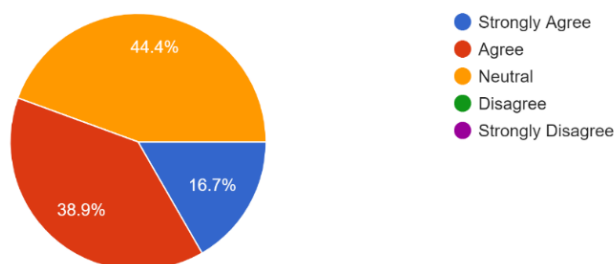

Fig 18. The manager took appropriate steps to prevent a similar crisis from occurring in the future

Based on the responses, it appears that the majority of managers (55.6%) either "strongly agree" or "agree" that the manager took appropriate steps to prevent similar crises from occurring in the future. This suggests that the manager was proactive in identifying and addressing potential risks or vulnerabilities that could lead to future crises. However, it's worth noting that 44.4% of responses were "neutral," which could indicate that some people did not feel strongly one way or the other about the manager's efforts to prevent future crises. It might be helpful to follow up with those who responded "neutral" to understand their perspective and see if there are any areas where the manager could improve their crisis prevention efforts in the future.

Conclusion

Based on the responses to the questions asked to managers about the manager's crisis management efforts, it is clear that the manager was successful in certain areas and there is room for improvement in others. Overall, the majority of managers agreed or strongly agreed that the manager was able to contain the crisis, communicate effectively with stakeholders, provide appropriate resources to resolve the crisis, and communicate effectively with external stakeholders. However, there were lower levels of agreement when it came to the manager's ability to make decisive and effective decisions, recover from the crisis, take steps to prevent similar crises from occurring in the future, and communicate the plan for addressing the crisis. These findings suggest that while the manager was able to effectively address the immediate needs of the crisis, there may be opportunities to strengthen the organization's crisis management capabilities and better prepare for future crises. It is recommended that the manager review these results and consider implementing any necessary changes or improvements to their crisis management approach.

References

Andersen, E. (2003), 'Be Prepared for the Unforeseen', Journal of Contingencies and Crisis Management, Volume 11, Number 3, pp. 129–134.

Boin, A., & Lagadec, P. (2000). Preparing for the future: Critical challenges in crisis management. *Journal of contingencies and crisis management*, *8*(4), 185-191.

Mitroff, Shrivastava, P., & Udwadia, F. E. (1987). Effective crisis management. *Academy of Management Perspectives*, *1*(4), 283-292.

Paraskevas, A. (2006). Crisis management or crisis response system? A complexity science approach to organizational crises. *Management Decision*, *44*(7), 892-907.

Pauchant, T., & Shrivastava, P. (1988). The structure of man-made organizational crises. *Technological Forecasting and Social Change*, *33*(2), 83-107.

Pearson, C. M., & Clair, J. A. (1998). Reframing crisis management. *Academy of management review*, *23*(1), 59-76.

Pearson, C. M. (2019). From crisis prone to crisis prepared: A framework for crisis management. In *Risk management* (pp. 185-196). Routledge.

Pollard, D., & Hotho, S. (2006). Crises, scenarios, and the strategic management process.

Sahin, Ulubeyli, S., & Kazaza, A. (2015). Innovative crisis management in construction: Approaches and the process. *Procedia-Social and Behavioral Sciences*, *195*, 2298-2305

Quarantelli, E. (1988), 'Disaster Crisis Management: A Summary of Research Findings, Journal of Management Studies, Volume 25, Number 4, pp. 373–85