

EXPERTS' RECOMMENDATIONS TO CREATE EFFECTIVE TEAMS FOR
SUCCESSFUL CRISIS MANAGEMENT: A DELPHI STUDY

by

Tommy Bennett McClelland, Jr.

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ABSTRACT

Crises often occur when least expected and when business, governmental, military, or other requirements have already constrained organizations' resources, whether natural calamities or human-induced activities of omission or commission are threatening lives or the organization's profits and reputation. The manner in which organizations respond or fail to respond varies. Some organizational leaders are proactive while some organizational leaders fail to plan proactively for crises and needlessly expose the organization to unnecessary costs, loss of life, disruption of the business, damage to reputation, and the financial impact of both the situation and the response and its aftermath. The purpose of this research was to find unanimity from an expert panel of senior executives to determine how managers select and train crisis management teams and how successful such teams are at managing or resolving crises. The research design used was the Delphi method using quantitative and qualitative data collection. The study took place in a controlled setting of two rounds during a specified period. The expert panel responded to a series of statements and questions using a Likert-type instrument for feedback in an effort to reach consensus. Limitations encountered were (a) not all panelists could provide an adequate assessment as they did not share in the full extent of the crises, (b) some panelists had been in their respective positions for a limited period and were not able to assess their crisis management fully, and (c) some companies consider crisis management to be proprietary and panelists may have felt it was inappropriate to share a full range of details without disobeying company policy. Results of this study yielded a set of guidelines for organizational leaders to adopt.

DEDICATION

We are successful as parents when our children exceed any measure of who we are. We work hard to educate them and encourage them to crave lifelong learning; instill in them the values and virtues we believe will assist them in life; and let them fail in the safe environment we create for them so they know life does not award trophies simply for showing up.

For that reason, I dedicate this work to my children: Jonathan for his wisdom, Caroline for her grace, and Emily for her energy. Curious, smart, and inquisitive, they inspire, motivate, and humor me. All parents believe their children are the best, but I know mine are.

And to answer your question of what kind of doctor I will be when I finish the program, Emily, I hope I'll be a good one!

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My classmate Dr. Troye Washington-Clanton finished her dissertation and graduated before I did, so she was able to provide guidance and insight that proved invaluable. Thanks for your help, Troye!

To all of you, please call me when you find yourself facing a crisis, natural or human-induced; after all this studying and writing, I am sure I can help!

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Chapter 1

Introduction

Crises often occur when least expected and when business, governmental, military, or other requirements have already constrained organizations' resources, whether natural calamities or human-induced activities of omission or commission are threatening lives or the organization's profits and reputation. Responses to such crises vary based on factors including the cohesion, ingenuity, and ability of response teams to overcome difficulties and resolve the situation. Some organizational leaders fail to plan proactively for crises and needlessly expose the organization to unnecessary costs, loss of life, disruption of the business, damage to reputation, and the financial impact of both the situation and the response and its aftermath (Boin, 2009). Organizations of all sizes form formal or informal crisis management teams, often including team leaders, crisis communication and public relations specialists, department representatives, investor relations staff, and others, to mitigate emerging incidents and respond to natural or human-induced disasters that occur with little or no warning. The impact of a crisis on the business and its employees can be immense, although management of the crisis in a coherent and systematic manner can mollify its effects and reduce residual problems.

Crises are "any incident or situation, either real, rumored, or alleged, that can focus negative attention [on the organization and damage its] publics, products, services or good name" (Jaques, 2009, p. 36). Such crises might originate from natural causes or result from technology, malevolence, skewed management values, deception, misconduct, or confrontation. The current study involved investigating how senior leaders in Middle East regional offices of U.S. companies prepare for and respond to

crises that could threaten the organization's viability, endanger lives, or diminish brand reputation, particularly in the absence of corporate crisis action teams trained and equipped to handle such events (Jaques, 2009).

Developing a crisis communication plan and appointing a team responsible for its implementation are essential to increasing an organization's ability to continue business after the immediate crisis passes (Gray, 2008). Selection of appropriate team members, assignment of responsibilities, crafting and managing accurate responses to the media and other stakeholders, and dealing with victims with dignity and compassion (Arnoult, 2008) might be among the tasks for teams to manage crises successfully.

Political, economic, military, and religious uncertainties prevail in the Middle East and surrounding countries, from Morocco to Pakistan. Although the Israeli–Palestinian issue often dominates the news in the United States, smaller and less publicized events roil the region, as witnessed in the initial days of the Arab Spring of 2011. Organizations must move employees away from danger areas and preserve physical and economic assets. Leaders might not have time to summon corporate crisis managers to the region to assist and must therefore rely on local staff to manage crises.

Chapter 1 includes the background of the study, the problem and purpose statements, the significance and nature of the study, and research questions. The chapter also contains the theoretical framework, definitions, assumptions, scope, limitations, and delimitations. The study indicates how some leaders have overcome crisis situations using local employees and resources with little or no corporate assistance.

Background of the Study

Crisis response teams were unprepared, ill-equipped, improperly led, or otherwise incapable of handling the situation in several recent crises. The U.S. federal government's response immediately after the terrorist attacks on September 11, 2001, was uncoordinated, was inadequate, and lacked a cohesive strategy (Knight, 2008). Hurricane Katrina illustrated the failure of the levee system around New Orleans (Bullard, 2008), and the alert system was inadequate during the 2004 tsunami in Asia (Piotrowski, 2010).

The response by British Airways leaders to the crash of Flight 038 in 2008 was a textbook case of prior planning and rehearsed execution; with only one serious injury, the airline acted quickly to reduce loss of life and control the situation at the crash site (Arnoult, 2008). The City of Toronto suffered the effects of the severe acute respiratory syndrome epidemic longer than other locations as the virus persisted (Boin, 2009); health officials revamped crisis management plans and rehearsed scenarios for months after the outbreak. A previous fatality at the location influenced Disney's response to a patron's 2003 death in Disneyland; executives scheduled periodic emergency response drills for such an incident and rehearsed crisis communication to respond to anticipated publicity (Coombs, 2004).

The Arab Spring that began in 2011 surprised American policy makers in Washington, DC, and diplomats in Tunisia, Egypt, Yemen, Syria, and Bahrain; few analysts predicted the speed and force with which protesters drove regime change. Situations such as the countries affected by the Arab Spring were more fragile than originally believed and were without outward or visible signs of distress (Taleb & Blyth,

2011); some leaders fail to focus on such stable systems. The protesters had felt dissatisfied with the dictatorial and confiscatory regimes for years, but the suppressed volatility deceived many into believing the regimes were stable and the public felt satisfied with the situation.

Problem Statement

The leaders of many U.S. corporations with overseas operations recruit, train, and maintain highly skilled crisis management teams ready to deploy quickly to domestic or international locations in the event of natural or human-induced disasters (Morier & Egan, 2006). Situations that develop quickly, change often, evolve without warning, and are difficult to discern might confuse responders and strain resources; corporations often let the situation coalesce before deploying crisis management teams, sometimes too late to influence the situation. Although such teams are highly mobile, local crisis management teams are necessary because the time and expense to send corporate teams abroad are high (Tharenou & Harvey, 2006). Moving employees and their families out of harm's way often must occur quickly, and the staff at the U.S. headquarters may not be able to manage it in a timely manner; the time needed for response teams to deploy from the United States is also a barrier (Tharenou & Harvey, 2006). Local managers must weigh the need for rapid response against the time and expense of bringing corporate response teams to the region; such teams might not have the local knowledge to make prudent and timely decisions, or they might arrive too late to influence the situation (Morier & Egan, 2006). Leaders of corporations might be reluctant to send response teams unless there is a confirmed and acute need for them, preferring instead to shepherd resources and save money until it is necessary (Zuckerman & Ahrens, 2010).

The cost of deploying a 4-person crisis management team to an international location for 4 weeks might exceed \$100,000, including airfare, accommodations, meals and incidentals, ground transportation, communication, and other support activities (Anthony, 2009). Larger corporations with several overseas locations might have three or four such teams each averaging three deployments per year responding to emergency events (Arnoult, 2008). The critical skills necessary for team members include operations in remote or austere environments, radio and telephonic satellite communication, first aid and advanced medical response, logistics and emergency transportation, food preparation, security and weapons training, and other capabilities depending on the situation and geographic location (Jaques, 2009). Natural disasters might also require water and electricity production skills, disease and vector control, housing and hospital construction, and refugee management (Gray, 2008). Because such skills are fungible and expensive to maintain, the hub of such teams is often the corporate headquarters and leaders use them only for acute crises when they are able to get to the overseas locations and the benefit of their presence onsite justifies the cost (Morier & Egan, 2006).

Crises often develop rapidly, which might prevent or delay the entry of crisis management teams from outside the emergency area because of military or natural destruction of the region, and multiple crises over large geographic areas might require more corporate resources than are available. Locally trained and equipped teams might be in a better position to prevent or lessen loss of life and transport survivors out of the danger area more quickly than corporate response teams would be able to travel from the United States to an overseas location (Knight, 2008). Local staff might also have the

advantage of living and working in the affected area; corporate staff might not be as familiar with the area. The advantage of moving through affected areas unobtrusively and knowing better routes when diversions become necessary might make local staff better suited to deal with crisis situations when they first occur and when preserving life is most acute (Bullard, 2008).

The general problem is that international regional offices of multinational companies react slowly to crises, often because they rely on the corporate office for crisis management and response (Morier & Egan, 2006). The asymmetric timing of crises compounds the expense of bringing corporate crisis management experts to the region (Tharenou & Harvey, 2006); time and travel differences between events and the company headquarters in the United States complicate management and communication tasks, and lack of familiarity by corporate staff hinders understanding of the local situation. Chief executive officers (CEOs) continue to cite the need for local teams with the proper response training and experience that can confront and resolve crises immediately.

The specific problem is that few U.S. companies with offices in the Middle East have local capabilities to respond immediately and effectively to crises. The cost of training and equipping full-time local crisis response teams is prohibitive given the asymmetrical nature and timing of crises, whereas teams from the corporate headquarters might lack the necessary situational awareness and local contacts to be effective. Local teams are not organized, trained, or empowered to act quickly to save lives, protect assets and reputation, prevent unnecessary costs, and reestablish business continuity (Zuckerman & Ahrens, 2010).

The current study included a qualitative method with a modified Delphi research design. An expert panel of informed executives representing the senior executives of regional offices of U.S. companies in the American Chamber of Commerce in Abu Dhabi (AMCHAM) and the American Business Council of Dubai and the Northern Emirates (ABCD) receive two rounds of Delphi instruments. The first instrument had open-ended qualitative questions regarding the types of crises faced by the informed executives in their Middle East operations and the way they organized teams to address such problems. The second quantitative instrument was a 5-point Likert-type scale on which the panelists rated the results of the first survey. The panelists reached consensus by the end of the second round, and a third round was not necessary. The researcher used the results to make recommendations to address the specific problem.

Purpose Statement

The purpose of the qualitative study with a modified Delphi research design was to analyze data from informed executives to determine how managers select crisis management teams and how successfully such teams manage or resolve crises. Regional expatriate managers of U.S. companies in the Middle East must decide how best to use local resources to anticipate and plan for emergent situations that might evolve into crisis situations if corporate crisis management assets are not available. The managers must develop teams to respond effectively to such crises, even if such teams have no formal training in crisis management.

A Delphi method was suitable for employing informed participants to lend expertise and knowledge to solve complex problems (Linstone & Turoff, 1975). Iterative surveying of senior managers revealed desirable selection criteria for members to create

effective teams. Informed executives' recommendations provided ideas and solutions for effective team decision making in crisis management situations. The research data may help to design interventions in creating and managing teams to be more successful in crisis management. The study has contributed knowledge to improve teamwork and crisis management through intervention that increases successful responses to emergent human-induced or natural disasters. The panel of informed executives consisted of senior leaders of regional offices of U.S. companies in AMCHAM and ABCD.

Significance of the Study

Contribution to current and future generations. Although there were telltale signs of discontent in the Middle East, the Arab Spring that began in 2011 caught many organizational leaders off guard and unprepared to deal with volatile, confusing, and fast-moving situations. Events such as these happen more frequently in the Middle East, and CEOs of U.S. companies must prepare response teams to preserve life and continue business on-site or from remote locations if required. Misconduct, financial impropriety, or onerous government regulatory interference might prompt crisis action in organizations and interrupt business goals and objectives. Effective leaders must prepare for disruptive events, appoint teams for crisis response, and supervise their training and rehearsal for the effective management of such events.

How organizations respond to crises might affect stakeholders inside and outside organizations and the communities surrounding them (Alpaslan, Green, & Mitroff, 2009) and affect brand viability, reputation, and revenue. Whereas natural and human-induced disasters account for many crises, sexual or other misconduct or criminal behavior could also challenge leaders and upend an organization from within. Planning for crises might

lessen their effect, and rehearsing responses might provide immediate counteractions to minimize long-term negative effects of such crises.

Leaders must understand how to organize teams effectively for crisis response and management; organizing and training such teams requires careful planning and development (Aritzeta, Swailes, & Senior, 2007). The study examined the relationship between team organization and crisis management success to gain further understanding to improve the chances of success of such teams. Current and future generations might benefit from better responses to crisis situations that reduce loss of life, protect assets, and allow organizations to continue functioning during and in the aftermath of crises.

Many of the companies in AMCHAM and ABCD are sales and marketing operations with few of the other responsibilities such as human resources management, legal, regulatory, public relations, and marketing normally held at the corporate level. Lean staffs are the norm, and luxuries such as full-time crisis management teams are rare. When emergency situations develop, local leaders must rely on the corporate staff to plan and execute a response, yet such assets might not be available and often do not have the local knowledge to execute an evacuation or remediation quickly or effectively. Local emergency response teams might help alleviate the problem more effectively and at much lower cost if they receive proper training and understand their roles, responsibilities, and objectives. Leaders often use members of the organization who temporarily leave their permanent jobs to serve on crisis management and response teams.

Significance of the study to the field of leadership. Stakeholders give leaders credit for operational and financial success, although conditions completely outside the chief executives' influence might be responsible for such success; the Arab Spring drove

thousands of affluent visitors to Dubai, dramatically improving hotel and restaurant revenue and shopping mall footfall without leadership influence. When crises occur, leaders must provide effective leadership under difficult circumstances and lead others to look to the organization's needs before personal priorities (Boseman, 2008). Possessing the foresight to plan for crises, organize crisis response teams, rehearse response scenarios, motivate followers, and set the example is a responsibility leaders cannot delegate. Calloway and Awadzi (2008a) noted that leaders by their tone and demeanor might determine the success or failure of organizations. The current study provides leaders with additional tools to bring their organizations through crises effectively and quickly regain control of the situation.

The study built a knowledge base and elicited knowledge and experience from senior executives of U.S. companies in the Middle East who have used locally constituted teams to manage crises. Composition and skill sets of teams, span of control, crisis communication plans, and other tools emerged to help future leaders select teams with better chances of successfully negotiating crises and returning the organization to stability and equilibrium after such events.

Nature of the Study

Delphi studies are most effective when many researchers have not already established the issues in prior qualitative research and when brainstorming with subject matter experts can add significant value to the study. The Delphi method forecasts information from a structured group through iterative and interactive surveys, possibly leading to results better than the results from unstructured groups. Such studies allow confidentiality of the knowledge and information provided by the panel, and the

researcher can hone topics in the second and third rounds of the survey as themes emerge that might not be well-defined in the first survey. The problem might be ambiguous or complex and the panel must analyze and discuss to derive the greatest value to the study. A conventional Delphi process addresses qualitative issues in Phase 1 followed by scoring and rating in Phase 2 and concludes with consensus or collective wisdom in Phase 3 (Hall, 2009).

The qualitative study with a modified Delphi research design was the best strategy to elicit knowledge and experience from an informed panel of senior executives of regional offices of U.S. companies in the AMCHAM and ABCD. Such companies are branches of their U.S. corporate headquarters and have policies, procedures, and other artifacts to aid in preparing for and managing crises. The iterative nature of the Delphi design permitted the expert panel of informed executives to provide knowledge and experience that the researcher can refine with each survey, even if panelists do not achieve consensus.

The expert panel of informed executives provided insight into the structure, organization, diversity, communications, and other characteristics of teams, as well as into evaluating the success of team intervention in managing crises. The researcher developed a letter of intent and sent it through e-mail to potential participants in both AMCHAM and ABCD to provide the purpose of the study with expectations of participants. The letter outlined the time commitments of panelists and promised confidentiality of responses.

The panel participated in two rounds as part of the Delphi study. The first round included open-ended qualitative questions. The researcher analyzed and summarized the

responses and presented the results to the panel in the form of a Delphi instrument. Expert panelists rated the issues using a 5-point Likert-type scale. The researcher again analyzed the results and determined the panelists had reached consensus. The results of a Delphi study should support the goals of a study (Hall, 2009). Although there were no outliers, the researcher would have asked the panel to provide a rationale for the responses.

Research Questions

Research questions must investigate what experts know about teams and teamwork in crisis management to advance science (Cone & Foster, 2006). Researchers must decide whether research questions are they worth investigating and how to refine the variables in the questions. Researchers design questions to investigate gaps and inconsistencies from previous research that require explanation and resolution (Lajom & Magno, 2010).

The purpose of the qualitative study with a modified Delphi research design was to analyze expert data to determine how managers select crisis management teams and how successful such teams are at resolving crises. The research questions that guided the study are as follows:

Research Question 1: How do leaders of U.S. companies with regional offices in the Middle East select, organize, and train local crisis management teams absent similar corporate resources?

Research Question 2: What should managers of such companies do to give teams the best chance of success in managing crises?

Research Question 3: How should managers monitor employees and teams for effectiveness?

Research Question 4: How do leaders of such teams monitor the environment for early warning signs of impending crises?

Research Question 5: What implications can be drawn from teams and crisis management toward leadership theory?

Theoretical Framework

The theoretical frameworks in this modified Delphi study were leader-member exchange (LMX) theory, chaos theory, action theory, task characteristics theory, and status characteristics theory. LMX's central theme is that leaders distribute tasks, leadership roles, and other team enablers based on their relationships with subordinates (Madlock, Martin, Bogdan, & Ervin, 2007). The higher the quality of the relationship is with members of the organization, the more the leader will entrust subordinates with responsibility and authority (Nishii & Mayer, 2009). The panel of informed executives described and rated the strength and quality of their relationship with team members.

Surprise management systems provide organizations warning of situations that could evolve into full-blown crises, preventing what followers of chaos theory call breakdowns of organizational governance and operations (Farazmand, 2007). Characteristics of crises often include complex and interdependent threads influenced by politics and personal ambitions or objectives, adding further to the chaotic climate of the situation. Effective management of crises encompasses prior response planning and preparation with command and control systems and functional expertise in the fields related to the crisis and its response (Farazmand, 2007). The panel of informed

executives identified potential crises for which they previously planned and assessed the amount of surprise they encountered when such crises occurred.

According to action theory, constraints on resources and lack of sufficient time to plan and execute required courses of action during crisis situations prompt some persons in organizations to redefine tasks and interpret intent to suit their needs and ability to perform such tasks. Cognitive consensus in which team members have a similar understanding of tasks, concepts, and definitions ensures better team decision making that might lead to successful crisis management. Researchers have shown that employing consensus-building activities obviates the effect of action theory (Gevers, van Eerde, & Rutte, 2009).

Team members have varying skills and competencies, often depending on the task to accomplish. Task characteristics theory identifies “five core dimensions, which are *skill variety, task identity, task significance, autonomy, and feedback*” (Feng, Yongjuan, & Erping, 2009, p. 1374) as fundamental to team performance and success. Team members’ behavioral manifestations affect team performance and individual interactions, thereby resulting in differences of results from other teams with similar skills and expertise. Status characteristics theory separates diffuse characteristics, such as race, gender, and educational level, and specific characteristics, such as expectations about specific abilities including mathematical ability, to describe the value such attributes hold within the group (Gardner, 2009).

The prevalence of terrorism, natural disasters, and other crisis events increases the need to train teams for crisis response (Monica & Raluca, 2008). Leaders often form crisis management teams responsible to organize before, respond during, and reconstitute

the organization after crises. Numerous studies exist on team effectiveness, composition, diversity, communication, and productivity; likewise, researchers have studied crisis management extensively and written numerous papers that illustrate policies, procedures, and techniques organizational leaders employ to overcome natural or human-induced disasters.

The distance from the United States and the time and expense to bring corporate crisis management teams to the Middle East often dissuade regional managers from using such capabilities, preferring instead to train local employees in the skills necessary to confront emergencies. The informed executives indicated how they prepared their crisis management and response teams, how effective such teams were in resolving the crisis, and how the leaders improved the quality of the teams' responses.

Definitions

Defining terms permits a better and common understanding of the specialized terms used in the research.

Business continuity: Preplanned activities performed on a daily basis to ensure critical business functions continue uninterrupted even in the event of a disaster or emergency (Alesi, 2008).

Crisis: “Specific, unexpected, and non-routine events or series of events [with] high levels of uncertainty and threat or perceived threat to an organization’s high priority goals” (Seeger, Sellnow, & Ulmer, 1998, p. 232). Baron (2010) defined a crisis “as a situation in which harm to people or property either has occurred or is imminent” (p. 120). A crisis involves uncertainty, can escalate quickly, and can dominate leaders’ focus and attention for extended periods to the exclusion of other routine organizational tasks.

Crisis management: The process by which organizational leaders plan, handle, and mitigate the effects of a crisis (Mani, 2008). The process of crisis management follows steps including “avoidance, preparedness, response, root cause analysis, and resolution” (Baron, 2010, p. 125).

Decision making: The process of making decisions while balancing goal achievement with risk (Wren, 2008).

Delphi study: An iterative team process of experts or informed persons answering “open-ended questions and attempt[ing] to gather information from the diverse expertise” (Hall, 2009, p. 7). The researcher then organizes the issues and presents them to the team for review; “the second round will involve grouping, organizing, prioritizing, and discussing what is meant or implied by each factor” (p. 7). The researcher organizes the results and in the third round attempts to gain consensus on the results. The modified Delphi does not have consensus as a condition of the process (Hall, 2009).

Teams: A team that “work[s] toward a common purpose is coordinated, system-focused and committed to continuous process improvement” (Walker, 2009, p. 90). Teams are small with appropriate and necessary skill sets with a common purpose and goals for which the team is responsible and accountable (Croker, Higgs, & Trede, 2009).

Assumptions

A major assumption of the study was that participants would respond accurately and honestly to the survey instrument. Although the researcher guaranteed confidentiality to the members of the expert panel of informed executives, they might have been reluctant to highlight errors or admit mistakes. The modified Delphi method gathered informed executives’ opinions on individual experiences and impressions, and

the Likert-type scale demonstrated the strength of the answers for the collective panel responses. A third assumption was that the panel of informed executives would participate fully participate in the Delphi study.

Scope, Limitations, and Delimitations

The scope of the research was to explore the relationship between how leaders organize teams and their ability to manage crisis situations successfully. The sample represented organizational leaders of multinational companies in the Middle East who appoint crisis management teams; the companies were members of ABCD and AMCHAM. Questions focused on team composition, diversity, communication, internal and external support, leadership, and their effectiveness in navigating the organization through crisis situations.

Not all panelists shared in the full extent of the crisis, but they managed to provide an assessment of their management. Some of the panelists had been in their respective positions for a limited time and were not able to assess their crisis management fully. Because the instrument did not require full details about the management of specific crisis situations, panelists might not have provided the depth of the crisis.

Some companies consider crisis management to be proprietary, and panelists may have felt that it was inappropriate to share a full range of details without violating company policy. Panelists also may have had some concerns about divulging too much about their demographics, location, place of business, or the extent of their crisis management teams to protect themselves, their people, and the organization.

The researcher delimited the study to senior executives of U.S. companies in ABCD and AMCHAM. The focus of the study was the organization of crisis

management teams and their effectiveness in handling crises. Future researchers might consider a wider scope of study, including more companies in the region and others outside the Middle East.

Summary

Chapter 1 included an outline of the essential elements of the research, including the problem and purpose statements and the research method and design selected to collect and analyze data. Crises are difficult to manage under the best of circumstances; without properly trained and equipped corporate crisis management teams, senior executives of regional headquarters of U.S. companies in the Middle East must often organize locally available employees and resources to handle emergency situations. The study addressed how such leaders select team members, evaluate required skill sets, train teams for emergency response, and prepare for crisis situations.

The theoretical framework consists of LMX theory to investigate the leaders' relationship with subordinates (Madlock et al., 2007) to determine if leaders favor one employee over another in assigning tasks, leadership responsibility, and roles. Surprise management theory indicates that forewarnings occur for many crisis events; leaders who discern such signals and prepare for crises are better equipped to mitigate loss of life and damage to brand reputation and reduce financial losses (Farazmand, 2007). According to action theory, individuals redefine goals and objectives to more familiar settings; in crisis management, the entire organization must have the same concept of goals and objectives and support the intervention to ensure business continuity (Gevers et al., 2009). Task characteristics theory indicates five core dimensions are fundamental to team performance and success (Feng et al., 2009). Status characteristics theory separates

diffuse and specific characteristics to describe the value such attributes hold within the group (Gardner, 2009).

Chapter 2 includes a review of relevant literature on teams and teamwork in crisis management situations. The major themes of the literature review are leadership, teams and teamwork, and crisis management. The review identifies gaps in the literature and proposals for future research.

Chapter 3 includes the research design, with an emphasis on the research method and the functionality of the Delphi method. The chapter also includes an explanation of the research questions and rationale, followed by the sampling rationale and data collection and analysis procedures. Also included is a detailed explanation of the instrument used to collect the data provided by a panel of informed executive.

The focus of Chapter 4 will be the research with an explanation of the sample, including demographic data. Each of the statements that were a part of the second round instrument underwent analysis and appears with an explanation of their outcomes. Chapter 4 includes the results of the study, which are the facts without in-depth analysis.

Chapter 5 includes a detailed explanation of the results of the study and an analysis of the results. The chapter includes the results of all statements, their outcome, and an explanation of how each answered the research questions, how each related to the body of literature, and the conclusions drawn from the results. Chapter 5 also includes a set of guidelines and suggestions for future studies.

Chapter 2

Literature Review

Chapter 2 contains a review of literature relevant to the study and the body of credible and peer-reviewed knowledge to provide a historical and contextual framework of the subject. The purpose of the qualitative study with a modified Delphi research design was to use feedback from experienced international managers to identify how crisis management teams form and what makes them successful in resolving crises. The sample was senior executives of regional offices of U.S. companies in the Middle East that were members of the ABCD and AMCHAM. Because such offices rarely have corporate crisis management resources available, CEOs often must train and equip local staff members to respond to crises. The literature review includes an examination of materials discussing how leaders organize crisis management teams, including preparation, composition, diversity, communication, and other factors relevant to making decisions and achieving goals and objectives.

Scope and Documentation

The research included sources gathered from University of Phoenix Online Library, including EBSCOhost database; ProQuest database; Books, Dissertations, and Theses database; and Specialized Resources databases. Other textbooks and reference books were from libraries and bookstores. Articles from peer-reviewed journals formed the basis for the literature review.

Title Search

The researcher derived information in the literature review from scholarly peer-reviewed journal articles, books, Internet databases and searches, and dissertations.

Keywords and phrases used in Internet searches included (a) crisis management, (b) emergency management, (c) teamwork, (d) leadership, (e) teamwork in crisis management and response, (f) crisis leadership, (g) crisis communication, (h) crisis decision making, and (i) business continuity. Eighty percent of the literature reviewed in this chapter was from sources published between 2008 and 2013. The review includes some articles published shortly after crisis events, even though they are more than 5 years old, because the insights and recommendations from such articles were germane to the discussion of crisis management and provided foundational information for more recent studies. Gaps in the literature exist regarding Middle East regional headquarters of U.S. companies responding to crises without corporate response team support.

Crisis Management

Crises by their nature are often fast moving, ambiguous, destabilizing, low-probability events that have the potential to destroy organizations, reputations, and shareholder value (Alpaslan et al., 2009). Although leaders cannot usually plan for crises, they may anticipate them, as in Figure 1; leaders must respond with quick decision making and decisiveness, but poor decisions or those lacking a sense of urgency might exacerbate the situation and harm an organization more (Jaques, 2010). Crises originate from several sources, including natural and human-induced causes (Jaques, 2009).

Leaders have learned to recognize and prepare for emergencies, and many leaders have created crisis response teams for unanticipated events (Jaques, 2010). An extraordinary event disrupts organizations and communities and requires immediate action to remedy the situation (Wester, 2009), forcing organizations to expend time, money, and resources in remediation efforts; effective leaders are proactive in preventing

such events and improving readiness to manage crises by monitoring the environment and conducting tabletop exercises (Holloway, 2007).



Figure 1. Issue and crisis management relational model. From “Reshaping Crisis Management: The Challenge for Organizational Design,” by T. Jaques, 2010, *Organization Development Journal*, 28, 12. Copyright 2010 by Issues Outcome Pty Ltd. Reprinted with permission of the author (see Appendix A).

The asymmetric nature of emergencies and communicating within and outside the organization compounds crisis management efforts (Chong & Lee, 2009); internal communication directs response efforts to reduce or eliminate the emergency, whereas external communication informs shareholders and other stakeholders of the crisis response activities undertaken. The form of communication might vary, including Web 2.0 applications such as social networking, blogs, wikis, video sharing, and other web applications versus traditional solutions such as cellular telephones and facsimiles (Underwood, 2010), but the need to understand the crisis situation and respond with the correct tools is acute.

Historical overview. The existing body of knowledge of crisis management and response is extensive, whereas researchers have written less about how local executives in international locations respond to crisis situations without the benefit of standing response teams or access to corporate crisis management assets. The current study involved examining existing literature for historical perspectives of relevant theories, developing data from a panel of informed executives in a Delphi design, and inducing further theory and areas for future study. Although leaders should not ignore warnings of crises (Anthony, 2009), such leaders also might not discern the telltale signs of impending disaster, most of which are predictable (Arnoult, 2008).

The nature of business has become increasingly global, even for local businesses hoping to capitalize on the insatiable desire of emerging markets for consumer goods, knowledge, and technology. Organizational leaders position sales and marketing operations in areas closer to the customer, thereby shortening supply lines, reducing costs, and increasing consumer choice. Regional offices allow local customization of products and services, and hiring local nationals demonstrates good citizenship by foreign corporations in overseas markets. Knowledge and technology transfers also promote brand image by ensuring foreign companies have a long-term commitment to the region (Scheffknecht, 2011).

Such overseas offices create other challenges for leaders. Natural or human-induced disasters might threaten lives, interrupt business continuity, and tarnish brand reputation and ability to deliver promised goods or services to customers on time and in the right quantity. Local employees might lack the health, safety, and environmental sense of urgency or knowledge of workers in U.S. companies and take shortcuts or fail to

supervise crucial operations and decision making. Lack of qualified local supervisors in the production area of the Union Carbide plant in Bhopal, India, on December 2, 1984, might have contributed to the release of deadly methyl isocyanide gas that killed more than 20,000 area residents. Victims of the disaster are still awaiting compensation 25 years later, and the Indian courts continue to review the cases on appeal (Fury, 2010). Union Carbide India no longer exists, and the fertilizer plant has changed ownership twice since the disaster, but animus still lingers toward the parent company and its former employees.

The Federal Emergency Management Agency (FEMA) traces its roots to the Congressional Act of 1803, which authorized federal assistance after a fire destroyed the port city of Portsmouth, New Hampshire; the act waived duties and tariffs on imported goods for the citizens of the city. From that legislation through 1930, the U.S. Congress passed 100 pieces of ad hoc legislation for disaster and flood relief; some of the legislation provided financial compensation as well as on-scene federal and state resources. In the ensuing 80 years through successive reorganizations, reauthorizations, and rebranding, FEMA was alternately part of the U.S. Department of Housing and Urban Development, independently organized, and most recently part of the U.S. Department of Homeland Security, with mixed success in dealing with emergencies (Bullard, 2008; Holbrook, 2011; Kutz, 2006).

The size of the area of destruction and jurisdictional issues of response organizations and teams, including FEMA, exacerbated the response to Hurricane Katrina; although residents simply wanted evacuation from the affected areas and access to food and clean drinking water, all levels of governments bickered over resources,

jurisdiction, and responsibility. Politicians took credit for successes and deflected blame for system failures to other entities by pointing fingers and attacking opposing political parties and groups for political gain. Church and other relief groups ignored the public bickering and sent teams to provide shelter and comfort to those affected by the storm (Farazmand, 2007).

Although First Officer Jeffrey B. Skiles was piloting US Airways Flight 1549 when it took off from La Guardia International Airport on January 15, 2009, Captain Chesley B. Sullenberger, III, immediately assumed control when the plane hit a flock of birds, which caused both engines to fail. With little altitude and no thrust from the engines, Sullenberger and Skiles reacted to the situation and successfully landed the airplane in the Hudson River near Manhattan, New York, saving the lives of all 155 passengers and crew aboard. The cockpit crew and flight attendants responded to the crisis as their training had shown them to, although few planes of that size survive water landings intact (Wald & Baker, 2009).

History, politics, religion, and social systems in the Middle East provide ample causes for conflict; the Arab Spring that began in 2011 led to government and regime changes across North Africa and sent shock waves through the Levant and Arab Gulf States. Totalitarian and dictatorial regimes, benevolent or not, sought immediate relief for their citizens to curtail further calls for change and to keep inbound foreign direct investment and outbound oil and natural gas exports uninterrupted. Such crises often include multinational companies with offices in the Middle East, which may include threats to life and limb, uncertain outcomes, and urgency in making decisions (Boin, 2009). Although the regional headquarters might be in a safe location, local and

expatriate employees in other areas might face danger, violence, and unrest, and they must often respond to a crisis without help from corporate crisis response teams.

Types of crises. Organizational leaders respond to crises depending on the nature and causes of the incidents. Natural disasters might affect hundreds of organizations and thousands of people where loss of life and limb are of immediate importance, whereas human-induced causes might be more local and personal, with the greatest risk being reputational (Jaques, 2009). Typologies include up to seven distinct categories, some of which overlap in crisis situations, particularly in human-induced disasters with evolving timelines, priorities, and risks (Lerbinger, 1997).

Most crises originate outside organizations (Choi, Sung, & Kim, 2010), but leaders must be ready for the wide variety of disasters arising from both natural and human-induced events. The preparation phase includes identifying and meeting with stakeholders to prevent such crises. The response phase includes actions to reduce loss of life and minimize financial and reputational losses to the organization and stakeholders. Crises might cause the organizational leaders to do something they might not otherwise have done to mollify powerful stakeholders (Alpaslan et al., 2009).

Natural. Although many natural disasters are predictable because they evolve slowly, they often occur with little or no warning (Wettenhall, 2009). In such cases, governments and relief agencies are reactive rather than proactive in response. Because natural disasters are not preventable, preparation and planning can provide flexibility and speed in dealing with the crisis and its aftermath (Romero-Meza & Blanco-Vidal, 2011).

Reviewing the environment permits leaders to evaluate geographic and situational risk; building facilities near fault lines prone to frequent earthquakes might not make

sense if lower risk options are available. Risk perception and mitigation is a leadership imperative; understanding and recognizing how nature can affect an organization provides leaders with larger frames of reference with which to make decisions and develop strategy. Effective leaders then have the necessary tools to plan, organize, and train response teams and create an organization prepared for natural or human-induced disasters (Larson & Fowler, 2009).

Technological. Whereas people cannot avert some crises, they can plan for them and avert potential damage, as in the case of the millennium date change, also known by the numeronym Y2K. Systems analysts expected computers to experience problems associated with abbreviating the four-digit year with two digits, as computers might have understood the year was 1900 instead of 2000. Dire predictions of financial systems crashes, elevators stuck between floors, and airplanes suddenly falling from the air were ex ante justification for task forces, systems upgrades, insurance policies and other hedges against system failures, and other preparations for a post-1999 computer-driven world (Kratofil & Burbank, 1999).

Although there was only one known bank failure and several small glitches attributable to Y2K, none of the incidents were major, no lives were threatened, and people quickly corrected the problems that arose. Computer programmers updated software patches and included fixes for similar binary code problems expected in 2010 and 2038. Aggressive actions before the millennium change received credit for the few problems that arose, and governments largely averted the anticipated crisis with education, readiness, and contingency planning. An unintended consequence of the redundant systems implemented in anticipation of Y2K was New York City's

infrastructure and the global banking system's ability to withstand the terrorist attacks on September 11, 2001 (Sundaresan & Zhenyu, 2009).

Malevolence. Rivalries often arise when workers compete for promotions, bonuses, and recognition or when leaders take advantage of their positions to intimidate employees in exchange for favors or rewards. Malevolence created by ill will and hatred can easily develop into a crisis situation and cause leadership teams and employees to fail to achieve shared goals and objectives. Perceptions and lack of clarity can influence organizational dysfunction, and lack of group sentiment can erode teamwork and divert resources and energy away from the primary functions of the organization (Sharma, Roychowdhury, & Verma, 2009).

Malevolence might disrupt systems that protect public safety and affect the financial and reputational standing of the organization (Hargis & Watt, 2010). In the 1984 Bhopal disaster, junior managers failed to respond appropriately to the leak because they disliked their immediate supervisors, although they probably were unaware of the danger of the leak. The working environment in the Bhopal plant was acrimonious, with pronounced animus between the mostly expatriate management and local employees and among the various departments running the plant. Such animosity was directly responsible for the conditions leading to the disaster, costing thousands of lives and millions of dollars to the company (Fury, 2010).

Skewed management values. The board of directors and senior leadership of the Enron Corporation sought in the late 1990s to transform a small natural gas pipeline company into a global energy and trading behemoth. As the deals became more complex, the leadership team elected to push Enron's debt, secured with company stock,

into offshore special purpose vehicles, thereby improving the balance sheet and increasing profits reported in corporate filings and public records. Annual reports referred shareholders to other documents for further explanation of the financial records and ultimately to additional documents considered confidential, leading analysts to a dead-end in verifying the accuracy of the company's filings (Dubrovski, 2009).

After investigators unraveled Enron's complex financial transactions, the offshore accounts accrued profits and interest to members of the company's senior leadership team personally, which motivated them to incur more company debt, establish more offshore accounts, and enjoy the resulting profits. The leadership's skewed values motivated more complex deals with opaque financial transactions; when the stock price dropped and could no longer support the offshore debt, the company collapsed (Gupta, 2008).

Although crises usually evolve from disasters (Monica & Raluca, 2008), managers with skewed values often attempt to conceal their actions, which makes responses more difficult and more time consuming and increasing the negative effects on employees, the organization's financial security, and the brand's reputation. To achieve financial goals, the leadership might ignore business conduct and ethics rules, compromise product safety, or circumvent procedures to meet a deadline (Boyd & Webb, 2008). Leaders might attempt to deflect blame, employ crisis communication specialists to package the message in a more favorable light, or flee the situation (Sandin, 2009).

Deception. The largest financial fraud in U.S. history demonstrated deception by its perpetrator, Bernard L. "Bernie" Madoff; the Ponzi scheme netted Madoff and others close to him billions of dollars during 3 decades of financial transactions while leaving thousands of investors penniless. Madoff deliberately deceived investors by paying

profits to earlier investors with principal from newer investors; as his reputation grew and word spread of the extraordinary returns he was generating for investors, others curried favor with Madoff to become part of his portfolio (Ionescu, 2010). Adept at managing and manipulating impressions, Madoff persuaded investors his claims were authentic and his financial returns genuine (Lewis, 2011). Whereas there is doubt Madoff acted alone, his personal deception underpinned the operation; in public, he was generous and caring while privately he stole friends' fortunes (Lewis, 2011).

Teams are often necessary because of the knowledge-based, attitude-based, or skills-based competencies of their members; complex tasks such as medical care can involve multiple specialties in life-or-death circumstances. Misrepresenting medical competencies and skills through deception raises the risk of mistakes and malpractice significantly, putting patients at risk, diminishing the hospital's and surgery team's reputation, and affecting the financial viability of the organization (Lerner, Magrane, & Friedman, 2009).

Misconduct. Although his affair with another employee did not violate the organization's business conduct and ethics rules, the Boeing board of directors questioned CEO Harry Stonecipher's judgment, his conduct impugned the company's reputation, and the board ultimately terminated his employment (Sims, 2009). The timing was precipitous: Boeing's board terminated the previous CEO for cause 15 months earlier for ethical violations and the chief financial officer went to prison for 4 months. Stonecipher's misconduct cast doubt on the company's commitment to proper business and personal conduct, and Boeing's board had little choice but to censure him through dismissal (Sims, 2009).

Boeing's board also showed concern about trust; a lack of trust in the organization by customers and stakeholders stymied the CEO's efforts to build collaborative teams, develop cooperative goals, manage diversity, and manufacture quality aircraft and defense systems. The CEO's misconduct undermined others' ability to rely on him (Bagshaw, Lepp, & Zorn, 2007). The misconduct also discredited the organization at a vulnerable time in its recovery so soon after the previous scandal.

Confrontation. A young woman bought electronic equipment from a vendor in Bangkok, only to discover the speakers did not work when she got home (Brett, 2010). Although anxious to confront the vendor and replace the equipment, the woman's Thai friend advised her that the vendor was unlikely to do so because she did not test the speakers at the store before paying for the equipment. The woman returned to the store and told the vendor she could not operate the speakers and asked if he would demonstrate the proper method; during the demonstration, he realized the speakers did not work and replaced them. The woman's indirect confrontation accomplished what she wanted through persuasion and negotiation (Brett, 2010).

Increased diversity can turn simple transactions into confrontations because of societal, cultural, or language differences and barriers (Kearney & Gebert, 2009; Kearney, Gebert, & Voelpel, 2009). Crisis situations might exacerbate such differences when participants cannot communicate effectively, even in a common language, due to compressed communication opportunities (Choi et al., 2010). Without crisis response checklists and tabletop exercises where crisis managers can agree upon brevity codes and definitions in advance, communication might fail and cooperation disintegrate into open confrontation and hostility as stress levels increase in such situations (Holloway, 2007).

Management failures. The asymmetric nature of crisis situations further complicates communication and information management. As crises progress through four stages, “prodromal, acute, chronic, and crisis resolution” (Chong & Lee, 2009, p. 246), the situations often compromise situational awareness and result in providing conflicting and confusing information to stakeholders. Whereas the costs and complications of information asymmetry are difficult to measure, the effects on crises might be complex and potentially devastating.

Project planning is a requirement (Lawrence & Scanlan, 2007), and the causes of failure in projects such as crisis management can be due to one of eight or more factors determined by organizational culture and leadership. If leaders demonstrate antipathy toward whistle-blowers, for instance, followers are unlikely to step forward to identify a problem. Leaders who punish risk takers when projects fail create a culture averse to innovation and creativity. Although high-stress teams often make fewer errors than individuals acting alone (Lerner et al., 2009), leaders’ actions when mistakes happen might inadvertently obviate risk taking among followers and diminish their contributions to the health and vitality of the organization.

An extraordinary event that threatens the organization’s operations and health usually entails compressed time for response and mitigation (Wester, 2009). Planning does not guarantee successful crisis response; too much planning might prompt leaders to overlook unique characteristics of individual events (Somers, 2009). Leaders must therefore implement risk management policies that encourage employees to identify issues and potential problems well before they cause damage to the organization (Stolldorf, 2008).

Poor planning. Project management requires focused preparation and planning to improve the chances of success. By concentrating on future actions and events, organizing required tasks and goal achievement, and providing clear and continuous communication, leaders can prepare the proper framework for successful crisis management and remediation of the underlying causes of the crisis. Poor crisis planning before events occur is the biggest cause of project failure. Proper prior planning can define roles and responsibilities and streamline crisis response actions and timelines. Timely response to crises might improve public safety, decrease financial loss, and restore brand image and reputation faster (Hargis & Watt, 2010). Leaders who plan effectively and creatively will be better able to act as crises unfold (Bencsik, Noszkay, & Marosi, 2009); decisions must be prompt and correct, which is a trait that can result from effective planning before crises manifest (Dubrovski, 2009).

Lack of clear objectives and deliverables. Organizational leaders want their organizations to be the best at what they do, whether providing products or performing services, and they often use metrics and other tools to benchmark against competitors. Independent auditors such as credit agencies and standards organizations evaluate companies and provide ratings that enhance or detract from an organization's reputation. Crisis situations impugn such reputations because they often create victims; how leaders respond to such victims determines the final status of a company's reputation (Gray, 2008).

Resilience will also enhance an organization's reputation; leaders' ability to observe the environment and gather accurate information relevant to the crisis is crucial to managing a situation successfully. Observation is an active skill that provides leaders

with immediate and continuous information with which to make decisions (Halliday & Stacey, 2009). As the dynamic situation changes and evolves, leaders able to recognize subtle changes in the environment will be better able to make informed decisions to obviate or ameliorate issues before terminal damage occurs. Leaders who operate on perceptions often fail to see important aspects of their surroundings on which to base decisions and solve problems.

Observing the problem in its environment, responding swiftly and appropriately, and resolving the crisis successfully enhance an organization's resilience. By codifying unambiguous goals before a crisis begins, organizational leaders have a distinct point on the horizon toward which to navigate throughout the management of a crisis. Without enumerated goals, organizational leaders might make unstructured and uninformed decisions that might not help resolve the crisis and that might exacerbate the original problem. Seeking to resolve the problem with prepared goals and objectives enhances decision making and improves the quality of decisions and actions (Somers, 2009).

Developing trust with stakeholders requires constant attention by leaders at all levels, and they must communicate clear and consistent messages throughout and after the crisis. Deciding what to say, which reflects the crisis communicative strategy, and deciding how to say it are critical to maintaining stakeholder trust in the organization and are the fundamental elements of an effective crisis communication plan (Y. Huang, 2008). Stakeholders trust the organization when they are willing to take risks on its behalf: Investing in the organization, referring clients to the organization, and encouraging others to seek employment at the organization demonstrate trust between stakeholders and the organization. Effective leaders inspire employees and stakeholders

and thereby build trust in the organization; when crises occur, stakeholders are more likely to trust such leaders when making decisions (R. Huang, Kahai, & Jestice, 2010). Because leaders often determine outcomes by their actions, communicating honestly and effectively with stakeholders while managing crises fosters trust and confidence (Calloway & Awadzi, 2008a).

Swift trust theory holds that trust must occur quickly among experienced team members brought together for emergency situations (Drnevich, Ramanujam, Mehta, & Chaturvedi, 2009). Collaboration becomes an imperative if members all feel motivated to protect the organization and its employees from disasters and crises and to avoid uncertainty as such situations evolve. Leaders able to foster and manage swift trust among team members will be more effective in overcoming biases and influences, thereby helping the team arrive at better decisions for the organization and its stakeholders.

Mistakes by members of management teams are also likely causes of crises that can damage organizational reputation irreparably (Dubrovski, 2009). Companies such as Enron Corporation, Arthur Andersen, and Lehman Brothers no longer exist in part because they could not overcome damage to their organizational reputations brought on by intentional management actions. Because rapid cascading events with little time to analyze the situation fully often characterize crises, leaders might feel pressured to make decisions without sufficient information or time. A leadership team that is either culpable or detached hampers decisiveness; leaders must understand the organization's strategy to influence outcomes (Egan & Kurtz, 2009).

Because reputations are valuable (Smaiziene & Orzkauskas, 2009), responses to crises might exacerbate the situation by adversely affecting the organization's reputation. Risk management strategies might affect stakeholders in matters of trust, reliability, and integrity. Just as products and services must meet or exceed customers' expectations to remain viable, an organization's leadership in times of crisis events must maintain stakeholders' trust by anticipating and meeting their expectations, whether the events are accidental or deliberate. Leaders must prevent such events but prepare to intervene should they occur; lack of planning and preparation constitutes poor risk management (Smaiziene & Orzkauskas, 2009).

Double-loop learning challenging assumptions that underlie standards and decisions presents paradigm shifts in organizations and promotes a learning environment among leaders and followers (Tagg, 2010). When objectives and deliverables are unclear or ill-defined, leaders learn through experience how to define and redefine such objectives; old assumptions are challenged and the organization's learning patterns shift. Organizations spending more time and resources making responsive changes will be in a better position to determine if intended improvements produced intended changes and outcomes (Banta, 2011). As organizations accumulate knowledge, experience, and expertise in crisis response and management, the speed at which leaders make decisions increases, the quality of such decisions improves, and change management accelerates (Monica & Raluca, 2008).

Lack of understanding of dependencies. Teams often exist to solve complex problems or create new value in an organization; such teams rely on the organization and other teams to achieve shared goals and objectives (Croker et al., 2009). Tabletop

exercises can help identify such dependencies and draft procedures to use such relationships to the organization's advantage in handling crises and emergencies (Holloway, 2007). Codified procedures and definitions across the organization can strengthen dependencies, which helps to preclude misunderstandings and improve team effectiveness (Nunamaker, Reinig, & Briggs, 2009).

Specialization of team members adds to dependency; as problems become more complex and teams become more specialized, their relationships become more dependent on each other. Leaders often use power to control their dependency on subordinates; employees on whom the leader is dependent are more likely to receive rewards for good performance and less likely to undergo punishments for wrongdoing. Such relationships might lead to questionable conduct and behavior by employees who believe leaders cannot afford to let them go because of dependencies and reliance on their expertise (Deshpande, Joseph, & Prasad, 2008).

Inadequate resource allocation. Successful teams can help organizations change and improve growth and long-term profits (Pryor, Singleton, Taneja, & Toombs, 2009), particularly during and after crises when the potential for loss of life and financial and reputational damage is highest. Well-designed teams with well-developed processes and procedures are able to handle emergency situations most effectively. Team members must know the team's mission and their role in the team; they must also understand dependencies on other teams inside and outside the organization (Pryor et al., 2009).

Teams become dysfunctional if their cohesion and productivity atrophy; individual contributions decline, communication deteriorates, behavioral conflicts rise, and team output falls (Sharma et al., 2009). Teams working together on complex projects

for longer periods tend to resolve conflicts better and retain shared goals and objectives, whereas new teams often experience conflict as members learn to navigate within the team (Pryor et al., 2009).

Poor risk management. Recognizing, understanding, analyzing, and mitigating risk are vital skills for leaders; leaders who can discern changes in the organization and the environment surrounding it are in a better position to make good decisions more quickly than leaders who cannot see what is happening around them. Because changes might be subtle, cumulative crises might evolve too slowly to notice until a response is essential to the organization's health and survival. Aggravating factors might take on more importance than necessary, and poor leadership might escalate into an unrecoverable downward spiral of the organization, its financial viability, and its reputation (Dautun, Tixier, Chapelain, Fontaine, & Dusserre, 2008).

Electronic and management systems might also contribute to poor risk management; leaders overly focused on quarterly financial results might overlook signals of a labor strike or a manager's sexual impropriety that could affect the company's performance. Although leaders applying risk management seek to identify and mitigate identifiable and predictable risks, some risk is probable, particularly if management does not see signals of impending problems (Geraldi, Lee-Kelley, & Kutsch, 2010).

Poor change management. Managing change requires situational awareness and an acute sense of the environment within and surrounding the organization. Leaders sometimes fail to notice changes around them after viewing the environment repeatedly and becoming desensitized to such changes. When leaders notice altered environments and act on such information, followers often perceive them as prescient; decision making

is faster when leaders can detect differences and redirect the path and focus of the organization before crisis situations develop (Denkinger & Koutstaal, 2009).

In complex events such as the Arab Spring that began in 2011, the tactical situation on the ground in Tunisia, Egypt, Libya, Yemen, and Syria changed daily, with government forces ceding ground and public opinion to opposition forces one day and regaining them the next. External political forces, notably Iran, the European Union, and the United States, and groups including the Muslim Brotherhood, Hezbollah, and Al Qaeda, affected day-to-day operations and perceptions and complicated companies' decision making when employees were in the battle zone. CEOs had to organize crisis response teams with individuals possessing unique knowledge and skills to respond to a fluid and asymmetric situation to preserve life and protect organizational assets (Daniel & Davis, 2009). Local government obstruction of telephonic and Internet communication and lack of objective reporting on the situation on the ground further complicated decision making.

Lack of stakeholder buy-in. Organizational leaders must respond to many stakeholders with varying and often conflicting priorities and agendas. Leaders of environmental groups want to preserve the natural habitat in areas where energy exploration companies must drill to recover oil and gas deposits; drilling might damage the environment beyond remediation, but without drilling, there can be no natural resources produced. Hedge and growth funds must risk investors' capital to accumulate wealth on their behalf, but such risk might also end in the loss of investors' money. Crises often shake stakeholders' confidence in the organization and its leadership if

leadership does not handle the situation properly and communicate effectively (Hargis & Watt, 2010).

Shareholder value and stakeholder engagement in the organization must top the leader's agenda. CEOs must lead others by communicating the direction and strategy of the organization and demonstrate integrity, decisiveness, and dependability to stakeholders (Kouzes & Posner, 2009). Failure to communicate with and engage stakeholders leaves leaders vulnerable when crises occur, as the stakeholders might not understand or trust the leaders' efforts at crisis remediation. The time spent during a crisis to shore up stakeholder engagement and confidence might prevent eliminating threats to the organization and its financial and reputational security, further exacerbating the crisis (Hargis & Watt, 2010).

Handling stakeholders requires systematic leadership initiative and supervision; although the leader might delegate some stakeholder actions, the leader must assume personal responsibility for ensuring stakeholders remain informed in a timely and comprehensive manner. Admitting a crisis event is occurring, outlining planned mitigation, and keeping stakeholders informed of the plan's progress are imperative to limiting the scope of the incident and improving the chances of a successful outcome. Stakeholders at all levels can monitor the organization's environment inside and outside the company and alert leadership to potential conflicts and misunderstandings, thereby allowing rapid response in a coordinated manner (Acquier, Gand, & Szpirglas, 2008).

Poor understanding of priorities. Managers prioritize their actions and those of employees to maximize productivity and increase revenue and profit (Neal & Hammer, 2009). Managers must understand how best to prioritize work flows and unambiguously

communicate goals and objectives to work through complex issues (Hart, 2009). If employees do not understand such priorities, or if they do not align with the organization's priorities, productivity might suffer. Managing boundaries between work and home, between decreasing costs and increasing revenue, or between Generation X and baby boomers requires astute leadership and understanding priorities and objectives (Kreiner, Hollensbe, & Sheep, 2009).

Best practices. Preparing for crises is among the most frequently proposed solutions to crisis management; effective leadership at all levels, training and preparedness of response teams, and a responsive communication plan were best practices repeated throughout the literature. Teams managing crises from beginning to end with CEO agreement to accept advice and criticism from team members is necessary to build an effective crisis response (Swanton, 2010). With all members of the team moving with purpose and intent in the same direction to resolve the crisis and end the emergency, organizational leaders can shift their focus to increasing revenues and profits from the products and services the organization normally produces (Sharma et al., 2009).

Leadership. Effective leaders use resources efficiently to achieve more with better results faster than the competition; improving productivity and increasing shareholder value additionally demonstrate adept leadership skills. In managing crises, effective leaders protect the organization from reputational and financial losses while ensuring minimal loss of life and limb and valuing workers throughout the crisis life cycle seen in Figure 2 (Muffet-Willett & Kruse, 2009). Collaborative leadership promotes common goals and objectives and relies on the knowledge, experience, and expertise of response teams and the organization (Muffet-Willett & Kruse, 2009).

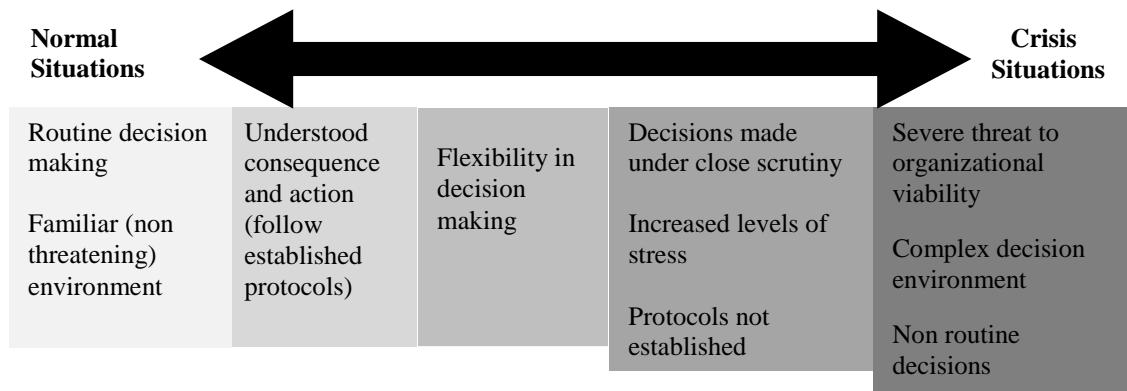


Figure 2. Crisis leadership continuum. From Waiting for a Crisis: Case Studies of Crisis Leaders in Higher Education (p. 45), by S. Muffet-Willett, 2010. Copyright 2010 by S. Muffet-Willett. Retrieved from http://etd.ohiolink.edu/view.cgi?acc_num=akron1290118943. Reprinted with permission (see Appendix B).

Leaders lead by example and encourage others to follow; by setting the model for performance, attitude, and productivity, leaders inspire the goals and objectives of the organization and describe the shared vision of achievement. By challenging established norms and processes, leaders encourage followers to find better and more efficient paths to productivity by streamlining activities, cutting costs, and creating best-in-class products and services. After followers' hearts are part of the process, leaders motivate followers to personal achievement to improve themselves and the organization (Calloway & Awadzi, 2008a, 2008b).

Training and preparedness. Major crises reiterate the need for prevention and planning and push crisis management into the forefront of strategic planning for many organizations. Planning must be realistic and comprehensive; ignoring some types of crises deemed unnecessary for or irrelevant to the organization might lead to overlooking

weaknesses in planning and preparation. Even 2 years after the terrorist attacks of September 11, 2001, many organizational leaders believed they were still unprepared for similar emergencies, despite the initial urgency to draft and implement crisis action plans (Larson & Fowler, 2009).

The best way to prepare is experience; organizational leaders experienced in crisis management make faster decisions and organizational changes (Larson & Fowler, 2009), despite leaders' feelings of unpreparedness. When organizations respond to crises without effective crisis management plans, training, and rehearsals, responses to such crises become little more than chance (Larson & Fowler, 2009). Effective leaders prepare for emergencies, rehearse crisis action plans, and emphasize lessons learned from crisis experiences; organizational leaders who learn from crises often handle emergent situations better than formal crisis response teams (Larson & Fowler, 2009).

Commercial airline cockpit crews change with almost every flight. Airlines have concluded the lack of incidents of in-flight emergencies does not justify the added costs of keeping flight crews together, although responses to in-flight emergencies might lack coordination and result in loss of life and the airplane. Military crews train and fly together, often for years, and learn how each person in the flight crew functions in stressful and emergency situations. Coutu and Beschloss (2009) found that experienced teams continued working together better even if they felt tired. Training and experience of military crews in crisis response yielded better results when they flew together longer and more often (Arnoult, 2008; Wald & Baker, 2009).

As leaders organize crisis management and response teams, training is paramount. Sensitizing members to changes in the environment, recognizing telltale signs of distress

or disturbance, and learning how to discern problems before they manifest in organizations add to the body of knowledge from which teams will draw in times of crisis. Inspiring members to gather information from the organization and its environment will generate creativity in problem solving; relevance of the information collected increases, and individual engagement in the project increases. Team camaraderie improves as members learn from each other and can socialize ideas and choices without fear of ridicule or retribution (Zinn, 2008).

Communication. Effective communication is essential in organizations and becomes critical in crisis situations when feedback provides important learning information for teams to learn and become more proficient at managing crises (Salas, Rosen, & King, 2007). By building trust and efficiency, teams can manage the impact of crises and instill confidence in the organization for stakeholders inside and outside the organization.

Crisis communication prepares organizational leaders to respond to emergency situations with effective messaging. Designating the crisis communications team led by the CEO and identifying spokespersons for the organization eliminates mixed messaging and allows formal media training to take place before the crisis erupts. Together with the crisis response plan, the CEO can exercise departments and business units in realistic situations and thereby assess deficiencies requiring further training and testing (Valackiene, 2010).

Solving crises is often different from resolving normal operational issues, which forces leaders to adopt new routines to manage and ultimately solve such emergencies (Vecchi, 2009a). Communication techniques to resolve crises often differ from the

techniques used in day-to-day organizational management, both in substance and in expression. Whereas leaders should speak with confidence and aplomb in any situation, crises shorten decision-making cycles and heighten the sensitivities of stakeholders, often forcing leaders to act before it is necessary or before they are able to prepare fully (Vecchi, 2009a).

Crisis mitigation often relies on communication as a tool to influence change rather than force it; demonstrating empathy and building rapport toward victims are first steps toward influencing changes in action or behavior (Vecchi, 2009b). Preparing the crisis communication messages in advance will allow communicators more time to listen and understand the underlying cause of the crisis and to respond appropriately and in a timelier manner (Vecchi, 2009c).

International environments. Leaders of multinational organizations attempt to establish a unique culture and publish the cultural attributes throughout the organization, expecting all employees to embrace and adhere to the culture, regardless of national influences on such cultures. To communicate throughout the organization, leaders adopt a common language, promulgate common policies and procedures, and publish common business conduct and ethics rules. Despite expensive and time-consuming training and annual refresher sessions, local cultures often affect corporate policy, with leaders recognizing that the organization might in fact be many individual companies spread around the world (Scheffknecht, 2011).

Selecting expatriates for overseas assignments requires cultural understanding and adaptation to local customs, laws, and systems. Expatriate workers and their accompanying families must “have the stamina of an Olympic runner, the mental agility

of an Einstein, the detachment of a judge, the tact of a diplomat, and the perseverance of an Egyptian pyramid builder” (Josien, 2012, p. 90) to navigate successfully through the local environment. With multinational companies often consisting of dozens of nationalities in an office with accompanying differences in religions, education systems, ethical values, and other cultural identifiers, human resources employees must consider such factors in recruiting and hiring decisions (Fetterolf, 1990). Although cultural identifiers might apply generally to a country or region, leaders cannot assume individuals will have the same cultural values as their nationality might suggest (Grenness, 2012).

Language. With more than 6,900 active languages currently in use around the world (*Endangered Languages*, n.d.), leaders must be aware of and sensitive to how they convey and receive words. Although many multinational organizations communicate in only one language throughout the company, all employees might not understand the language and its colloquialisms fully. Collaborative dialogue helps to ensure the individuals involved understand sent and received messages equally (Bagshaw et al., 2007), and taking time to listen to team members and valuing their input will increase understanding and obviate many issues associated with second languages.

Organizations in the Middle East often hire expatriates in high-skilled jobs for which there are no local human resources or in low-skilled jobs not favored by nationals. As a result, public and private sector companies and government agencies have workforces comprising dozens of nationalities, tens of languages and dialects, varying religious beliefs and educational backgrounds, and differing business conduct and ethics foundations. Although English is the language of choice in many organizations for

discussion and correspondence, it is the mother tongue of few employees, which may result in misunderstandings, crossed messages, and wasted time and effort (Obeidat, Shannak, Masa'deh, & Al-Jarrah, 2012).

Power distance. Power distance described by Dutch social psychologist Geert Hofstede and perceived by employees refers to the unequal distribution of power within an organization; leaders usually acquire and maintain more interpersonal power over employees than employees have over the leaders (Aldulaimi & Sailan, 2012; Hofstede, 1997). High power distance “cultures exhibit unequal distribution of power, strong hierarchies, control mechanisms, and an emphasis on deferring to and obeying those in power” (Shinnar, Giacomin, & Janssen, 2012, p. 467). Attributed to the Ottoman Turkish rule over the Arab countries for over 400 years ending in 1922 with the abolition of the Turkish monarchy, the Arabs inherited high power distance, with leaders standing as an omnipotent force to obey without question (Obeidat et al., 2012). Local companies in the Arab Middle East display high power distance characteristics; employees often wait for the senior person to issue instructions before acting and rarely take initiative or use personal judgment (Khanum, Fatima, & Chaurasia, 2012).

High power distance often decreases initiative and obviates risk taking by subordinates, thereby reducing productivity, as employees wait for leaders to tell them what to do. Such tendencies might render crisis management teams in the Middle East ineffectual, thereby postponing actions that might have solved the problem or reduced its ill effects while waiting on a decision from the top of the hierarchy. Crisis management might entail around-the-clock monitoring and response for prolonged periods; if response teams are unable or unwilling to accept responsibility for actions and prefer instead to

wait for a decision from the boss, the organization might suffer needlessly (Obeidat et al., 2012; Shinnar et al., 2012).

Uncertainty avoidance. Hofstede (1997) realized cultures differ in how they relate to uncertainty and ambiguity. Employees in high uncertainty avoidance cultures such as those in the Middle East rely on government or the organization's leaders to manage their affairs, whereas cultures with low uncertainty avoidance expect employees to manage their own affairs and to use personal judgment and take risks in doing so. Rules that employees are unwilling to break constrain innovation; instead, employees find ways to break rules away from the hierarchy of the work environment, such as driving recklessly or pushing their way to the front of a supermarket line (Obeidat et al., 2012).

God controls many aspects of Muslims' lives, and God's will informs time management, responses to crises, and personal interaction with other Muslims and non-Muslims (Obeidat et al., 2012). The value system in the Islamic countries of the Middle East is important at work and in the home, and it contributes to high uncertainty avoidance because God ordains much of what Muslims experience in daily life with strict rules of conduct. The culture recognizes experts and attributes high value and status to individuals with titles, competencies, and university degrees, particularly postgraduate degrees and professional titles (Alkailani, Azzam, & Baset Athamneh, 2012).

Individualism versus collectivism. Individual and collective allegiances driven by culture and other considerations motivate groups. Hofstede noted some people prefer to work as individuals and consequently put self-interest ahead of the group's interest (Aldulaimi & Sailan, 2012). Persons in collectivist groups support the group and expect

loyalty in return (Alkailani et al., 2012), and the group's identity defines the individual's identity with more implicit communications.

Arabs tend toward collectivism (Obeidat et al., 2012) with loyalty more toward the leadership and less toward each other or the organization's goals. Employees use collectivism to mask their true feelings, to eliminate the need for individual risk taking, and to hide in the crowd through consensus (Ahearne, Mackenzie, Podsakoff, Mathieu, & Lam, 2010), particularly when leaders mete out blame. Although collectivism might not be characteristic of the expatriate groups employed in the Arab countries, many foreigners adopt a collectivist attitude to reduce the chances of receiving blame for failures of performance or productivity (Khanum et al., 2012).

Masculinity and femininity. Referring to the culture in general rather than to individual men and women in particular, Hofstede found the “masculine culture shows a preference for output and emphasises performance, while feminine culture shows a preference for processes and emphasises aesthetics” (Obeidat et al., 2012, p. 515). The focus in masculine societies is on material success where status is important; feminine societies value a quality of life where status is less important than a people orientation (Alkailani et al., 2012). Feminine cultures consider senses or qualia, which are subjective qualities with less emphasis on output and processes (Wiseman, 2008), as being more important to relationships.

Arab cultures tend more toward masculine attributes, particularly in the Gulf Cooperation Council countries of Kuwait, Saudi Arabia, Qatar, Bahrain, the United Arab Emirates, and Oman (Khanum et al., 2012). Collaboration is less important than cooperation; individuals work competitively and undermine others as a means to get

ahead, and leaders demand cooperation and conformity through coercion and intimidation (Bagshaw et al., 2007). As the locus of control, leaders are willing to cut corners to achieve success and are require subordinates to perform and produce even if such acts do not comply with contractual requirements or local law (Azuka, 2009).

Long-term orientation. Individuals in cultures with a long-term orientation seek to invest in future profits and results rather than short-term gains; such future orientation enables organizational leaders to embed safety, quality, and product enhancements throughout the organization (Scheffknecht, 2011). Long-term orientation values persistence, perseverance, and accepting results in the future (Aldulaimi & Sailan, 2012). Organizations with long-term orientations might build better foundations to withstand market swings, commercial and government disruptions, and natural and human-induced disasters (Choi et al., 2010).

Arab countries generally have a long-term orientation, although such cultural attributes might be changing with the younger generations' desire for immediate gratification and reward. Slowing the change might be a penchant for saving face; Arabs have a strong interest in honor and preserving the traditions of their forefathers, at least in the public eye (Luan, 2012). Arabs often plan too much; government projects employ several, often redundant, consultants to reduce risk and save face for leaders who might not have the technical or operational skills to evaluate the plans' viability and efficacy (Obeidat et al., 2012). Such actions invariably drive up costs and cause delays in project planning and implementation but provide plausible deniability for local leaders held responsible by the government for implementing projects that suffer problems or setbacks (Aldulaimi & Sailan, 2012).

Receptivity to change. Change entails risk and uncertainty; cultures vary in their ability to manage change that inevitably could be bad or wrong, and some cultures avoid change to obviate risk. A long-term perspective can mollify risk by making incremental changes over time, but uncertainty avoidance might influence change decisions.

Disruptive changes might prompt employees to discuss trust concerns they have about the leaders (Salem, 2008); some leaders might fear their employees distrusting them and delay or cancel change initiatives despite evidence such changes would be good for the organization.

Middle Eastern cultures are reluctant to change because of the risk of losing face; should change be wrong or inappropriate, the person responsible for the change would face criticism and censure. Arab leaders, particularly in family-owned businesses, often have managers announce change efforts and gauge stakeholders' reactions; leaders take credit if reactions are positive and punish subordinates if stakeholders do not support the changes. Although stakeholders know senior leadership approved the change decision, this routine allows leaders to save face and retain their honor and dignity (Obeidat et al., 2012).

Theoretical Framework

The theoretical framework for the study included five theories. According to LMX theory from the 1970s, leaders should not treat all members the same way (Madlock et al., 2007). Chaos theory from mathematics recognizes that small influences early in a situation push the results in potentially significantly different directions (Jakimowicz, 2010). Action theory posits that members redefine required action to suit their circumstances, often failing to achieve goals set by the leadership (Gevers et al.,

2009). Task characteristics theory identifies the facets of member satisfaction on the job and the way such satisfaction affects job performance (Feng et al., 2009). Status characteristics theory identifies how individuals believe others should perform (Miles & Clenney, 2010). A discussion of the theories follows and affects crisis management teams in different ways with differing results.

Leader-member exchange (LMX) theory. The relationship between leaders and employees varies depending on personalities, traits, characteristics, and other verbal and nonverbal communication between and among persons in the organization. A continuum of the quality of such relationships develops into groups that enjoy good exchanges with leaders (the in-group) and those who do not (the out-group). Leaders respond to enthusiastic and competent employees who communicate well and therefore empower such employees with more authority and responsibility with relevant influence, support, and meaningful tasks. Employees who do not enjoy quality exchanges with leaders on a continuing basis often find leaders do not entrust them with more responsibility and authority, which affects their morale, productivity, compensation, promotions, and bonuses (Madlock et al., 2007).

The in-group seeks to expand the relationship by performing at a level higher than expected of its members, whereas the out-group does only what members' job descriptions require. Leaders respond to the motivated groups by increasing their responsibility, providing them more insider knowledge, and rewarding them more than the less motivated groups (Christensen, 2009). Hofstede (1997) described power distance as persons in the organization accepting that the distribution of power is not even. The

in-group's closer proximity to the leader leads to more access to information and more influence as a result.

LMX might also influence group diversity. Whereas strong LMX relationships might have positive effects on teams and teamwork, leaders might tend to select and appoint teams that look and think as they do, thereby reducing diversity and divergent opinions. As team members realize their knowledge and information is less valued than others in the organization, they will move to other teams or leave the organization. Inclusive leaders must strike a balance between strong leader–member relationships and diversity to avoid groupthink (Hofstede, 1997).

The focus of LMX is on similarities in thinking and problem solving. Teams are often multicultural, particularly in international locations in which labor and management are imported from abroad. Culture involves “the collective programming of the mind that distinguishes the members of one group or category of people from another” (Hofstede, 1999, p. 35), particularly their values. Leaders might favor team members with similar cultural characteristics and values, obviating contributions and knowledge that others from different cultures and backgrounds in the group might have.

LMX interactions might strengthen in-group crisis management teams because the relationships are strong and mutually supporting; leaders might be more comfortable relinquishing authority to groups that share their objectives and where trust already exists. Both the leaders and the followers subordinate their personal beliefs and biases, focusing instead on the relationship itself for mutual benefit. Organizations might benefit from the close interaction and relationships of in-group teams, particularly in crisis

situations in which decision making must be quick and often without full knowledge of the circumstances (Nishii & Mayer, 2009).

Chaos theory. Small fluctuations at the onset of situations push the results in remarkably different directions, with outcomes that bear few similarities to similar incidents. Although such systems might be deterministic, chaos theory posits they are nonetheless unpredictable due to such fluctuations, altering their paths and creating a state of disorder. Continuous changes in the direction and path of systems create chaos at each juncture and compound the effects of crises or catastrophes (Jakimowicz, 2010).

Chaos affects complex systems the most due to their nature; the existence of multiple subsystems moving at varying speeds in different directions increases the number and frequency of disruptions and crises (Sellnow, Seeger, & Ulmer, 2002). Hurricane Katrina followed the same basic path as several previous hurricanes when it crossed the Gulf of Mexico, but variances in water and air temperature, barometric pressure, wind speed, and direction, as well as disruptions in the upper atmosphere, pushed Katrina differently from others. The effect of Hurricane Katrina on the Gulf Coast was markedly different from hundreds of previous hurricanes and caused substantial damage to the area. Forecasts of the hurricane's path and ferocity were incorrect and added to the confusion caused by the storm, and poor planning hampered the response effort as a result (Farazmand, 2007).

Crises rarely travel ergodic paths; emergencies usually escalate and move in unpredictable directions, which requires a sense of urgency and significant resources to gain control of and manage them. Business continuity managers must recognize the fluidity of events, even if changes are imperceptible; diagnosing problems and

understanding not only their inception but also the inflection points through which they passed is critical to gaining control of chaotic situations and resolving crises (Gauthier, 2009; Sinai, 2010).

Action theory. Teams fail to achieve desired results for many reasons, including erroneous interpretation of assigned tasks, lack of sufficient time or resources, and ill-defined intent and guidance of the organization's or team's leader. Although effective leaders can influence the latter two, action theory indicates that people often redefine the task in the way they want to understand it and complete it (Gevers et al., 2009). Team members use the reinterpreted tasks to drive schedules and allocate resources, possibly in direct conflict with the organization's goals and objectives.

Effective teams employ strategies to increase the chances of success such as "valuing diversity and developing cooperative goals, engaging in self-reflection and reflexivity, promoting collaborative dialogue, taking time, and developing trust" (Bagshaw et al., 2007, p. 433). A shared vision with well-defined and understood collaborative goals might reduce ambiguity and uncertainty, but reinterpretation of such goals by individual team members could cause conflicts and delay goal achievement.

Leaders who encourage members to explore opposing or controversial opinions might foster an air of discussion and dialogue; although team performance might improve with complementary views, outliers and divergent views might open alternative paths for consideration the team might otherwise not have considered. Cognitive consensus, in which members of a group hold similar definitions and concepts of issues, might inform more effective team performance but overlook options a more diverse team might consider (Gevers et al., 2009).

Crisis management teams might self-regulate to achieve required goals and ensure group understanding of tasks and issues. Team orientation of the tasks, with sufficient time for collaborative dialogue to discuss and debate opposing views, will ensure common understanding of the goals and objectives of the team. Teams must execute action plans and monitor performance with constant feedback. Finally, teams must evaluate actions and discuss tactical alternatives for similar interventions in the future (Bagshaw et al., 2007; Gevers et al., 2009).

Task characteristics theory. Five core elements that define the meaningfulness of work often characterize tasks: “skill variety, task identity, task significance, autonomy, and feedback” (Feng et al., 2009, p. 1374). Teams that recognize their work is important to and valued by the organization through feedback and regular reporting tend to feel more satisfied than groups without periodic feedback. Autonomy also directly increases job satisfaction when teams are able to regulate and manage their members and activities. Teams that perceive their tasks as significant to the organization also demonstrate improved performance and satisfaction (Feng et al., 2009).

Status characteristics theory. Status characteristics indicate how one person believes another will perform (Miles & Clenney, 2010); individuals will interact with others based on what they believe is the others’ status. Commoners defer to members of royal families, students respect their professors, and enlisted persons follow officers and obey their orders. Status is a personal attribute similar to demographic characteristics (Berger & Fişek, 2006) and “represents an individual’s social standing or rate order among others within a social system, which is based on prestige, prominence, and respect” (Christie & Barling, 2010, p. 1). Cultures view personal attributes differently

and assign status relative to their perceived value; previous generations in the Middle East consider movie stars and professional singers crass, whereas the youth idolize them (Hofstede, 1997).

Leaders form teams to take advantage of members' expertise, experience, knowledge, and viewpoints. According to Bunderson (2003), "The experience, knowledge, and expertise needed to solve problems, make decisions, and perform organizational work frequently reside in groups and teams" (p. 557). Teams are prevalent in modern organizations (Gardner, 2009), and members attribute status to teammates due to education credentials, rate order in the organization, and intangibles such as LMX.

Teamwork

The best teams work well under pressure by using well-established processes and procedures, although crises might require new protocols to address and mitigate emergency situations (Guttman, 2008). Honest and open communication can identify personal shortcomings and resource deficiencies before the crisis, which allows leaders time to correct problems and to best position the organization to handle the emergency. Team members must understand they are accountable to the team first and their respective business units second; the team must align to address its mission and might be unable to if members are not loyal to the team (Guttman, 2008).

Researchers have studied teams for decades, as their use in organizations have become mainstream (Coutu & Beschloss, 2009). Successful teams exhibit similar characteristics, and the longer members work together in the team, the better the results. Teams must exist for a real purpose, and all stakeholders must understand who is on the

team and, equally as important, who is not. The larger organization must support teams with enabling structures and expert coaching. By leading a team in a compelling, defined, and understandable direction, members will be less likely to define the team's objectives in their own terms and move in other directions (Coutu & Beschloss, 2009).

Historical overview. Leaders create teams to solve problems, often using teams when tasks are too complex for individual achievement or would take too long for one person to complete (Bencsik et al., 2009). Team leaders understand that key elements of successful teams include proper management of members, technology, and resources; identification of and focus on essential tasks; high-level communication within and outside the team; and creativity to solve problems (Bencsik et al., 2009). Training and exercising team processes and procedures provides critical skills and identifies gaps in planning and response (Holloway, 2007). Training from contingency locations such as mobile control and communication vehicles provides leaders another capability from which to gain control of the situation and coordinate response teams (Arnoult, 2008; Horák, Danielova, & Mares, 2009).

Team performance is a gauge of whether the team achieved assigned and desired goals and objectives for which the team was accountable (Antoni & Hertel, 2009). Cohesion of team members informs high-quality decisions and strategic decision making (Julian, Wachter, & Mueller, 2009); the longer team members work together, the better their productivity and results. Ad hoc teams must quickly agree on tasks, protocols, and actions to succeed, although such teams must have compatible members with the motivation to succeed (Resick, Dickson, Mitchelson, Allison, & Malissa, 2010).

Key perspectives. Although “mediocre teams produce mediocre results and inept team can do irreparable damage” (Guttman, 2008, p. 1) to the organization, its reputation and brand image, its financial viability, and its relationships with and among other organizations, outstanding teams share several characteristics to enhance their effectiveness and improve outcomes. Even under the best circumstances, teams often perform below their potential (Coutu & Beschloss, 2009) when team members do not agree on the group’s objectives, strategy, direction, focus, and deliverables. In high-pressure situations involving short decision-making cycles, effective leadership entails well organized teams with members who understand the reason for forming the team and participate in how the team will achieve its mandated goals. Crisis managers with team members who remain on the team for extended periods tend to perform better than newly formed teams responding to a crisis.

Effective leaders build strong relationships within and outside teams to reduce miscommunication and misunderstandings (Guttman, 2008). By articulating specific, definable goals and a compelling, understandable direction, leaders create enabling structures and operating norms for teams to be effective and productive. Team coaching might improve teamwork and obviate obstacles to a more creative and effective achievement of assigned goals (Coutu & Beschloss, 2009).

Options for team leadership. Leading teams requires insight, flexibility, and patience; leaders must know every team member’s strengths and weaknesses and create an environment for each to contribute to achieving the group’s objectives. Because teams often form to solve a specific problem or issue, leaders must use the team’s resources in the most efficient manner and in the time provided (Boin, 2009); brainstorming to

identify the problem illuminates members' ideas and creativity. Leaders must set the tone for collaboration and cooperation and monitor progress to focus the team's attention to identify and solve problems (McMains, 2002).

Team leadership. Success in business and other endeavors is often the result of effective leadership, whereas poor leadership is responsible for failure (Calloway & Awadzi, 2008a). Leaders must embrace ideas and policies that raise the bar of expectations and aspirations and empower people to work to achieve goals and objectives they might believe were unattainable (Amar, Henrich, & Hlupic, 2009). Transformational leaders taking employees' values and emotions into account often build stronger organizations that can endure crises and disruptions (Muffet-Willett & Kruse, 2009); employees continue to hold the organization's tone and direction even when leadership is absent. When leaders set the right tone for the organization, followers use established momentum to carry the organization forward (Calloway & Awadzi, 2008a).

Leaders must rely on the skills and expertise of followers (Muffet-Willett & Kruse, 2009), enhanced by training, tabletop exercises, and practical application by all involved stakeholders. Eliminating deficit thinking, which is "an orientation towards faults, weaknesses, problems, gaps, shortcomings, inconsistencies, errors, risks, [and] difficulties" (Ryde, 2008, p. 23), requires leaders to know team members and instead focus on their strengths. Team leaders must insist on the proper team structure to ensure the achievement of assigned tasks; the skills and expertise of team members are paramount to success. A team's competencies contribute to the team's ability to achieve such tasks by adapting to dynamic situations and using the knowledge, skills, and attitudes in the most effective manner (Salas et al., 2007).

Effective leadership can raise the team's level of performance and achievement and is therefore vital to organizational success, particularly in time-sensitive and evolving crisis situations when coordination and cooperation are paramount. Team members must understand their personal roles and responsibilities in the team as well as other members' responsibilities (Zafft, Adams, & Matkin, 2009); teammates are better able to support each other when they understand all members' priorities and objectives (Salas et al., 2007). Leaders with high emotional intelligence, which involves knowing self and others (Schoo, 2008) and using positive attitudes, will achieve better results with enhanced follower participation; influence and persuasion become easier and faster.

To maintain business continuity, leaders must relinquish some control and trust subordinates to act in the best interest of the organization (Momani, 2010; Roux-Dufort & Vidaillet, 2003). External pressure from global competitors creates a round-the-clock marketplace, whereas multinational organizations have international offices spanning the globe; leaders cannot respond to situations in real time in such circumstances (Blos, Hui-Ming, & Yang, 2010). Leadership failures often occur because leaders feel they must be in control at all times, which diminishes opportunities for contributions by subordinates and discourages stakeholders from participating in the organization's successes (Hackman & Wageman, 2007). Creating working groups with alternates, including the senior leadership, will obviate fatigue and sleep deprivation as causes of mistakes, particularly in crisis events with compressed decision-making cycles (Barnes & Hollenbeck, 2009). Training crisis response teams and alternates will highlight gaps in processes and identify functions needing outside consultants and experts to augment the teams (Swanton, 2010).

Shared vision. Effective leaders articulate the organization's vision and enable subordinates to participate in its achievement. Lack of clarity or focus on vision, goals, and objectives gives employees little insight into how their productivity contributes to the organization. Looking forward and accurately forecasting an uncertain future exemplifies exceptional leaders and provides the framework for the organization's evolving vision. Most leaders can focus on the immediate needs of the organization, but senior leaders must consider goals and objectives well into the organization's future (Kouzes & Posner, 2009).

Stakeholders at all levels want to feel a shared responsibility for the organization's success. Leaders must therefore listen carefully to reach subordinates and enlist them to create goals and objectives to achieve the vision. Empowerment-based leadership equips leaders and followers with tools to envision a better future for the organization and collectively arrive at a plan to transform the organization to achieve a better future (Dambe & Moorad, 2008). Teams with shared vision and genuine understanding of the values driving the organization are better able to raise standards and improve performance to meet goals and objectives (Salas et al., 2007).

Team structure. Team composition and structure affect innovation and goal accomplishment (Hülsheger, Anderson, & Salgado, 2009). Diversity has value in both job relevance and background; job relevance diversity refers to "the heterogeneity of team members with respect to job- or task-related attributes, such as function, profession, education, tenure, knowledge, skills, or expertise" (Hülsheger et al., 2009, p. 1129), whereas background diversity refers to "non-task-related differences such as age, gender, or ethnicity" (Hülsheger et al., 2009, p. 1129). Ongoing analysis of the team's relevance

and productivity serves to measure team cohesion, adaptability, relationships, and ability to work together (Bagshaw et al., 2007).

Poor communication between and among members, and having stakeholders outside the team, can hamper teamwork. Members might be working at cross-purposes with each other, or biases might develop that hinder collaboration and cooperation. As team members learn to work together, trust increases. Members will be less likely to adopt groupthink, preferring instead *teamthink* as they make decisions; the longer team members work together, the better are the team's results (Coutu & Beschloss, 2009). The team structure might adjust to mollify such effects and create a collegial environment for better results and goal achievement (Bagshaw et al., 2007).

Training. Human error is often the cause of accidents and injuries; more than 70% of aviation accidents are the result of human error, equal to the percentage of anesthetic-related health care accidents. Training for crises is difficult because crises are rare and difficult to predict (Snizek, Wilkins, Wadlington, & Baumann, 2002); skills to contend with one type of crisis might not be suitable for another type. Training during a real crisis is not practicable; the complex nature and rapidly moving and shifting events are not favorable environments for students to learn crisis management. Simulations and exercises present good learning environments but often do not include the stress of real emergencies (Snizek et al., 2002).

Training might benefit an individual personally, but its overall goal is to enhance organizational effectiveness and job performance by providing a better skills mix, adaptability, and responsiveness. Leaders must identify training best suited to the organization's needs and employees best suited to learn from and implement the new

knowledge learned in the training sessions. Executive coaches often help senior leaders in decision-making processes related to training, skills enhancement, risk management, and potential changes to organizational behavior (Muffet-Willett & Kruse, 2009).

Organizational leaders might be fully prepared for the mechanics of crisis response but fail to lead the organization adequately during and after the crisis. Crisis resource management evolved from error management techniques in aviation cockpit crew scenarios and involves “leadership, effective communication skills, and improved team performance” (Rudy, Polomano, Murray, Henry, & Marine, 2007, p. 219) in life-threatening situations. Crisis resource management training includes the roles and responsibilities of all stakeholders; communication within and outside the organization; situational awareness, assessment, and understanding; organizational support to the crisis response team; and effective identification and use of resources.

Training evolves through steps that increase in intensity and reality. Brainstorming sessions during an initial orientation provide members of crisis response teams the opportunity to ask questions, solicit input, and contribute ideas to the discussion. Tabletop exercises allow leaders and followers to rehearse scenario responses, communication techniques, and other team protocols (Holloway, 2007). The various departments of the organization conduct functional exercises to test internal procedures and responses; full-scale exercises amalgamate functional area responses into one picture that is representative of emergencies and crises.

As training gets more complex, single- and double-loop learning might enhance organizational leaders’ ability to respond more successfully to the crisis; the training challenges existing assumptions and beliefs and establishes new paradigms based on

experience gained in the exercises (Tagg, 2010). Repeated exercises can validate or refute new beliefs and concentrate learning where it is most necessary to achieve desired outcomes. The training sessions will enable team members to anticipate issues and plan remediation steps sooner; participation by all members in an open and collaborative environment that values such contributions will yield more and better ideas and solutions (Bagshaw et al., 2007; McMains & Pollard, 2009).

Learning throughout multinational organizations might include intercultural dialogue; “factors affecting the nature of learning are variations in (a) cultural backgrounds and personal expectations; (b) academic training and professional interaction skills and; (c) social norms” (Stier & Kjellin, 2010, p. 3). Exercises involving crisis scenarios might test communication and understanding among workers whose native language is different from the leadership; common phrases and definitions can create a cooperative environment throughout the organization and facilitate faster responses to crises (Deverell & Olsson, 2009; Dunbar & Heilhecker, 2008).

Communication. Teams are two or more people with unique and interdependent characteristics who work together to achieve goals and objectives of the organization (Salas et al., 2007). Team members work better together and more supportively when the team’s leadership provides unambiguous communication and codifies roles and responsibilities. Communication builds trust and efficiency when team members understand a leader’s guidance and intent, and the leader motivates team members to achieve team goals (Valackiene, 2010).

Continuous communication through prebrief and debrief cycles aids teams in codifying team objectives and mapping the pathways to shared goals. In fast-moving

environments with compressed decision-making cycles, prebriefs alert team members to potential obstacles and methods to overcome them; coordination can renew trust and confidence between and among members and with other teams to improve collective efficiency and productivity. Team processes and outcomes improve with continuous communication, including feedback, and help the team learn (Salas et al., 2007).

Face-to-face communication facilitates better understanding and allows leaders and followers to ask questions and clarify intentions; communication within teams, particularly in crisis situations, is essential to reduce loss of life and decrease financial and reputational losses. Crisis managers might not have the benefit of seeing all team members for personal discussions and decision making, relying instead on videoconferencing and other means of communication (Chandler & Wallace, 2008). Crisis communication differs from routine business communication because of limited time and the stress of the crisis; crisis management teams must rehearse communication protocols beforehand in training exercises and document lessons to improve communication strategies (Kurhajcová, 2010).

Effective web use might have a multiplier effect as leaders can distribute information to many stakeholders simultaneously. Leaders monitoring social media might detect issues before they become problems and respond to criticism using social media to reach the affected audience directly and without filters. Leaders must identify online influencers before and during crisis events and develop a communications plan to respond quickly and honestly; the procedures developed must respond to web-based accusations and rumors (Gonzalez-Herrero & Smith, 2008, 2010).

A clear public relations strategy might speed time of response to crises and allow leaders to focus on other acute issues demanding their time and energy. Identifying potential crises and developing countermeasures that can adjust to specific real-world circumstances might help keep stakeholders better informed and supportive of management decisions during a crisis (Lixin, 2010). Iterative crisis briefings with critical language of standard phrases can educate stakeholders and elicit information and opinions to incorporate in the crisis response (Pfrimmer, 2009).

Persuasion might be an effective tool during crises when stakeholders are far apart in opinions and goals. Changing opinions and beliefs of partners, employees, shareholders, the media, and the public through persuasion takes time and perseverance (Overall, Fletcher, Simpson, & Sibley, 2009) and requires themes and emotional context different from current beliefs. Leaders might create and sustain a compelling story to explain the crisis and form emotional drivers to coopt stakeholders into helping resolve the emergency (Wachtman & Johnson, 2009a, 2009b). Language power, which is “a construct that associates the presence of certain speech markers with the perceived social power of speakers” (Sparks & Areni, 2008, p. 37), can be powerless or powerful, and leaders must adopt powerful language to persuade others. In influencing stakeholders toward a shared vision, leaders will demonstrate a commitment to excellence and provide consistent leadership even in crisis situations (Davidson, 2008; E. Kaplan, 2008).

Ethics. Leaders increasingly need to lead diverse workforces and teams with varying backgrounds, cultures, ethnicities, nationalities, native languages, and ethical foundations (Ayman & Korabik, 2010). Peer effects often skew team members’ actions and opinions; leaders must understand the cultural differences among team members and

manage their perceptions and impressions to ensure cohesion, teamwork, and desired outcomes, even if the team members are geographically separated (Sausgruber, 2009).

The compressed time frame of crisis events often forces quick decisions by leaders (Kapucu, 2009); such decisions might be of questionable ethical standards that undermine trust and confidence in the leadership. With a prolonged crisis, the gap between employees and leaders can intensify, which further erodes productivity, innovation, and loyalty. Communications might suffer if leaders keep bad news to themselves, and employees might feel isolated from the organization if leaders cannot articulate the problem and the solution concisely and ethically (J. Kaplan, Rouse, & Schuttler, 2010).

Ethical lapses affect employee morale and create crises of confidence often difficult to overcome. As Enron's share price plummeted due to poor decisions by the company's leadership, chairperson Kenneth Lay and chief executive Jeffrey Skilling continued talking up the strength and vitality of the corporation and encouraged employees to buy more company stock (Dubrovski, 2009). Stakeholders felt betrayed when they learned that Lay and Skilling were personally selling Enron stock at the same time they portrayed the company as being financially sound and a good investment. Animosity grew, with subsequent disclosures of offshore accounts from which Lay, Skilling, and others were benefitting, with a board of directors who failed to exercise fiduciary and other responsibilities to protect shareholders and employees (Gupta, 2008).

By following a moral code of business conduct and ethics (Azuka, 2009), leaders demonstrate the ethical qualities and integrity expected of all stakeholders in the organization, regardless of the circumstances. Followers expect leaders to act ethically

and with integrity and will support such leaders even in market downturns or crisis situations. Leaders discover, expose, and remove unethical subordinates as stakeholders seek transformational leaders with the sound ethical foundations needed to lead organizations; ethical leaders value, encourage, promote, and reward authenticity and integrity (Barling, Christie, & Turner, 2008).

Conclusion

Crisis management teams should anticipate and prepare for crises and reduce the effect of emergency situations to preserve organizations' financial value and reputation while reducing loss of life and limb (Anthony, 2009). Some crises have a successful resolution, such as Captain Sullenberger landing his stricken passenger aircraft on the Hudson River (Wald & Baker, 2009), and others cause damage or loss of life, such as the total collapse of Enron (Dubrovski, 2009) or the fraud conducted by Bernie Madoff (Ionescu, 2010). Although unplanned, individuals can anticipate such crises, and leaders are responsible for devising risk mitigation plans to reduce or eliminate any negative effects on the organization (Jaques, 2010).

Teams can learn from training and apply best practices in crisis situations (Deverell & Olsson, 2009). Trust, decisiveness, and authority to act provide teams with valuable tools to respond (Dunbar & Heilhecker, 2008). Leadership failures might undermine success in resolving the crisis or delay full recovery (Calloway & Awadzi, 2008a; Dubrovski, 2009); costs might be higher, loss of life greater, and reputational losses significant (Smaiziene & Orzekauskas, 2009). Communication throughout the organization and to external stakeholders is crucial to swift recovery (Calloway & Awadzi, 2008b).

Summary

Chapter 2 included a summary of relevant literature on crisis management, leadership, and teamwork. Identifying sources of crises and planning for their mitigation and resolution are leadership imperatives, and organizations whose leaders fail to do this might suffer needless loss of revenue, reputation, and employees. Crises are often low-probability events that have the potential to destroy organizations, reputations, and shareholder value (Alpaslan et al., 2009). Leaders who fail to monitor the environment and move proactively to reduce or eliminate threats to the organization fail in their leadership responsibility (Jaques, 2010).

Chapter 3 will include a description of the method of research selected for this study with a qualitative method and a modified Delphi research design, with a discussion of the research method and appropriateness followed by issues related to validity. The chapter will conclude with a discussion of research data collection and analysis.

Chapter 3

Method

The purpose of the qualitative study with a modified Delphi research design was to analyze data from informed executives to determine how managers select crisis management teams and how successfully such teams manage or resolve crises. Companies in the Middle East face continuing threats because of political turmoil, civil strife, environmental calamities, and religious and ethnic unrest. The study involved surveying senior executives of regional headquarters of U.S. companies in the Middle East to gain informed executives' knowledge to prepare for and train local teams to overcome crises.

Chapter 1 included an outline of the essential elements of the proposal, including the problem and purpose statements and the research method and design selected for collecting and analyzing data. Crises are difficult to manage under the best circumstances; without properly trained and equipped corporate crisis management teams, senior executives of regional headquarters of U.S. companies in the Middle East must often organize locally available employees and resources to handle emergency situations. The study addressed how such leaders select team members, evaluate required skill sets, train teams for emergency response, and prepare for crisis situations. Chapter 2 included a summary of relevant literature focusing on crisis management, leadership, and teamwork; identifying sources of crises and planning for their mitigation and resolution are leadership imperatives, failing which organizations might suffer needless loss of revenue, reputation, and employees.

Chapter 3 includes a discussion on the research method selected for the study, why the research method was appropriate, and why the modified Delphi design most suitable to answer the research questions. The chapter also includes a discussion on the study population, sampling, informed consent, confidentiality, data collection procedures and rationale, instrumentation, internal and external validity, and data analysis.

Research Method and Design Appropriateness

Researchers might conduct research with quantitative, qualitative, or mixed methods, depending on the problem under investigation. The quantitative method is appropriate when researchers can analyze data as a ratio and when sufficient quantitative archival data and literature exist to study the problem. According to Hoe and Hoare (2012), “Quantitative techniques are used to test hypotheses, determine causation (relationships) between variables (characteristics or values that can be changed) and measure the frequency (number) of observations” (p. 55). Critics of quantitative methods believe “they us[e] irrelevant hypothesis . . . and . . . descriptions are too superficial” (Cronholm & Hjalmarsson, 2011, p. 87); quantitative research verifies or falsifies a hypothesis and asks if the answer is valid. Because a quantitative method involves confirming or refuting numerical data (Cooper & Schindler, 2008), such methods were not appropriate for the current study involving leaders’ opinions and activities.

Researchers use qualitative methods “to shed light on ‘why’ and ‘how’ questions, [and] are good at capturing processes” (Prowse & Camfield, 2013, p. 55), whereas mixed-methods research derives benefit from both the availability of data and the ability to answer *why* and *how* questions (Cooper & Schindler, 2008; Prowse & Camfield, 2013; Wu, 2012). Critics of qualitative methods believe “results are hard or impossible to

generalize, . . . results are not objective and hard to replicate and . . . there is a lack of transparency” (Cronholm & Hjalmarsson, 2011, p. 87). By asking, “Is this the right question to ask” (Cronholm & Hjalmarsson, 2011, p. 87), researchers of qualitative studies might “achieve ‘richer’ descriptions” (Cronholm & Hjalmarsson, 2011, p. 87) than researchers using quantitative methods.

A qualitative method was appropriate for the study that revealed an understanding of how leaders organize crisis response teams and why they make decisions that affect an organization and its stakeholders (Cooper & Schindler, 2008). The study involved capturing and documenting the process panel members used to create local crisis management teams (Prowse & Camfield, 2013). Creswell (2005) noted qualitative research is

recognition that as researchers we need to listen to the views of the participants in our studies; a recognition that we need to ask general, open questions and collect data in places where people live and work; a recognition that research has a role in advocating for change and bettering the lives of individuals. (p. 43)

The purpose of the qualitative study with a modified Delphi research design was to use feedback from experienced international managers to identify how crisis management teams form and what makes them successful in resolving crises. The respondents were senior executives of regional offices of U.S. companies in the Middle East; such companies are members of the ABCD and AMCHAM. Because regional offices rarely have corporate crisis management resources available, senior executives often train and equip local staff members to respond to crises.

The Delphi approach involved open-ended questions to determine how the leaders prepared their local staff to manage crises and why they chose one team composition and characteristics over others. From the qualitative answers in the first-round instrument, the researcher prepared a second round instrument, and the expert panelists quantified the strength of the answers using a 5-point Likert-type scale where 5 was high. Panelists reached consensus after the second round (Custer, Scarella, & Stewart, 1999; Donohoe, 2011).

According to Skulmoski, Hartman, and Krahn (2007), the Delphi is an iterative process to collect and distill the . . . judgments of experts using a series of data collection and analysis techniques interspersed with feedback. . . . [It] is well suited as a research instrument when there is incomplete knowledge about a problem or phenomenon . . . [and] works especially well when the goal is to improve our understanding of problems, opportunities, solutions, or to develop forecasts. (p. 1)

The original design of the Delphi method was to arrive at consensus after two or more rounds of surveys, and a modified Delphi uses the same technique without necessarily achieving consensus. According to Custer et al. (1999), the modified Delphi begins with survey questions that researchers have already tested and validated. The selected items might come from experts in the field under study, literature reviews, or other sources; the intent of the modified Delphi is that the expert panel begins a more advanced discussion on the topic, rather than starting from a basic level (Custer et al., 1999).

The first survey included open-ended qualitative questions regarding the types of crises faced by the informed executives in their Middle East operations and the ways they

organized teams to address such problems. The second quantitative survey was a 5-point Likert-type scale asking the panelists to rate the results of the first survey. Consensus occurred after the second round, and a third round was not necessary.

Multinational companies face challenges in their overseas offices ranging from lack of understanding of local laws and customs to differences in interpretation and implementation of business conduct and ethics rules. Risks including foreign exchange rates and unfavorable treatment by foreign governments trying to protect local industry further compound such challenges (Chen, 2008). Organizational leaders without a firm understanding of the local environment might fail to appreciate and recognize signs of unrest or conflict that might escalate into crisis situations and eliminate the time needed for proper planning and response from corporate headquarters.

Asking the panel of informed executives how they select and prepare teams for crisis response from their existing staff was critical to analyzing and understanding why some teams are successful and others are not. Given the volatility of the Middle East, senior executives with more than a few years in the region often have undergone several crisis situations from political and religious turmoil alone, not taking into account technological issues and instances of employee misconduct. The informed executives' opinions and experiences provided rich context to the discussion and led to specific insights that may be useful to other executives facing similar circumstances. The literature review revealed little information on how executives in overseas locations select and train local staff to respond to crises, which confirmed the need for research on such issues.

Research Questions

Answering the primary question of this research involved determining the panel of informed executives' recommendations to prepare local teams to manage crisis situations without the benefit of corporate crisis response teams. Qualitative research includes open-ended questions to elicit the how and why leaders make decisions, and the Delphi method involves an iterative process to refine the answers to achieve consensus among the panel members. The research questions used to explore the members' actions and decisions were as follows:

Research Question 1: How do leaders of U.S. companies with regional offices in the Middle East select, organize, and train local crisis management teams absent similar corporate resources?

Research Question 2: What should managers of such companies do to give teams the best chance of success in managing crises?

Research Question 3: How should managers monitor employees and teams for effectiveness?

Research Question 4: How do leaders of such teams monitor the environment for early warning signs of impending crises?

Research Question 5: What implications can be drawn from teams and crisis management toward leadership theory?

Population

The population for the qualitative study with a Delphi research design was 20-25 senior executives of regional offices of U.S. companies in the Middle East as an ideal target; the companies were members of the ABCD and the AMCHAM. Twenty-two

executives volunteered to be part of the study and they received acceptance. Because such offices rarely have corporate crisis management resources available, executives often train and equip local staff members to respond to crises. Of the approximately 600 U.S. companies represented by ABCD and AMCHAM, more than 200 have veteran regional senior executives with more than 5 years' tenure in the position; the sample was from the 200 veteran executives, as most had seen at least three crisis situations over the preceding 5 years.

Linstone and Turoff (1975) noted,

Although there are no absolute rules in selecting Delphi panelists, they would fill one of these roles: (a) stakeholders who are directly involved in the problem; (b) facilitators who assist or support the work of the participants; or (c) experts who are invested in the problem. (pp. 81-82)

The target sample had experience in the region, consisted of stakeholders with direct experience in handling crises, and faced the problem of crisis management in daily job functions.

The senior executives represented U.S. companies with regional headquarters in the Middle East. As members of ABCD and AMCHAM, their e-mail addresses were in the directory and available for members to use for personal or professional contact, and the researcher was a member of both ABCD and AMCHAM with access to the directory. As executives responded to the invitation to participate (see Appendix C), the researcher enrolled them as study participants for the pilot study or the full study.

The United Arab Emirates requires residence visas for all foreigners and work permits for all expatriate workers. Strict government regulations impose age limits on

expatriate workers; members of the population and the study group could not be over the age of 65. Because of such regulations, the study did not involve elderly or aged participants. The researcher conducted a qualitative study with a Delphi research design with 20-25 senior executives of regional offices of U.S. companies in the Middle East without regard to minorities. Study participants were veteran regional senior executives with more than 5 years' tenure in the position, regardless of race or other demographic considerations.

Sampling

The pilot study consisted of a sample of five senior executives to ensure validity, language, and understanding of the intent of the survey questions and relevancy of the study to industry using a purposive sampling method (Skulmoski et al., 2007). In purposive sampling, a researcher selects a pilot group using selection criteria (Cooper & Schindler, 2008). The study involved incorporating the group's responses into the final survey questions (Linstone & Turoff, 1975). After inviting executives to participate in the research study (see Appendix C), the researcher sent members of the pilot group a letter of intent (see Appendix D), followed by a letter of informed consent (see Appendix E), explaining the nature and purpose of the study and pilot. Ink-signed replies were necessary to participate in the pilot; electronic signatures were not used. Changes were made to the questionnaires based on the pilot responses pertaining to the instrument. The changes were minor and consisted of adding and deleting words.

The sample of 22 informed executives was from member companies of ABCD and AMCHAM; senior executives with more than 5 years in the region received encouragement to participate. This number was appropriate and manageable; a sample

that was too large would be cumbersome and provide little additional valuable information (Skulmoski et al., 2007). The basis of the population selected was “knowledge and experience with the issues under investigation; capacity and willingness to participate; sufficient time to participate in the Delphi; and effective communication skills” (p. 10). Each executive received an electronic copy of a letter of intent (see Appendix D) and a letter of informed consent (see Appendix E).

Informed Consent

Participation in the study was voluntary, and the researcher obtained informed consent before research began (Cooper & Schindler, 2008). Senior executives of regional offices of U.S. companies in the Middle East that were members of the ABCD and AMCHAM received an electronic letter (see Appendix E) with details of the nature of the study, the role and expectations of the panel of informed executives, the confidentiality of responses, and the participants in the study. The Delphi method involves “[allowing] the participants to freely express their opinions without undue social pressures . . . [and] decisions are evaluated on their merit, rather than who has proposed the idea” (Skulmoski et al., 2007, p. 2). The study guaranteed the confidentiality of participants by assigning random letter codes to identify participants. After agreeing to participate in the study (see Appendix C), participants ink signed the letter and returned it to the researcher electronically before participating in the study. The letter included the researcher’s name and contact information, and participants were able to contact the researcher to answer any questions regarding the study, its purpose, confidentiality, or the informed consent letter. Participants completed premises permission forms if required by their organizations.

Confidentiality

Confidentiality is necessary to ensure the attainment of accurate and complete information from the panel of informed executives; should panel members believe the information they provide will include identifying information of respondents, they will be less likely to provide candid comments (Cooper & Schindler, 2008). The researcher did not disclose the names of members of the panel of informed executives to each other or the public, which ensured confidentiality throughout the research project. The codes used for panel members throughout the study were a letter code. All forms and data gathered will remain in a locked container accessible only by the researcher and destroyed by the researcher 3 years after completion of the research project. The study did not include an offer of compensation for members of the panel of informed executives, but the researcher will share study results with panel members in appreciation for their participation.

Data Collection Procedures and Rationale

The researcher conducted the data collection for the modified Delphi study on answers to the survey questions submitted by the panel of informed executives. As a two-step qualitative–quantitative iterative process, the study achieved consensus among the panel members regarding how they select and train local staff to respond to crises without the benefit of corporate crisis management teams onsite to provide guidance and direction. The researcher used the online secure survey tool SurveyMonkey.com to collect and analyze data. After receiving an invitation to participate in the research study (see Appendix C), panelists received a letter of intent (see Appendix D) on which they indicated their desire to participate in the study; the first five respondents became pilot

study participants and received the letter of informed consent (see Appendix E). The panelists signed the informed consent form and returned it to the researcher before participating in the pilot study (see Appendix F). Members of the pilot study completed premises permission forms if required by their organizations. Twenty to 25 respondents were necessary for the study, but 22 volunteered. The 22 panelists in the study group received a letter of invitation, a letter of introduction, and a letter of informed consent (see Appendices C, D, and E).

After the pilot study was complete, modifications to the survey instrument followed, and the first round of the Delphi method began. Prior to each of the two rounds of the study, panelists received a reminder of survey letter (see Appendix G) that indicated the researcher had loaded the round's material on SurveyMonkey.com, and panelists received a date by which they needed to complete the survey. Members of the panel received a letter of introduction for each round (see Appendix H) that explained the purpose of the survey, where to find the survey, what they were to do, and how to contact the researcher for questions or comments. Upon completion of each round and at the end of the study, panelists received thanks for their participation by e-mail and a reminder of the confidentiality of their responses. Had there been outliers in the rounds, the researcher would have asked the panelists to clarify and justify their answers.

Instrumentation

The primary research question was as follows: What are your recommendations to prepare your team to manage crisis situations without the benefit of corporate crisis response teams? A modified Delphi method was the iterative process used to gain knowledge and opinions from a panel of informed executives; through two rounds,

consensus emerged on issues related to the primary research question. A qualitative–quantitative approach began with open-ended questions analyzed between rounds to present qualified results (Muskat, Blackman, & Muskat, 2012).

The key survey questions asked of the expert panel of informed executives in the first and second rounds are in Appendices I and J, respectively; the researcher adjusted the statements for Round 2 after analyzing the results of Round 1. The panel of informed executives received the survey tool modified with recommendations from the pilot group through SurveyMonkey.com. The panelists provided reflective thought, opinions, and analysis to answer the survey questions, as well as judgments that could aid other CEOs in the region facing similar circumstances and challenges.

Internal and External Validity

Measures used in scientific research must “be chosen wisely . . . have certain psychometric characteristics (i.e., reliability and validity) for the population you intend to study and for the scores you plan to use, and . . . be adequately direct” (Cone & Foster, 2006, p. 162). By soliciting behavioral attributes from the population by asking the informed executives how they prepared local staff to manage crises, the measure assessed not only the behavior but also when and where it occurred. Ensuring internal and external validity involves balancing an exhaustive analysis of a small number of respondents and a large number of respondents (Levy, 2008); triangulating the data from individuals corroborates what researchers have documented previously (Creswell, 2005). After the first round of open-ended questions, the 5-point Likert-type scale in the second round helped to assess the strength of initial responses. By using two distinct instruments in a Delphi method and a qualitative–quantitative–qualitative rotation, triangulation

might occur and validate the data obtained from the panel of informed executives (Creswell, 2005).

Reliability occurred in several ways in the study. The pilot panel received clear and unambiguous questions (see Appendix F). All panelists received and responded to the same survey questions delivered by the same method of the electronic survey tool SurveyMonkey.com and in the same format. Creswell (2005) indicated fatigue might hinder accurate completion of surveys; the online survey tool allowed respondents to log in and answer the survey questions at their convenience over a 1-week period.

Data Analysis

The Delphi method is an iterative process that allows data analysis after each round (Skulmoski et al., 2007). Data analysis began with the first round of the Delphi method responses. The first survey asked panelists open-ended questions related to the primary research question. Because of their experience in responding to several crises, the panelists explained why they selected, trained, and organized crisis response teams from their local staff and how well the teams performed when under the pressure of actual crises. After analysis, the researcher used a Likert-type survey like the example in Appendix I to rate responses from the first round. The survey scale was as follows: *very unimportant, unimportant, neutral, important, and very important*.

The study involved analyzing data regarding the theoretical framework, including the five theories that comprised the basis of the study. LMX theory indicates leaders should not treat all members the same way (Madlock et al., 2007). Chaos theory recognizes that small influences early in a situation push the results in potentially significantly different directions (Jakimowicz, 2010). Action theory posits that members

redefine required action to suit their circumstances and often fail to achieve goals set by the leadership (Gevers et al., 2009). Task characteristics theory identifies the facets of member satisfaction on the job and the ways they affect job performance (Feng et al., 2009). Status characteristics theory identifies how individuals feel others should perform (Miles & Clenney, 2010).

Summary

The study included a modified Delphi method that included open-ended questions in the first round to gather responses from the expert panel of informed executives regarding crisis response teams in their local operations. After review and analysis, the expert panelists rated their responses from the first round through an instrument in the second round. Based on the data from the two Delphi rounds, a more comprehensive understanding of the problem under study emerged. Chapter 4 includes the results and analysis of the data gathered from the members of the expert panel of informed executives in the Delphi process.

Chapter 4

Introduction

The purpose of the qualitative study with a modified Delphi research design was to analyze data from informed executives to determine how managers select crisis management teams and how successfully such teams manage or resolve crises. The Delphi method, described in Chapter 3, relied on input from senior executives of U.S. companies with regional headquarters in the Middle East. This chapter includes a discussion of the participant selection, data collection, and analysis for both the pilot study and the Delphi study. The chapter also includes data analysis, results, and conclusions, along with displays of the data in tables.

Presented in Chapter 4 is the data analysis of the two rounds administered in the study. The first round involved requesting instrument input from the expert panelists about crisis management. From these data, the researcher wrote statements and used them in the second-round instrument. Consensus among the expert panelists occurred in the second round. This chapter also includes a discussion of the robust statements.

A Delphi study is more time consuming for respondents and requires more administrative management by the researcher than traditional surveys (Okoli & Pawlowski, 2004). This Delphi study involved multiple phases that included a brainstorming phase, a second round group of statements, a rating phase, and an analysis that determined consensus. Each phase proceeded as follows:

Phase 1—Round 1 brainstorming:

- For this phase only, treat experts as individuals, not panelists.
- Ask experts for input on the questionnaire.

- Consolidate lists from all experts.
- Analyze and summarize.
- Remove duplicates and unify terminology.
- Create Round 2 statements from consolidated list.

Phase 2—Round 2 statements:

- Present the results of the first round to the panel and ask the panelists to rate the issues using a 5-point Likert-type scale.
- Calculate mean rating for each statement.
- Determine consensus for each statement.
- Should consensus not be reached, share feedback with panelists and ask them to rerate statements in Round 3.
- Reiterate until panel reaches consensus.

Pilot Study Recruitment

Potential participants for the pilot study received a letter of intent (see Appendix D) via e-mail. The goal was to use five qualified respondents for the pilot study from December 7, 2014, to December 13, 2014. The first five respondents received informed consent forms (see Appendix E) via e-mail for participation in the pilot study that explained the nature and purpose of the study and pilot. Ink-signed replies were necessary to participate in the pilot. Following the completion of the pilot test, the researcher made changes to the instrument based on the responses and feedback received from the pilot group. The changes were minor and involved only slight wording changes.

Description of the Sample

The study involved recruiting senior executives of regional headquarters of U.S. companies in the Middle East. These informed executives served as an expert panel to gain knowledge about how to prepare for and train local teams to overcome crises. The ideal participants were senior executives from regional offices of U.S. companies in the Middle East. The companies were members of the ABCD and the AMCHAM. The researcher selected participants based on their knowledge and years of experience managing and overseeing crisis management, training, teamwork, and delegation. In addition to their daily routine, they had the capacity and willingness to participate by giving their time while demonstrating effective communication skills. Each executive received an electronic copy of a letter of intent (see Appendix D) and a letter of informed consent (see Appendix E). Each participant signed the form in ink to participate in the study; electronic signatures were not acceptable for the study.

Twenty to 25 expert panelists who were senior executives were necessary for the Delphi study. Twenty-two senior executives agreed to participate and responded in the first round. Twenty-one senior executives participated in the second round.

Ten questions comprised the Round 1 brainstorming session. The first 4 questions were demographic questions designed to set the stage or working environment each of the executives experienced on a routine basis. The first 4 questions of Round 1 were as follows:

1. How long have you been in your current assignment/position?
2. How many crisis or emergency situations have you dealt with during the period you have been in your current assignment/position? [Crisis: “Specific,

unexpected, and non-routine events or series of events [with] high levels of uncertainty and threat or perceived threat to an organization's high priority goals" (Seeger et al., 1998, p. 232). Baron (2010) defined a crisis "as a situation in which harm to people or property either has occurred or is imminent" (p. 120). A crisis involves uncertainty, can escalate quickly, and can dominate leaders' focus and attention for extended periods to the exclusion of other routine organizational tasks. Crises can be characterized as natural or human induced (technological, malevolence, skewed management values, deception, misconduct, confrontation, management failures, poor planning, lack of clear objectives and deliverables, lack of understanding of dependencies; inadequate resource allocation; poor risk management; poor change management; lack of stakeholder buy-in; or poor understanding of priorities.)]

3. Where is the Middle East regional headquarters of the organization you are describing?
4. What is the approximate total number of employees and family members in the Middle East region for the organization you are describing?

The responses to the first 4 questions are in Tables 1-4. Table 1 shows the number of years the executive panel members had been in their current assignment or position. Approximately 59% of the respondents had more than 5 years of experience in their current position, and 40% had from 1 to 4 years of experience.

Table 1

Question 1: How Long Have You Been in Your Current Assignment/Position?

Years	n	%
Less than 5	9	40.91
5-7	3	13.64
7-10	4	18.18
More than 10	6	27.27

Note. Through error, these figures included duplicate numbers in three categories.

The number of crises or emergency situations dealt with or experienced by the senior executives at the organizations the executives served appears in Table 2. The researcher categorically noted their responses by number and percentage of the total number of crises or emergency situations. Approximately 18% of the respondents had dealt with more than five crises, and 50% had dealt with between one and five crises. Seven panelists or 31.81% did not respond possibly due to the fact there was not a suitable category. Had there been a choice of zero crises or emergencies these seven would have fallen into that category. The possibility exists that the seven respondents experienced no crises or emergencies during their tenure due to proper training, management, and suitable preventive measures. Respondents provided details about the crises with which they have dealt.

Table 2

Question 2: How Many Crisis or Emergency Situations Have You Dealt With During the Period You Have Been in Your Current Assignment/Position?

Crisis	n	%
1-3	8	36.36
3-5	3	13.64
More than 5	4	18.18
No response	7	31.81

Note. Through error, these figures included duplicate numbers in three categories.

The location and region of the headquarters under which each of the executives served appear in Table 3. The majority of the respondents were in Dubai or Abu Dhabi.

Table 3

Question 3: Where Is the Middle East Regional Headquarters of the Organization You Are Describing?

Years	n	%
Dubai	10	45.45
Abu Dhabi	9	40.90
No response	3	13.63

The total number of employees and family members who live in the Middle East for the organization each panel member was describing appears in Table 4.

Approximately 77% of the respondents had 500 or fewer employees and family members in the area, and approximately 32% had 50 or fewer employees and family members in the area.

Table 4

Question 4: What Is the Approximate Total Number of Employees and Family Members in the Middle East Region for the Organization You Are Describing?

Employees or family members	n	%
50 or less	7	31.81
51-150	4	18.18
151-199	0	0.0
200-500	6	27.27
501-2500	2	9.09
2501-2999	0	0.0
3000-6000	3	3.63

Round 1 Results

During Round 1, the expert panel of executives responded to a series of open-ended qualitative questions regarding the types of crises they faced in their Middle East operations and how they organized teams to address the crises. Questions 5 through 10 of Round 1 established the foundation for the formulation of Round 2 statements. The following are the six questions from Round 1 designed to solicit comments from the panel to formulate the second round statements giving the panel the opportunity to rate those statements and achieve consensus:

5. In the event of a natural or human-induced disaster at an organization you know well, what corporate crisis management resources are available and how fast are they able to respond?

6. In the absence of corporate crisis management resources, how do you select, organize, and train local resources to respond to crises?
7. What steps do you take to give local crisis management teams the best chance of success?
8. How do you monitor employees and teams for success in managing crises?
9. How do you monitor the environment for early warning signs of impending crises?
10. What criteria do you use to rate the success of crisis management teams?

Panelists' responses varied regarding the success of local crisis management teams. The panelists reached consensus by indicating that preventing loss of life and limb constituted success. One respondent noted successful business continuity was an accurate measure of success. Other respondents indicated there was no rating in their organizations; instead, they participated in postcrisis brainstorming sessions to gauge success.

The researcher analyzed the answers to Questions 5-10 in the first round from the raw data to determine what themes emerged; recurring themes formed the basis for the statements in Round 2 that panelists rated. The main themes of the first round of the qualitative analysis of responses are in Table 5. The numbers reflect a higher number, or larger percentage, of panelists who noted the same belief to each question.

Table 5

Thematic Categories: Round 1

Question	Themes
Q5	Corporate crisis response teams are available, but time, distance, and local knowledge reduce or obviate their effectiveness early in the crisis.
Q6	Although corporate crisis response teams are available, it is imperative to train

	local teams to respond to immediate crises by screening for required skills, local knowledge, and temperament.
Q7	Prior planning with proper training of local teams and continuous communication are essential to effective crisis response.
Q8	Locals teams must undergo periodic drills and skills review with feedback and remedial training to remain effective.
Q9	Maintaining close contact with embassy staff and local law enforcement agencies complements media monitoring and corporate updates on emerging situations that could affect the overseas operation.
Q10	Smooth execution and mitigation of the crisis situation without loss of life or limb to employees or clients and maintaining the reputation of the organization are the criteria for team success.

Round 2 Results

Using the results of the executive panel's responses, the researcher designed a series of nine statements to respond to the five research questions. The second instrument was a 5-point Likert-type scale on which the expert panelists rated the nine statements that integrated the results of the first round. The responses for the 5-point Likert-type scale were as follows: 1 = *very unimportant*, 2 = *somewhat unimportant*, 3 = *neutral*, 4 = *somewhat important*, 5 = *very important*. Table 6 contains a summary the responses by the expert panel and the results of Round 2. Each statement appears in order, together with the mean, the interquartile deviation (IQD), and whether the panel achieved consensus. The panel added write-in statements during Round 2.

Table 6

Crisis Management Statement Consensus

Crisis management teams	Mean	IQD	Consensus
1. To respond to local crises, it is necessary to establish locally trained and equipped crisis management teams in my organization. (CM1)	4.52	0.25	Yes
2. If local crisis management teams are formed in my organization, training sessions, periodic tests and evaluations, and role-playing scenarios are important to ensure the teams are prepared to respond. (CM2)	4.66	0.5	Yes
3. Delegating authority to local crisis management teams is important to ensure they are able to respond quickly to mitigate	4.7	0.5	Yes

	potential or perceived damage to the organization and facilities, prevent loss of life or limb, and enable continuity of operations. (CM3)			
4.	Delegating authority to local crisis management teams is important to ensure they are able to respond quickly to mitigate potential or perceived damage to the organization and facilities, prevent loss of life or limb, and enable continuity of operations. (CM4)	4.86	0.0	Yes
5.	Monitoring local crisis management teams is important to ensuring they are effective in overcoming the crisis and mitigating its effects on the organization. (TW2)	4.2	0.5	Yes
6.	Effective leadership includes identifying crisis management team members, training and equipping them properly, and conducting periodic exercises to ensure they are prepared to deal with crises in an effective and successful manner. (TW3)	4.57	0.5	Yes
7.	To monitor the external environment for early warnings of impending crises, I rely on Overseas Security Advisory Council (OSAC) advisories, embassy and consulate circulars, terrorism and piracy notices, health and safety warnings, and open-source media for information. (EA1)	4.85	0.5	Yes
8.	The Internet is an important tool in gathering information about the local environment affecting my organization. (EA2)	4.15	0.5	Yes
9.	Meeting and sharing information on potential or perceived crises with senior leaders of other U.S. companies with regional headquarters in the Middle East are important. (EA3)	4.14	0.75	Yes

Note. IQD = Interquartile deviation.

The panelists responded to nine statements about crisis management techniques, opinions, and experiences that provided a rich context to the discussion and might lead to specific insights useful to other executives facing similar circumstances. The 10th item was a question asking the panelists if there was anything else they would like to contribute. The researcher used the Round 2 statements to seek responses from the panelists to respond to the primary question of this research, which was to gather recommendations to prepare local teams to manage crisis situations without the benefit of corporate crisis response teams. The researcher designed the Round 1 questions and Round 2 statements to respond and ultimately answer the five research questions. Twenty-one panelists responded to Round 2 statements.

Results from Round 2 revealed a consensus by the panelists for Statements 1 through 9. In the second round, the panelists had the opportunity to add statements and comments following each of the 10 items. The write-in responses submitted by each panelists were either supportive to the position taken by the original statement or they further defined the statement. What follows is the statement number, statement, percentage allocated to each rating, and write-in responses for the statement.

Statement 1. Statement 1 was as follows: To respond to local crises, it is necessary to establish locally trained and equipped crisis management teams in my organization. Twelve (57.14%) rated Statement 1 as very important, eight (38.10%) rated the statement as important, and one (4.76%) rated the statement as neither important nor unimportant. The results represented a 95.24% important rating by the panel of 21 informed executives.

Statement 2. Statement 2 was as follows: If local crisis management teams are formed in my organization, training sessions, periodic tests and evaluations, and role playing scenarios are important to ensure the teams are prepared to respond. Statement 2 achieved a 100% important rating factor with 14 respondents (66.67%) giving a rating of very important and seven (33.33%) providing a rating of important.

Statement 3. Statement 3 was as follows: Delegating authority to local crisis management teams is important to ensure they are able to respond quickly to mitigate potential or perceived damage to the organization and facilities, prevent loss of life or limb, and enable continuity of operations. Statement 3 had a 95.24% important rating, with one respondent (4.76%) rating it as not applicable.

Statement 4. Statement 4 was as follows: Effective teamwork is important to successful crisis management. Statement 4 had ratings of 95.24% important or very important.

Statement 5. Statement 5 was as follows: Monitoring local crisis management teams is important to ensuring they are effective in overcoming the crisis and mitigating its effects on the organization. For Statement 5, seven respondents (33.33%) rated it as very important, and 10 (47.62%) rated it as important. Three respondents (14.29%) rated the statement as neither important nor unimportant, and one panelist rated it as not applicable (4.76%).

Statement 6. Statement 6 was as follows: Effective leadership includes identifying crisis management team members, training and equipping them properly, and conducting periodic exercises to ensure they are prepared to deal with crises in an effective and successful manner. For Statement 6, panelists reached consensus with a rating of 100% important or very important, with all 21 panelists choosing these higher ratings.

Statement 7. Statement 7 was as follows: To monitor the external environment for early warnings of impending crises, I rely on Overseas Security Advisory Council (OSAC) advisories, embassy and consulate circulars, terrorism and piracy notices, health and safety warnings, and open-source media for information. For Statement 7, a majority or 95.2% of the expert panelists arrived at consensus.

Statement 8. Statement 8 was as follows: The Internet is an important tool in gathering information about the local environment affecting my organization. Statement 8 had a mixed response from the informed executives. Statement 8 received an 85%

important or very important rating. Three panelists (15%) rated the statement as neither important nor unimportant.

Statement 9. Statement 9 was as follows: Meeting and sharing information on potential or perceived crises with senior leaders of other U.S. companies with regional headquarters in the Middle East is important. Statement 9 had a mixed response from the expert panelists. There was an achievement of an 86.20% important or very important rating. Five (23.81%) rated the statement as neither important or nor unimportant.

Statement/Question 10. Statement/Question 10 was as follows: Do you have any other comments or suggestions related to effective crisis management in overseas locations? Percentages for Statement/Question 10 are not provided as this was a write-in response, and the researcher did not ask the panelists to rate their write-in comments.

The panelists reached consensus on the need for local crisis management teams to augment corporate responses to crisis situations. They indicated the need for training, clear and constant communications, and mandatory rehearsals; general information updating all employees was crucial to better crisis response. One panelist suggested conducting a broader study including other nationalities and types of organizations. Most panelists also maintained constant contact with local law enforcement officials to ensure accurate and timely information on evolving situations affecting their organizations. The data collected are in Table 7.

Table 7

Extent of Agreement With the Thematic Findings

Category	Very unimportant	Somewhat unimportant	Neutral	Somewhat important	Very important	Mean
Category 1	0.0	0.0	1.0	8.0	12.0	4.52
Category 2	0.0	0.0	0.0	7.0	14.0	4.67

Category 3	0.0	0.0	0.0	5.0	16.0	4.76
Category 4	0.0	0.0	1.0	14.0	6.0	4.24
Category 5	0.0	0.0	0.0	7.0	14.0	4.67
Category 6	0.0	0.0	1.0	3.0	17.0	4.76

The researcher also computed the mean level of agreement across the entire sample for each category. Based on the Likert-type agreement scale where a value of 4.00 represents *somewhat important* and a value of 5.00 represents *very important*, on average ($M = 4.80$), participants tended toward agreeing that the qualitative outcomes were very important, as indicated by the findings.

SPSS Inc. (2008) predictive analytic software conducted further analysis using Pearson's chi-square test of association for cross-tabulated frequencies to determine whether any significant associations existed between the responses for each category. The results, shown in Figure 3, indicate the findings from a left-tailed test in which the area of rejection is equal to or less than the significance level (Mann, 2004).

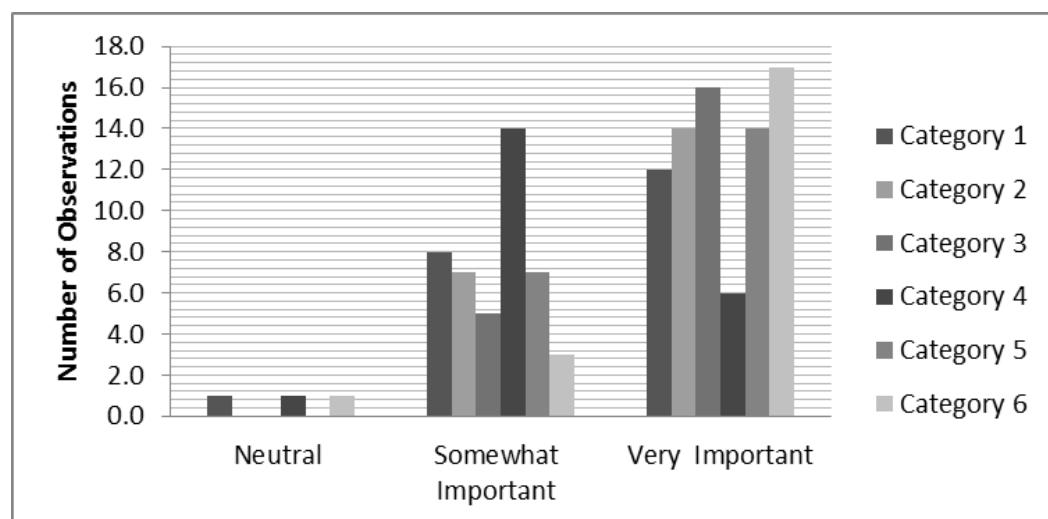


Figure 3. Histogram of agreement scale responses for the main thematic categories.

Ethical Issues

Panel members received an informed consent form, which they read, signed, and returned before being able to participate in the study. The researcher guaranteed confidentiality throughout the study to ensure the panel of informed executives provided accurate and complete information. If at any time the members believed the researcher would release the information they had provided with identifying information, they would have been less likely to provide candid comments (Cooper & Schindler, 2008). The public was not aware of the expert panel of informed executives, nor were the executives aware of the other panelists' names or companies. The researcher identified panel members only by a letter code used throughout the study. Members of the panel did not receive compensation for their participation. The researcher administered the Delphi instrument through SurveyMonkey.com with informed executives.

Research Questions

The Round 1 questions resulted in comments from the panel used to formulate the second round statements to give the panel the opportunity to rate the statements and achieve consensus. The researcher developed 10 statements for Round 2 from Round 1 responses. The criterion used was to consider the research questions and the way the responses from the panel could address the research questions directly. The results revealed a consensus by the expert panel of executives to all nine statements in Round 2 and subsequently provided the answers to the five research questions. Table 8 shows the relationship of each research question and the statement or statements that provided an answer to the research question.

Table 8

Round 2 Statements That Answered Research Questions

Research question	Answered by statement
1. How do leaders of U.S. companies with regional offices in the Middle East select, organize, and train local crisis management teams absent similar corporate resources?	2, 4, 6
2. What should managers of such companies do to give teams the best chance of success in managing crises?	2, 3
3. How should managers monitor employees and teams for effectiveness?	3
4. How do leaders of such teams monitor the environment for early warning signs of impending crises?	5, 7, 8, 9

Research Question 5 was as follows: What implications can be drawn from teams and crisis management toward leadership theory? Research Question 5 received special consideration, as the fulfillment to this question did not come primarily from any particular statement response in Round 2 but from the write-in comments offered by the panelists throughout Round 2. Many of the expert panelists' write-in responses answered Research Question 5.

Statement 10 was in the form of a question and panelists responded with additional comments or suggestions related to effective crisis management in overseas locations that they would like to add. Twelve panelists indicated what they believed to be helpful to crisis management for U.S. organizations in the Middle East. Of the 12 responses, two provided answers to Research Question 1, three responded to Research Question 2, one responded to Research Question 3, four responded to Research Question 4, and eight responded to Research Question 5. Table 9 includes the 12 responses and indicates the research question or questions associated with each.

Table 9

Statements and Associated Research Question

Response	Associated research question
Response 1	RQ5
Response 2	RQ1, RQ2, RQ3
Response 3	RQ4
Response 4	RQ5
Response 5	RQ5
Response 6	RQ5
Response 7	RQ2, RQ4
Response 8	RQ4, RQ5
Response 9	RQ4, RQ5
Response 10	RQ1, RQ2
Response 11	RQ5
Response 12	RQ5

The implication is that some organizational leaders seem to have done very little, and part of leadership is to have plans for all contingencies. Running a business in a foreign country requires more vigilance, as strongly indicated by the responses from the expert panelists who provided remarks about insurgencies, wars, and other major threats to life and property that are not part of being a leader in a company solely operating in the United States.

Some of the responses indicated that leadership in the United States is either unaware or not paying significant attention to the major problems faced by their employees in other countries. The implication is that the world situation is becoming extremely difficult. Americans operating overseas are regularly becoming targets for terrorists and others displeased with aspects of American corporations operating in their countries.

Analysis of Results

The primary question in the study was as follows: How do organizations prepare local teams to manage crisis situations without the benefit of corporate crisis response teams? To answer the question, the researcher designed a Delphi study to find consensus on a number of crisis management topics to understand why international regional offices of multinational companies react slowly to crises; why the cost of training and equipping full-time local crisis response teams is prohibitive given the asymmetrical nature and timing of crises; why teams from the corporate headquarters might lack the necessary situational awareness and local contacts to be effective; and why local teams are not organized, trained, or empowered to act quickly to save lives, protect assets and reputation, prevent unnecessary costs, and reestablish business continuity (Morier & Egan, 2006; Zuckerman & Ahrens, 2010). To identify potential answers to these questions, a panel of 21 informed executives responded to the nine statements and one question formulated from the review of the literature and first-round exploratory questioning. Following each statement, panelists had the opportunity to submit statements or comments to add to the discussion for analysis. Expectations for the study included a third round but it was unnecessary due to consensus occurring for all statements after Round 2.

The study involved seeking the expert panelists' rating of nine statements for importance. The rating categories were as follows: 1 = *very unimportant*, 2 = *somewhat unimportant*, 3 = *neutral*, 4 = *somewhat important*, 5 = *very important*. The individual panelists rated the level of importance of each statement. Number 10 was in the form of a question to which the expert panelists indicated if they had any further comments or

suggestions related to effective crisis management in overseas locations. This section includes a detailed analysis of the results as they related to the research questions. The section also includes comments and suggestions provided by the expert panelists as recommendations or possible new policies. The statistics for the detailed results of Statement 1 are in Table 10.

Table 10

Responses to Statement 1: To Respond to Local Crises, It Is Necessary to Establish Locally Trained and Equipped Crisis Management Teams in Any Organization

Answer choices	Responses	%
Very important	12	57.14
Important	8	38.10
Neither important nor unimportant	1	4.76
Unimportant	0	0.00
Very unimportant	0	0.00

The expert panelists indicated their response to each statement by their rating choice on a 5-point Likert-type scale. The expert panelists overwhelmingly rated this statement as being important or very important, with 12 rating it very important, eight rating it as important, and one indicating that it was neither important nor unimportant. Statement 1 achieved a mean of 4.52 and an IQD of 0.25, which was within the criteria of an IQD of 1.0 or less and 60% rating. The statement achieved consensus, which confirmed its importance. In consideration of the five research questions, the responses to Statement 1 partially answered Research Question 1. The necessity of establishing locally trained and equipped crisis management teams is an essential and vital means to the success and future of any organization. This did not answer the question of how to organize and train crises teams, but did indicate that the process is a necessary step

toward achieving the goal of organizing and training local crisis management teams when corporate resources are lacking.

In the second round, the panelists had the opportunity to add statements and comments following each of the nine statements and the one question. These comments may serve as potential policy in the future or recommendations.

- “Timely and accurate information is the lifeblood for managing a crises and very difficult to obtain.”
- “Local crisis management teams need to be trained, alert, and ready to act at a moment’s notice. This may entail reliance of an indigenous source.”
- “Training locals and ensuring highest standards are met and exceeded is fundamental to who we are and how we operate.”
- “It is crucial to respond to crisis in effective manner to minimize damages.”
- “Management should be able to lead by example.”
- “Failure to plan is planning to fail.”
- “Understanding local situations and conditions is extremely important for safety of our employees.”

Round 2 Statement 2 also achieved consensus with 21 expert panelists rating the statement as either important or very important. Fourteen executives (66.67%) rated the statement as very important, while seven (33.33%) rated it as important, which translated to a 100% important rating that indicated periodic tests, evaluations, and role-playing scenarios are important to ensure teams are ready to respond. The statistics for the detailed results of Statement 2 are in Table 11. Statement 2 achieved a mean score of

4.66 and an IQD of 0.5 with an important rating of 100%, which confirmed the achievement of consensus by the informed executives.

Table 11

Responses to Statement 2: If Local Crisis Management Teams Are Formed in My Organization, Training Sessions, Periodic Tests and Evaluations, and Role-Playing Scenarios Are Important to Ensure the Teams Are Prepared to Respond

Answer choices	Responses	%
Very important	14	66.67
Important	7	33.33
Neither important nor unimportant	0	0.00
Unimportant	0	0.00
Very unimportant	0	0.00

The responses to Statement 2 answered Research Question 1. According to Statement 2, crisis management teams form through organizing training sessions, periodic tests and evaluations, and role-playing scenarios to ensure the teams are ready to respond at a moment's notice. The responses to Statement 2 also provided a partial answer to Research Question 2 regarding what the leaders of the companies under study do to give teams the best chance of success in managing crises. Panelists added the following:

- “Excellent training with accurate MOE [method of evaluation] is essential.”
- “The better employees are prepared the better result achieved with minimum loss/damage. Training has to be conducted by the right people/organization with expertise in dealing with crisis.”

Statement 3 achieved a 95.24% important rating by the panel, which foresaw the wisdom in recognizing the importance of delegating authority to local management teams as criteria for quick and effective responses in times of crisis. Results revealed that 14

panelists (66.67%) rated this statement as being very important, six rated it as being important representing 28.57% of the panelists, and one panelist (4.76%) viewed the statement as neither important nor unimportant to his or her organization. With a mean score of 4.7 and an IQD of 0.5, consensus occurred through convergence of thought by the panel. The statistics for the detailed results of Statement 3 are in Table 12.

Table 12

Responses to Statement 3: Delegating Authority to Local Crisis Management Teams Is Important to Ensure They Are Able to Respond Quickly to Mitigate Potential or Perceived Damage to the Organization and Facilities, Prevent Loss of Life or Limb, and Enable Continuity of Operations

Answer choices	Responses	%
Very important	14	66.67
Important	6	28.57
Neither important nor unimportant	1	4.76
Unimportant	0	0.00
Very unimportant	0	0.00

With regard to the research questions, Statement 3 partially answered Research Question 2 recognizing that the delegation of authority is a key concept, which in turn distributes responsibility and accountability and is a major organizational strength that strategically positions the organization to manage unexpected crisis situations (Taneja et al., 2014). Panelists added the following:

- “People are usually very forgiving, but will not tolerate arrogance, indifference or gross incompetence.”
- “Authority must be given, respected, and followed if the team is going to succeed.”

- “Our customers have the first and last say in crisis management. That being said, personnel are authorized to do whatever it takes to prevent loss of life or limb.”
- “Effective response cannot be managed from the ‘backroom’ or an overhead asset. There is no substitute for the ‘commander’ on the ground where the action takes place.”
- “Cross-functional training and ensuring the management teams are capable of operating and making decisions in a void of oversight is critical to success. Individuals need to know who to contact when crisis situations occur.”
- “Authority must be designated to the people who are best trained and equipped to solve the problem.”
- “By definition, a crisis is immediate and response must be at the individual decision level. To have to refer back to management, especially many time zones away, defeats the purpose of a local crisis team.”

Statement 4 also achieved consensus as the full panel considered the elements of the statements and considered the statement important. This statement reached 100% important rating, with 18 (85.71%) and three (14.29%) rating it very important or important, respectively. The mean score was 4.86 and the IQD was 0.0. The statistics for the detailed results of Statement 4 are in Table 13.

Table 13

Responses to Statement 4: Effective Teamwork Is Important to Successful Crisis Management

Answer choices	Responses	%
Very important	18	85.71

Important	3	14.29
Neither important nor unimportant	0	0.00
Unimportant	0	0.00
Very unimportant	0	0.00

The responses to Statement 4 referenced Research Question 1 and indicated teams and teamwork are essential elements when trained properly and are effective in carrying out their duties. The statement responses also shed light on Research Question 2 in response to what managers should do to give their teams the best chance for success in managing crises, which is to ensure they function as a unified team. Team members must understand they are accountable to the team first and their respective business units second; the team must align to address its mission and might be unable to if members are not loyal to the team (Guttman, 2008). Successful teams exhibit similar characteristics, and the longer members work together in the team, the better the results. Panelists added the following.

- “In the event of a major crisis, all efforts must be directed toward the stated objectives (prevention of loss of life, protection of assets, business continuity) with seamless teamwork and unhindered collaboration / cooperation at all levels.”
- “Teamwork includes communicating with each other. Cooperation and inclusiveness of the whole team is key to accomplishing a common objective.”
- “Inter-company and company-customer teamwork is a must.”
- “The cliché of a chain being only as strong as its weakest link is very apt for this question—one unwilling, uninformed, incapable team member can cause a low-level crisis to escalate.”

- “Effective crisis response cannot be achieved without effective teamwork.”
- “The more effective crisis management team the easier it gets to respond in positive manner minimizing risk exposure. “

Monitoring crisis management teams was the subject of Statement 5. The spread of responses by the panel was more diverse than the previous statements. Seven panelists (33.33%) gave a rating of very important, 10 (47.63%) rated the statement as important, and three (14.29%) rated it as neither important nor unimportant. Results showed an 80.95% important rating with a mean score of 4.2 and an IQD of 0.5, which indicated that the panel of informed executives converged to achieve consensus. The results of Statement 5 are in Table 14.

Table 14

Responses to Statement 5: Monitoring Local Crisis Management Teams Is Important to Ensuring They Are Effective in Overcoming the Crisis and Mitigating Its Effects on the Organization

Answer choices	Responses	%
Very important	7	33.33
Important	10	47.62
Neither important nor unimportant	3	14.29
Unimportant	0	0.00
Very unimportant	0	0.00

The responses to Statement 5 applied to three research questions. The topic of Research Question 2 was how managers should give teams the best chance of success in managing crises. In response to Research Question 2, monitoring crisis management teams would ensure the training received by the team was proficient, teamwork established, and the team is able to respond and control any crisis presented to them.

The responses to Statement 5 also partially answered Research Questions 3 and 4. These two research questions asked how managers and leaders monitor their teams and personnel and the environment for effectiveness and signs of impending crisis. Statement 5 indicated effective monitoring would accomplish the necessary goals. The response provided additional details regarding what monitoring techniques can help to achieve said objective. Panelists added the following.

- “Management 101, ‘inspect your expectations.’”
- “Local teams should be empowered and given the resources to act on their own, within procedure, when responding to crises.”
- “Communication and a clear objective are important but over monitoring can also delay and frustrate the team.”
- “Monitoring is important to improve efficiency in crisis critical situations. Focus on positive strength of each individual and learn from mistakes by identifying them and finding the best tools mechanism to avoid repetition in future incidents.”
- “The monitor also needs to be trained and able to evaluate what is going on and make suggestions after the training.”

Responses to Statement 6 corresponded to Research Question 1 with specific details regarding organizing and training local management teams without the luxury of corporate resources. Effective leadership includes identifying crisis management team members, training and equipping them properly, and conducting periodic exercises to ensure they are ready to deal with crises effectively and successfully. The statistics for the detailed results of Statement 6 are in Table 15.

Table 15

Responses to Statement 6: Effective Leadership Includes Identifying Crisis Management Team Members, Training and Equipping Them Properly, and Conducting Periodic Exercises to Ensure They Are Prepared to Deal With Crises in an Effective and Successful Manner

Answer choices	Responses	%
Very important	12	57.14
Important	9	42.86
Neither important nor unimportant	0	0.00
Unimportant	0	0.00
Very unimportant	0	0.00

Statement 6 also achieved consensus from the panel as it received an importance rating of 100%, a mean score of 5, and an IQD of 0.5. Panelists added the following:

- “Leadership at all levels must establish, support and monitor crisis management teams. If changes are required, they must be made quickly with support at all levels.”
- “Yes, and understanding that many global business environments may not always allow for real-world training evolutions, the exercises should consist of frequent discussions of ‘what if’ scenarios, local environment assessments, map reviews, etc., if time and other factors allow.”
- “Crisis management team can only deliver positive result by having effective leadership to lead by example and assign different assignments to different team members depending on their evaluation of team member’s skills and knowledge.”

- “Programs are only as good as the staff working on them. That is why it is very important to select the right person for job and to make sure they are properly trained and equipped.”
- “Responsibilities, and key points of contact both on-site and at corporate headquarters should be established long before any crisis.”

The focus of Statement 7 was the reliance of outside sources as a warning mechanism for impending crises. In response to Statement 7, 14 panelists (66.67%) provided a rating of 5 or very important; six (28.57%) gave a rating of 4, meaning the statement was important in their view; and one (4.76%) gave a rating of 3, signifying the statement had no bearing in his or her environment. The statistics for the detailed results of Statement 7 are in Table 16.

Table 16

Responses to Statement 7: To Monitor the External Environment for Early Warnings of Impending Crises, I Rely on Overseas Security Advisory Council (OSAC) Advisories, Embassy and Consulate Circulars, Terrorism and Piracy Notices, Health and Safety Warnings, and Open-Source Media for Information

Answer choices	Responses	%
Very important	14	66.67
Important	6	28.57
Neither important nor unimportant	1	4.76
Unimportant	0	0.00
Very unimportant	0	0.00

Responses to Statement 7 did achieve consensus, as 95.24% of respondents considered the statement important, and it provided an answer to Research Question 4. Panelists added the following statements:

- “Open source media and OSAC advisories are effective ways of gathering information and updates.”
- “Important to register and pay attention to the warnings but local networking is more important.”
- “It is important to utilize trained agencies that have trained staff that fully understand the local conditions.”
- “Employees are encouraged to register with appropriate sources for automatic updates. Share information other organizations within the region to keep everyone posted on potential risks, either terror, illness/medical, or infrastructure.”

The focus of the responses to Statement 8 was the resources available to organizational leaders for gathering and tracking local environmental events that may affect their operation or stability in the region or global market. Three panelists considered the statement neither important nor unimportant. It had no bearing on their operations. Seventeen informed executives considered the statement important, as indicated by their rating of 85% important and an achievement of consensus. The mean score was 4.15 and the IQD was 0.5. The statistics for the detailed results of Statement 8 are in Table 17.

Table 17

Responses to Statement 8: The Internet Is an Important Tool in Gathering Information About the Local Environment Affecting My Organization

Answer choices	Responses	%
Very important	6	30.00
Important	11	55.00
Neither important nor unimportant	3	15.00

Unimportant	0	0.00
Very unimportant	0	0.00

Responses to Statement 8 also answered Research Question 4, indicating the Internet was a good source for gathering information about how the local environment affects the executives' organizations. Panelists added the following responses:

- “Travel advisories: travel.state.gov International SOS: internationalsos.com OSHA: osha.gov FEMA: fema.gov Local & international newspapers can also provide valuable insights into important local / regional changes or emerging risks.”
- “A good tool but it can be very jaded based on the reporting venues accessed.”
- “Used to supplement other intelligence sources, a secondary source only.”
- “By the time you see it on the Internet it is too late.”

The focus of Statement 9 was on networking and sharing information with senior leaders of other U.S. companies with regional headquarters in the Middle East. Sixteen panelists had a convergence of opinion and achieved a 76.20% important rating, while five members rated the statement as neither important nor unimportant for a 23.81% rating. This statement achieved consensus with a mean score of 4.14 and an IQD of 0.75. The statistics for the detailed results of Statement 9 are in Table 18.

Table 18

Responses to Statement 9: Meeting and Sharing Information on Potential or Perceived Crises With Senior Leaders of Other U.S. Companies With Regional Headquarters in the Middle East Is Important

Answer choices	Responses	%
Very important	8	38.10
Important	8	38.10

Neither important nor unimportant	5	23.81
Unimportant	0	0.00
Very unimportant	0	0.00

Responses to Statement 9 also responded to Research Question 4, which provided another means of monitoring environmental conditions and warning signs. Panelists added the following:

- “Group think with Americans sets in pretty fast and lack of real contacts with other expat and especially local nationals often is problem for us expats.”
- “This is definitely a very useful way to stay abreast of existing or emerging risks & threats that others may be seeing in their business or geographies with the potential to spread or spill over to other locations.”
- “Thought leadership is important to any organization. Meeting regularly helps leaders to mitigate crisis as well as share experiences.”
- “Networking is always effective. Especially when mobile phone and email information are shared.”
- “Although it’s important, western companies do not share information with others that is not released in media.”
- “This is often done through engagement with OSAC, important contacts made and maintained external to OSAC as well. Sharing ideas, policies, etc. in addition to sharing of potential crisis information.”
- “It is always useful to ‘brain storm’ with other professionals.”

Statement 10 was as follows: Do you have any other comments or suggestions related to effective crisis management in overseas locations? Panelists reached consensus on the need to train, equip, and rehearse local crisis management teams. Their comments

ranged from the need to include panelists and organizations from other nationalities to the need for media training and contracted medical evacuation services. Respondents reached consensus on creating crisis response manuals and checklists as well as practicing crisis response locally and with the regional and global headquarters.

Summary

The purpose of the qualitative study with a modified Delphi research design was to analyze data from informed executives to determine how managers select crisis management teams and how successfully such teams manage or resolve crises. A panel of informed executives representing senior executives of regional offices of U.S. companies in AMCHAM and the ABCD helped to illuminate the issues and the ways for organizational leaders to improve crisis management for U.S. companies with offices in the Middle East. The pilot study included five experts. Each respondent answered the 10 pilot test questions, and the responses led to minor changes to the questions. The study involved recruiting 22 expert panelists to take part in the Delphi study. The researcher administered Round 1. The results of Round 1 were the basis for the Round 2 statements designed to respond to the five research questions. At the completion of the second round, an analysis of the results using the IQD confirmed the panelists had arrived at consensus on all nine statements. The panel provided multiple write-in comments for the nine statements and additional information for Question/Statement 10. The chapter included an explanatory analysis outlining the procedure for determining consensus. A thorough detailed analysis of the results of each statement, including how the results responded to the research questions and aligned with the literature, appears in Chapter 5.

Chapter 5

Conclusions and Recommendations

Overview

The study involved addressing how senior executives of regional headquarters of U.S. companies in the Middle East select team members, evaluate required skill sets, train teams for emergency response, and prepare for crisis situations. The study included five research questions designed to explore and answer that statement:

Research Question 1: How do leaders of U.S. companies with regional offices in the Middle East select, organize, and train local crisis management teams absent similar corporate resources?

Research Question 2: What should managers of such companies do to give teams the best chance of success in managing crises?

Research Question 3: How should managers monitor employees and teams for effectiveness?

Research Question 4: How do leaders of such teams monitor the environment for early warning signs of impending crises?

Research Question 5: What implications can be drawn from teams and crisis management toward leadership theory?

A Delphi study involves an attempt to achieve consensus among the members of an expert panel. Twenty-two senior executives who comprised the executive expert panel, together with their collective feedback, helped to achieve the purpose of this study. In addition to their responses to questions in Round 1 and to statements in Round 2, there were several opportunities for individualized feedback through write-in responses in both

rounds. The executive respondents comprised an expert panel that provided a rich context for the research based on their opinions and experiences that led to specific insights that may be useful to other executives facing similar circumstances.

Discussion of the Results in Relation to the Literature

The focus of this discussion is the results of the research and how the results relate to the literature.

Statement 1. The emphasis of Statement 1 was the need to establish locally trained and equipped crisis management teams to be able to respond to local crises. The panel overwhelmingly concluded that this was a good practice for organizational leaders to embrace. The panel's conclusion was also in agreement with the literature.

Most crises originate outside organizations (Choi et al., 2010); therefore leaders must be ready for the wide variety of disasters arising from both natural and human-induced events. The preparation phase includes identifying and meeting with stakeholders to prevent such crises, as well as the development and training of crisis management teams that are capable of responding to a need at any given moment. Well-designed teams with well-developed processes and procedures are best able to handle emergency situations. Team members must know the team's mission and their role in the team; they must also understand dependencies on other teams inside and outside the organization (Pryor et al., 2009). Continual training, practice, discipline, and being properly equipped are essential for crisis management teams to be able to respond to local crises. Teams become dysfunctional if their cohesion and productivity atrophy; individual contributions decline, communication deteriorates, behavioral conflicts rise,

and team output falls (Sharma et al., 2009). The expert panelists understood the necessity outlined in Statement 1 and agreed with its importance.

Statement 2. The topic of Statement 2 was that if local crisis management teams exist in an organization, training sessions, periodic tests and evaluations, and role-playing scenarios are important to ensure the teams are able to respond. The relationship to the literature emerged in the responses to Statement 1; the concept of a group of individuals learning to think, move, react, and exist as a unit builds unity, camaraderie, and a team mentality from which teamwork ensues. Teams working together on complex projects for longer periods tend to resolve conflicts better and retain shared goals and objectives, whereas new teams often experience conflict as members learn to navigate within the team (Pryor et al., 2009). The specialization of team members adds to dependency; as problems become more complex and teams become more specialized, their relationships become more dependent on each other. With all members of the team moving with purpose and intent in the same direction to resolve the crisis and end the emergency, organizational leaders can shift their focus to increasing revenues and profits from the products and services it normally produces (Sharma et al., 2009). Results of Statement 2 confirmed what the body of literature depicted concerning building and preparing crisis management teams.

Statement 3. The results of Statement 3 also found consensus among the expert panelists who understood that delegating authority to local crisis management teams is important to ensure they are able to respond quickly to mitigate potential or perceived damage to the organization and facilities, prevent loss of life or limb, and enable continuity of operations. Leaders have learned to recognize and prepare for emergencies,

and many leaders have created crisis response teams for unanticipated events (Jaques, 2010). An extraordinary event disrupts organizations and communities and requires immediate action to remedy the situation (Wester, 2009), forcing organizational leaders to expend time, money, and resources in remediation efforts; effective leaders are proactive in preventing such events and improving readiness to manage crises by monitoring the environment and conducting tabletop exercises (Holloway, 2007).

Effective leaders use resources efficiently to achieve more with better results faster than the competition, which improves productivity and increases shareholder value while demonstrating adept leadership skills. In managing crises, effective leaders protect organizations from reputational and financial losses while ensuring minimal loss of life and limb and valuing workers throughout the crisis life cycle (Muffet-Willett & Kruse, 2009). Leaders respond to enthusiastic and competent employees who communicate well and therefore empower such employees with more authority and responsibility with relevant influence, support, and meaningful tasks.

Statement 4. The topic of Statement 4 was effective teamwork is important to successful crisis management, and the panel agreed with the body of literature that placed great emphasis on teamwork in general including in crisis management. Researchers have studied teams for decades, as their use in organizations became mainstream (Coutu & Beschloss, 2009). Successful teams exhibit similar characteristics, and the longer members work together on a team, the results improve. Teams must have a real purpose, and all stakeholders must understand who is on the team and, equally as important, who is not. Organizational leaders must support the team with enabling structures and expert coaching. The best teams work well under pressure by using well-established processes

and procedures, although crises might require new protocols to address and mitigate emergency situations (Guttman, 2008).

Team composition and structure affect innovation and goal accomplishment (Hülsheger et al., 2009). Teams with shared vision and genuine understanding of the values driving the organization are better able to raise standards and improve performance to meet goals and objectives (Salas et al., 2007). Effective leadership can raise the team's level of performance and achievement and is therefore vital to organizational success, particularly in time-sensitive and evolving crisis situations when coordination and cooperation are paramount.

Statement 5. The emphasis within Statement 5 focused on the responsibilities of crisis management teams, teamwork, and the overall success and functionality of crisis management teams. Monitoring local crisis management teams is important to ensuring they are effective in overcoming the crisis and mitigating its effects on the organization. A majority of the panel considered this statement essential for developing and maintaining successful crisis management teams. The three executives who indicated that this statement possessed no relevance to their day-to-day operations might have had little to no history of interfacing with a local crisis team or might have primarily depended on local authorities; however the answer to this assumption is unknown and does not hinder the fact that the panelists achieved consensus and their responses were in agreement with the literature.

According to the literature, the best preparedness is experience; organizational leaders experienced in crisis management made faster decisions and organizational changes (Larson & Fowler, 2009), despite leaders' feelings of unpreparedness. When

organizations respond to crises without effective crisis management plans, training, and rehearsals, responses to such crises become little more than chance (Larson & Fowler, 2009). Effective leaders prepare for emergencies, rehearse crisis action plans, and emphasize lessons learned from crisis experiences; organizational leaders who learn from crises often handle emergent situations better than formal crisis response teams (Larson & Fowler, 2009). Crises management might entail around-the-clock monitoring and response for prolonged periods; if response teams are unable or unwilling to accept responsibility for actions and prefer instead to wait for a decision from the boss, the organization might suffer needlessly (Obeidat et al., 2012; Shinnar et al., 2012). According to Olson (2014), it is vital to the success of an organization to assess and monitor crisis management teams and procedures to ensure the preparedness of the unit.

Statement 6. Effective leadership includes identifying crisis management team members, training and equipping them properly, and conducting periodic exercises to ensure they are prepared to deal with crises in an effective and successful manner. The focus of Statement 6 was on the management of crisis management from identifying team members and leaders to total preparedness. Effective leadership entails well organized teams with members who understand why leaders formed the team and participate in how the team will achieve its mandated goals.

Effective leaders build strong relationships within and outside teams to reduce miscommunication and misunderstandings (Guttman, 2008). By articulating specific, definable goals and a compelling, understandable direction, leaders create enabling structures and operating norms for teams to be effective and productive. Team coaching

might improve teamwork and obviate obstacles to more creative and effective achievement of assigned goals (Coutu & Beschloss, 2009).

Managers who are excellent organizational leaders focus on preparing their teams and the organization to handle crises; they are capable of making rapid decisions, and they fully integrate crisis management and prevention into the fabric of the organization (Taneja et al., 2014). They also provide effective training means for their personnel. Whereas training might benefit the individual personally, its overall goal is to enhance organizational effectiveness and job performance by providing better skills mix, adaptability, and responsiveness. Simulated training exercises that are effective in skill development significantly build competencies and teamwork efficacies (Waller, Zhike, & Pratten, 2014). Simulations and exercises present good learning environments but often do not include the stress of real emergencies (Sniezek et al., 2002).

Statement 7. To monitor the external environment for early warnings of impending crises, expert panelists said they relied on OSAC advisories, embassy and consulate circulars, terrorism and piracy notices, health and safety warnings, and open-source media for information. The focus was on protecting the organization from outside and inside factors that could ultimately cause chaos, harm, or destruction to an organization's assets, personnel, or reputation. Success for any organization, whether or not leaders are experiencing crisis situations or events, demands that there be effective on-time communication (Taneja et al., 2014). This communication would also include the interconnectedness of the organization and its stakeholders (Johnasen, Aggerholm, & Frandsen, 2012). According to Johnasen et al. (2012), "It is essential for organizations to

have their communication, compliance and investment teams work together in implementing a crisis management program” (p. 81).

Although usually unplanned, leaders can anticipate crises. Leaders who fail to monitor the environment and move proactively to reduce or eliminate threats to the organization also fail in their leadership responsibility (Jaques, 2010). Crisis resource management training emphasizes the roles and responsibilities of all stakeholders; communication within and outside the organization; situational awareness, assessment, and understanding; organizational support to the crisis response team; and effective identification and use of resources.

Statement 8. Statement 8 was as follows: The Internet is an important tool in gathering information about the local environment affecting my organization. Effective Web use might have a multiplier effect as it serves as a means to distribute information to many stakeholders simultaneously. Leaders monitoring social media might detect issues before they become problems and respond to criticism using social media to reach the affected audience directly and without filters. Crisis management personnel must identify online influencers before and during crisis events and develop a communications plan to respond quickly and honestly; procedures must exist to respond to web-based accusations and rumors (Gonzalez-Herrero & Smith, 2008, 2010).

Statement 9. Statement 9 was as follows: Meeting and sharing information on potential or perceived crises with senior leaders of other U.S. companies with regional headquarters in the Middle East is important. In response to this statement, it is important to note that in managing crises, effective leaders protect the organization from reputational and financial losses while ensuring minimal loss of life and limb and valuing

workers throughout the crisis life cycle (Muffet-Willett & Kruse, 2009). Effective leaders use resources efficiently to achieve more with better results faster than the competition. External factors, such as surrounding businesses, media, and social media, often play a role in managing crisis at most levels of an organization (Taneja et al., 2014). The key is to heed the warning signs and manage the factors quickly, effectively, and efficiently to handle the managing process at all levels. Crisis management is the responsibility of the leaders within an organization and often involves personnel from within and without an organization, governmental agencies, media, and crisis management teams from different organizations working for a common goal (Sullivan, 1996).

Statement/Question 10. Statement 10 was as follows: Do you have any other comments or suggestions related to effective crisis management in overseas locations? Respondents agreed on the need to be prepared, rehearse crisis response scenarios, and maintain constant contact with regional or corporate headquarters for assistance and guidance during crisis events. Some respondents indicated their organizations conduct scheduled practice drills after threat analysis sessions, either as a regional or country office or as part of the larger organization's preparedness training. The panel reached consensus on the need for media management during crisis events, and all had either medical evacuation contracts or had identified points of contact to assist in evacuations should they be necessary. One panelist indicated the local organization had a 24-hour direct live video link to the crisis management team at the U.S. headquarters with an ongoing dialogue throughout the workday.

Leader-Member Exchange

The results of this study have provided impressive insight into LMX theory. LMX theory draws emphasis on relationships; in particular, the relationships that are formulated between leaders and employees. These relationships are built on personalities, individual characteristics, and quality communication between parties. Statement 1 emphasized the need for strong, well-disciplined crisis management teams who are guided by effective leaders who understand the need for well-designed teams who respond to well-developed processes, and function as a single organism in times of crisis.

Strong bonds and in-groups often result from such unions. A positive by-product is expressed in teams and teamwork, which also has a positive effect on morale and the organization as a whole. Statement 4 emphasized the effectiveness of teamwork and successful crisis management noting that for teams to successful they must be endowed with a real purpose for being, an understanding of team members, and a knowing that the team has the support of the organization.

Good relationships between leaders and those who they lead often lead to similarity of thought and problem solving. LMX theory emphasized a strong bond between leaders and their team. Effective leaders command respect, while respect embodies loyalty and understanding. Statement 6 focused on the effectiveness of leadership that is well organized, who build strong relationships with team members, who communicate effectively, and most of all are aware of the environment they are in and readily communicate with those who are in the need to know. Leader-member exchange

enhances strength in crisis situation. Organizations, on a whole, benefit from LMX relationships.

Limitations

The study included a number of limitations. Not all panelists shared in the full extent of the crisis but they were able to provide an assessment of their management. Some of the panelist had been in their respective positions for a limited time and were not able to assess their crisis management fully. Because the instrument did not require full details about the management of specific crisis situations, details of the crisis may not have been in depth.

Some companies consider crisis management proprietary, and panelists may have felt that it was inappropriate to share a full range of details without disobeying company policy. In addition, panelists may have had some concerns about divulging too much information about their location, place of business, or the extent of their crisis management teams to protect themselves, their people, and the organization.

Implication of the Results for Practice

Crisis management is an area of great importance to all organizations, with special emphasis on Middle East organizations due to their proximity to turmoil and unstable conditions. According to a 2011 crisis preparedness study, 79% of business leaders indicated they would face some sort of crisis in the next 12 months, but global crises actually occur on a daily basis (Taneja et al., 2014). The potential for crises to develop and escalate is greater than ever because of the global interconnectedness of organizations (Taneja et al., 2014). The importance of knowing the internal and external factors that lead to crisis and the strategies to manage, prevent, and resolve crises in an

effective and efficient manner become paramount to the stability and future of any organization. Organizational leaders, including crisis management leaders, need to consider some elementary concerns and decide on a number of strategies prior to managing crises. They need to focus on crisis management preparation; who will make decisions; the promptness of those decisions; the extent the organization has embraced the concept; and the degree the strategic management includes crisis preparedness, management, and prevention throughout the organization (Taneja et al., 2014).

The results of the study led to some recommendations that may become essential policies and may be invaluable to organizations in the present as well as in the future. Organizational leaders must embrace and use crisis management planning and training for overseas locations. Leaders must understand the environment, the local culture, and the mind-set of people with different values. Leaders must also develop and review formal pretested and crisis action plans periodically, particularly for formalized recruitment and specialized training of crisis management teams.

Leaders of international organizations must often negotiate and coordinate crisis management implementation with their parent organizations and overseas or field locations. Although leaders of such international organizations might implement local crisis management teams, policies and procedures must comply with the parent organizations' requirements and embrace proven methods of response and successful tactics to overcome the crisis. Organizational leaders must document lessons learned from prior crisis situations.

Coordination at the local level is essential to successful crisis management. Developing ties with local law enforcement and emergency services, identifying and

evaluating specialized treatment centers and hospitals, and coordinating resources and strategy with other organizations, where feasible, might provide better responses to crises and help to overcome resource constraints that result from the involvement of multiple organizations.

Crisis management is most effective when it involves preparation, planning, and communication. Television news, the Internet, fee-based or free information sharing, and collegial communications among industry professionals (and not only among those in one industry) can be highly beneficial. Allocation of resources such as staff, money, and material can be overwhelming with market changes, reduced revenue, and a need to hold costs to a minimum. Leaders must manage normal business friction, both internal and external, to ensure the organization does not fail in its mission.

Crisis management teams must be well trained, equipped, and capable of handling any and all crises they are presented with. Crisis management teams must be proficient in the following traits:

- In compliance with the organizations' guidelines and directives.
- Effective in managing risks and dealing with information sharing, hiring and training the right folks to standards certification.
- Competent in information sharing with other organizations.
- Hiring and training the right personnel to standards certification as required based on the facility's needs.
- Streamlined command, control, communications and information are essential to successful operations and business continuity.

An effective leadership strategy includes identifying crisis management team members, training and equipping teams for response, periodic tests and evaluations of teams' readiness, and conducting role-playing scenarios to ensure the teams are ready to respond to any and all types of crisis. Effective teamwork is crucial to successful crisis management, empowers employees for crisis management, and ensures they are ready to act without question and without direction. Effective leaders have contingency plans that cover a variety of crises as well as levels of crises and multiple crises teams in case the primary crisis team cannot meet a crisis because of injury or other reasons.

Recommendations for Further Research

The results of this study are not generalizable to all organizations. Future researchers might encompass a wider scope of study, including more organizations in the Middle East as well as organizations outside the Middle East. Leadership through crisis management is becoming an important area for many companies. Researchers should consider crisis management for organizations that may not seem to require such leadership skills. Recent invasions by terrorists in grocery stores, magazine publishing, and sports events provide strong evidence that any organization may need crisis action plans. Natural events such as hurricanes, tornadoes, fires, tsunamis, and extreme heat or cold have led to a need for extensive crises management plans that can provide excellent examples for researchers and leaders. Researchers might consider crisis management on a global scale with organizations that have offices in multiple locations throughout the world and that face any number of crises prevalent in the area, whether manmade or natural disasters. An understanding of how crisis management may differ across locations and specific organizations, with an emphasis on the varieties and magnitude of

crisis scenarios, may contribute to crisis management as a component of leadership studies.

Conclusion

Due to global concerns and the interconnectedness of global markets and organizations, the prospective occurrence of local or regional crises has increased. The potential threat demands that organizational leaders are not only aware but take the initiative to plan, develop, organize, train, and set into motion well-formulated, fully functional, and highly skilled effective crisis management teams interwoven into the fabric of the organization and empowered to act on a moment's notice to any and all threats facing the organization.

Leaders must understand how to organize teams effectively for crisis response and management; organizing and training such teams requires careful planning and development (Aritzeta et al., 2007). The study involved examining the relationship between team organization and crisis management success to gain further understanding to improve the chances of success of such teams. Current and future generations might benefit from better responses to crisis situations that reduce loss of life, protect assets, and allow organizations to continue functioning during and in the aftermath of crises. The study also intended to build a knowledge base and elicit knowledge and experience from senior executives of U.S. companies in the Middle East who have used locally constituted teams to manage crises. Composition and skill sets of teams, span of control, crisis communication plans, and other tools might emerge to help future leaders select teams with better chances of successfully negotiating crises and returning the organization to stability and equilibrium after such events.

The design of this Delphi study was to elicit knowledge and experience from an informed expert panel of senior executives of regional offices of U.S. companies in the AMCHAM and ABCD. The study included five research questions and involved analyzing expert data to determine how managers selected crisis management teams and how successful those teams were at resolving crises. Round 1 included 10 questions, and Round 2 included nine statements and one question to solicit further statements from the panelists. The initial plan was to include three rounds, but the panelists achieved consensus on all items in Round 2, and a third round was not necessary. Through the responses in Round 2 and the convergence of thought among the 22 expert panelists, the study resulted in satisfactory answers to the research questions. The narrative supplied by the results and the panel of informed executives allowed the formulation of a set of recommendations and procedures that leaders of organizations might adopt. Leaders can use the recommendations and procedures as they explore the possibility of establishing crisis management strategies or if they plan to enhance or improve their current crisis management strategies or to perform a review of their current crisis management strategies.

Many U.S. corporations with overseas operations recruit, train, and maintain highly skilled crisis management teams ready to deploy quickly to domestic or international locations in the event of natural or human-induced disasters (Morier & Egan, 2006). Situations that develop quickly, change often, evolve without warning, and are difficult to discern might confuse responders and strain resources; corporations often let the situation coalesce before deploying crisis management teams, but sometimes the deployment is too late to influence or remedy the situation. Although such teams are

highly mobile, local crisis management teams are necessary because the time and expense to send corporate teams abroad are high; moving employees and their families out of harm's way often must happen quickly and the management of the process cannot be from the U.S. headquarters or there may not be time to wait for response teams to deploy from the United States (Tharenou & Harvey, 2006). Local managers must weigh the need for rapid response against the time and expense of bringing corporate response teams to the region; such teams might not have the local knowledge to make prudent and timely decisions, or they might arrive too late to influence the situation (Morier & Egan, 2006). Corporations might be reluctant to send response teams unless the need for them is acute, preferring instead to shepherd resources and save money until necessary (Zuckerman & Ahrens, 2010).

The cost of deploying a 4-person crisis management team to an international location for 4 weeks might exceed \$100,000, including airfare, accommodations, meals and incidentals, ground transportation, communication, other support activities (Anthony, 2009). Larger corporations with several overseas locations might have three or four such teams each averaging three deployments per year to respond to emergency events (Arnoult, 2008). Crises often develop rapidly and might prevent or delay entry of crisis management teams from outside the emergency area because of military or natural destruction of the region, and multiple crises over large geographic areas might require more corporate resources than are available. Locally trained and equipped teams might be in a better position to prevent or lessen loss of life and transport survivors out of the danger area more quickly than corporate response teams would be able to travel from the United States to the overseas location (Knight, 2008). Local staff might also have the

advantage of living and working in the affected area; corporate staff based in the United States might not be as familiar with the area.

The general problem is that international regional offices of multinational companies react slowly to crises, often because they rely on the corporate office for crisis management and response (Morier & Egan, 2006). The specific problem is that few U.S. companies with offices in the Middle East have local capabilities to respond immediately and effectively to crises. All of these concerns add to the fact that local teams are not organized, trained, or empowered to act quickly to save lives, protect assets and reputation, prevent unnecessary costs, and reestablish business continuity (Zuckerman & Ahrens, 2010).

Crisis management, including its strategy and teams, goes far beyond just organizations in the Middle East and beyond the boundaries of global organizations. Crisis management encompasses all organizations from the mom-and-pop shop on the corner to city, state, national, and continental business entities. No organization, regardless of its size, is immune from the potential threat of crises. All organizations can become a target at any given moment. The potential is great, but the loss can be enormous; however, even though the cost of preparedness can be high, in the long run it is advantageous and reassuring and brings about security and peace of mind, regardless of the cost. Crisis management and being prepared to act, react, prevent, and recover is paramount in the global environment. The significance and magnitude of planning, strategizing, developing teams, training, evaluating, and being alert and prepared to act and how to respond at a moment's notice were a by-product of this Delphi research study.

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Appendix A

Permission to Reprint Figure 1

From: Tony Jaques <issueoutcomes@.com>
Date: Wednesday, March 11, 2015 at 5:36 PM
To: Mac McClelland <mac@.com>
Subject: RE: Permission to reprint figure

You are welcome to use my model. To be more up to date you might prefer to source the model to the new textbook in the signature below where it appears at page 13

Good luck with the PhD

Tony Jaques
Managing Director: Issue Outcomes P/L
Editor: *Managing Outcomes*, the online issue and crisis newsletter
Ph: (03)
Mob: 0411
From overseas: +61 411
Email: tjaques@.com.au
Website: www.issueoutcomes.com.au
Blog: www.managingoutcomes.wordpress.com
Tailored Solutions for the Issue and Crisis Challenge

From: Mac McClelland [<mailto:mac@.com>]
Sent: Wednesday, 11 March 2015 11:49 PM
To: tjaques@.com.au
Subject: Permission to reprint figure

Dear Dr. Jaques,

I am a doctoral learner at University of Phoenix and am currently writing my dissertation on:
EXPERTS' RECOMMENDATIONS TO CREATE EFFECTIVE TEAMS FOR SUCCESSFUL
CRISIS MANAGEMENT: A DELPHI STUDY.

I would like to use a figure you published and I am seeking your permission to do so. The figure is (and the citation would read):

Issue and crisis management relational model. From "Reshaping Crisis Management: The Challenge for Organizational Design," by T. Jaques, 2010, *Organization Development Journal*, 28, 12. Copyright 2010 by Issues Outcome Pty Ltd. Reprinted with permission of the author.

Please let me know if you need any further information.

Thank you and best regards. Mac

T. B. McClelland, Jr.

Appendix B

Permission to Reprint Figure 2

From: "Willett,Stacy Lynn" <smuffet@.edu>
Date: Wednesday, March 11, 2015 at 6:09 PM
To: Mac McClelland <mac@.com>
Subject: RE: Permission to reprint figure

Hopefully this one is correct. Yes Mac you have my permission.

Dr. Stacy L. Muffet-Willett
Professor
Program Lead Faculty
Emergency Management & Homeland Security
The University of Akron
330-

Program Students: For up to date information and announcements about the program, and opportunities follow us on Facebook – IAEM: The University of Akron

From: Mac McClelland [<mailto:mac@.com>]
Sent: Wednesday, March 11, 2015 8:41 AM
To: Willett,Stacy Lynn
Subject: Permission to reprint figure

Dear Dr. Muffet,

I am a doctoral learner at University of Phoenix and am currently writing my dissertation on:
EXPERTS' RECOMMENDATIONS TO CREATE EFFECTIVE TEAMS FOR SUCCESSFUL CRISIS MANAGEMENT: A DELPHI STUDY.

I would like to use a figure you published on and I am seeking your permission to do so. The figure is (and the citation would read):

Crisis leadership continuum. From *Waiting for a Crisis: Case Studies of Crisis Leaders in Higher Education* (p. 45), by S. Muffet-Willett, 2010. Copyright 2010 by S. Muffet-Willett. Retrieved from http://etd.ohiolink.edu/view.cgi?acc_num=akron1290118943. Reprinted with permission.

Please let me know if you need any further information.

Thank you and best regards. Mac

T. B. McClelland, Jr.

Appendix C

Letter of Invitation to Participate

Dear Executive,

You have been selected to participate in a research study conducted by Mac McClelland, a University of Phoenix doctoral student. I am seeking participants who are senior executives of regional offices of U.S. companies in the American Chamber of Commerce in Abu Dhabi (AMCHAM) and the American Business Council of Dubai and the Northern Emirates (ABCD) and who are responsible for supervising crisis response.

The purpose of the proposed study, *Experts' Recommendations to Create Effective Teams for Successful Crisis Management: A Delphi Study*, is to determine how regional managers select crisis management teams and how successful such teams are at managing or resolving crises in the absence of corporate crisis management teams. The qualitative study with a modified Delphi research design will utilize feedback from experienced international managers to identify how crisis management teams are formed and what makes them successful in resolving crises.

Participation involves completing two or three rounds of surveys online via the secure and confidential Internet website SurveyMonkey.com. You will be asked for your opinion about an organization you know well in each round of the survey. As the researcher, I will be able to access your information, but confidentiality will be respected. The research poses no foreseeable risks to you. The information and opinions you provide will remain strictly confidential and will not be released without your express written consent.

Although your participation might not provide direct benefit to you, your contributions to a deeper understanding of how to select local crisis management teams to increase the chances of successful resolution of crises might benefit other managers of businesses facing similar challenges in the region.

Upon your acceptance to participate, you will receive an emailed statement of informed consent that I will ask you to read and sign. Upon my receipt of your signed informed consent form, I will contact you via SurveyMonkey to begin the survey.

Please call me at 050 or email me at mac@.com should you have any questions or concerns regarding the research study. You may also contact the University of Phoenix Institutional Review Board via email at IRB@phoenix.edu regarding questions, concerns, complaints, or your rights as a research study participant.

I look forward to your participation in my research study.

Best regards,

/s/ T. B. (Mac) McClelland, Jr.

I ACCEPT the invitation to participate in the proposed research study titled *Experts' Recommendations to Create Effective Teams for Successful Crisis Management: A Delphi Study*, conducted by Mac McClelland.

I DO NOT ACCEPT the invitation to participate in the proposed research study titled *Experts' Recommendations to Create Effective Teams for Successful Crisis Management: A Delphi Study*, conducted by Mac McClelland.

Appendix D

Letter of Intent

I am a student at the University of Phoenix completing the requirements of a doctoral degree in the School of Advanced Studies. I am conducting a research study online entitled, Experts' Recommendations to Create Effective Teams for Successful Crisis Management: A Delphi Study. The purpose of the qualitative study with a modified Delphi research design is to utilize feedback from experienced international managers to identify how crisis management teams are formed and what makes them successful in resolving crises.

As an informed executive within your field, you have received a copy of this letter of intent inviting you to be a panelist within this study. Confidentiality is guaranteed, and the time requirements for participation are minimal. You will be asked to respond to two or three surveys on the secure website called SurveyMonkey.com; you will have one week to respond to each survey. The total length of the study is no more than five weeks.

If you are interested in participating in the study as a panelist, please reply to this letter of intent. Panelists will be chosen in the order responses are received. All identities of participants are confidential, so you will not be informed who your fellow panelists are.

Thank you for considering this request. If you have any questions, comments, or concerns about participating in this study, please contact me at by email at mac@.com or by telephone at +971-50.

Sincerely,

T. B. (Mac) McClelland, Jr., Doctoral Candidate, University of Phoenix

Appendix E

Informed Consent



Informed Consent: Participants 18 Years of Age and Older

Dear _____,

My name is Mac McClelland and I am a student at the University of Phoenix working on a Doctor of Management degree. I am doing a research study entitled Experts' Recommendations to Create Effective Teams for Successful Crisis Management: A Delphi Study. The purpose of the qualitative research study with a modified Delphi research design is to analyze data from informed executives to determine how managers select crisis management teams and how successful such teams are at managing or resolving crises.

Your participation will involve completing two or three rounds of surveys online via the secure and confidential Internet website SurveyMonkey.com. You will be asked for your informed and confidential opinion about an organization you know well in each round of the survey. As the researcher, I will be able to access your information, but confidentiality will be respected.

You will receive notification when the first round survey is ready for completion. Turnaround time to complete round one is one week. I will compile data from round one within one week, submit information to SurveyMonkey.com, and notify you of the second round of surveys. Turnaround time to complete round two is one week. I will compile data from round two within one week. If consensus is not achieved after the second survey, I will submit information to SurveyMonkey.com, and notify you of the third and final round of surveys. Turnaround time to complete round three is one week. Your total time commitment is five weeks, and your active time commitment will be three weeks.

The population for the qualitative study with a Delphi research design will be 20-25 senior executives of regional offices of American companies in the Middle East; such companies are members of the American Business Council of Dubai (ABCD) and the American Chamber of Commerce in Abu Dhabi (AMCHAM). Confidentiality is guaranteed throughout the process. Every completed survey will be coded so confidentiality is respected. All data collected will be stored in a locked container and I am the only person who will have access to the data. This data will be kept in the locked container for a minimum of three years and will be personally destroyed by me by permanent means such as shredding. You can decide to be a part of this study or not. Once you start, you can withdraw from the study at any time without any penalty or loss

of benefits. The results of the research study may be published but your identity will remain confidential and your name will not be made known to any outside party.

In this research, there are no foreseeable risks to you.

Although there may be no direct benefit to you, a possible benefit from your being part of this study is data gathered from this study will provide recommendations for companies with regional headquarters in the Middle East that do not have corporate crisis response teams available to respond to local crises. The study will support senior executives of such companies as they prepare local teams to respond to crises when the time, distance, and situation preclude corporate teams from responding. There are no costs to you for participating in this study.

If you have any questions about the research study, please call me at **050** or email **mac@.com**. For questions about your rights as a study participant, or any concerns or complaints, please contact the University of Phoenix Institutional Review Board via email at **IRB@phoenix.edu**.

As a participant in this study, you should understand the following:

1. You may decide not to be part of this study or you may want to withdraw from the study at any time. If you want to withdraw, you can do so without any problems.
2. Your identity will be kept **confidential**.
3. **Mac McClelland**, the researcher, has fully explained the nature of the research study and has answered all of your questions and concerns.
4. If interviews are done, they may be recorded, although personal interviews and audio or video recordings are not anticipated in this study. If they are recorded, you must give permission for the researcher, **Mac McClelland**, to record the interviews. You understand that the information from the recorded interviews may be transcribed. The researcher will develop a way to code the data to assure that your name is protected.
5. Data will be kept in a secure and locked area. The data will be kept for three years, and then destroyed.
6. The results of this study may be published.

“By signing this form, you agree that you understand the nature of the study, the possible risks to you as a participant, and how your identity will be kept confidential. When you sign this form, this means that you are 18 years old or older and that you give your permission to volunteer as a participant in the study that is described here.”

I accept the above terms. **I do not accept the above terms.**
(CHECK ONE)

Signature of the interviewee _____
(Original signature required; electronic signature may not be used)

Date _____

Signature of the researcher _____
(Original signature required; electronic signature may not be used)

Date _____

Appendix F

Pilot Study

Survey Question 1: How long have you been in your current assignment/position?

Survey Question 2: How many crisis or emergency situations have you dealt with during the period you have been in your current assignment/position?

Survey Question 3: Where is the Middle East regional headquarters of the organization you are describing?

Survey Question 4: What is the approximate total number of employees and family members in the Middle East region for the organization you are describing?

Survey Question 5: In the event of a natural or human-induced disaster at an organization you know well, what corporate crisis management resources are available and how fast are they able to respond?

Survey Question 6: In the absence of corporate crisis management resources, how do you select, organize, and train local resources to respond to crises?

Survey Question 7: What steps do you take to give local crisis management teams the best chance of success?

Survey Question 8: How do you monitor employees and teams for success in managing crises?

Survey Question 9: How do you monitor the environment for early warning signs of impending crises?

Survey Question 10: What criteria do you use to rate the success of crisis management teams?

Pilot Question 1: Are any of the questions above vague or confusing?

Pilot Question 2: Do you have any comments or recommendations to improve the questionnaire or the survey questions above?

Appendix G

Reminder of Survey Letter

Dear Participant,

Thank you for agreeing to participate in my study entitled, Experts' Recommendations to Create Effective Teams for Successful Crisis Management: A Delphi Study. I appreciate the time you are taking to assist me in conducting this study.

The round ___ survey of this Delphi study is presently awaiting your attention in SurveyMonkey.com. Please complete the survey about a company you know well by [date] so I am able to analyze all informed executives' opinions in a timely fashion.

If you have any questions, please contact me at by email at mac@.com or by telephone at +971-50.

Sincerely,

T. B. (Mac) McClelland, Jr.

Doctoral Candidate, University of Phoenix

Appendix H

Letter of Introduction for First and Second Rounds of Surveys

Letter of Introduction to Round 1 of the Delphi Study

Dear Informed Executive Panelist,

Thank you for agreeing to participate in my study entitled, Experts' Recommendations to Create Effective Teams for Successful Crisis Management: A Delphi Study. Participants are senior executives with at least five years' experience in the Middle East and who have participated in crisis management in the region during that period. The first survey, which you may access on SurveyMonkey.com until [date], is the first round of the Delphi study. All informed executives' responses from the first survey in round one will be coded and presented as the basis for round two.

The first survey consists of 10 open-ended questions for you to answer. Please answer the questions as thoroughly as possible. Your responses will be shared, confidentially, with the informed executive panelists in round two.

Please access the survey on SurveyMonkey.com. This survey must be completed by [date]. If you encounter any problems, or have any questions or concerns, please contact me at by email at mac@.com or by telephone at +971-50.

Sincerely,

T. B. (Mac) McClelland, Jr.

Doctoral Candidate, University of Phoenix

Letter of Introduction to Round 2 of the Delphi Study

Dear Informed Executive Panelist,

Thank you for agreeing to participate in my study entitled, Experts' Recommendations to Create Effective Teams for Successful Crisis Management: A Delphi Study. The second survey, which you may access on SurveyMonkey.com until [date], is the second round of the Delphi study. All informed executives' responses from the first survey in round one have been coded and presented as the basis for round two.

The second survey consists of a Likert-type survey. You will be asked to rate the informed executives' responses from round one according to the following categories:
1—*very unimportant*, 2—*somewhat unimportant*, 3—*neutral*, 4—*somewhat important*, 5—*very important*.

Please access the survey on SurveyMonkey.com. This survey must be completed about a company you know well by [date]. If you encounter any problems, or have any questions or concerns, please contact me at by email at mac@.com or by telephone at +971-50.

Sincerely,

T. B. (Mac) McClelland, Jr.

Doctoral Candidate, University of Phoenix

Appendix I

Round 1 Survey Questions

Survey Question 1: How long have you been in your current assignment/position?

Survey Question 2: How many crisis or emergency situations have you dealt with during the period you have been in your current assignment/position?

Survey Question 3: Where is the Middle East regional headquarters of the organization you are describing?

Survey Question 4: What is the approximate total number of employees and family members in the Middle East region for the organization you are describing?

Survey Question 5: In the event of a natural or human-induced disaster at an organization you know well, what corporate crisis management resources are available and how fast are they able to respond?

Survey Question 6: In the absence of corporate crisis management resources, how do you select, organize, and train local resources to respond to crises?

Survey Question 7: What steps do you take to give local crisis management teams the best chance of success?

Survey Question 8: How do you monitor employees and teams for success in managing crises?

Survey Question 9: How do you monitor the environment for early warning signs of impending crises?

Survey Question 10: What criteria do you use to rate the success of crisis management teams?

Appendix J

Round 1 Questions and Responses

Question 1: How long have you been in your current assignment/position?

- a. Commenced position January 2008.
- b. Concluded position June 2014.
- c. The information provided here pertains to an earlier assignment in Iraq. I held a key leadership position working with Americans and Iraqi counterparts to identify known threats (these were people & groups) in order to prevent attacks against Americans and our allies.
- d. Period covers multiple assignments or positions with the same company.
- e. The company is involved in Security Guard Training and markets Fire Detection and Fire Suppression equipment as well as security equipment including Intrusion Alarms, Access Control Systems, Video Content Analysis Software, Convoy and Prison Jamming Systems, Integrated Radar and Thermal Imaging Systems, and Counter Intelligent Counter Measures Equipment.
- f. The organization in focus is the last position I held. This was a startup program without established robust systems in place yet. Cumulative experience spans over 30 years.
- g. Just hitting three years as head of part of the regional footprint. However, positional I am the senior person in region apparently semi-responsible for a different portion of the company in this kind of management situation.
- h. This would encompass three different companies doing the same types of missions and in the same region (MENA).

- i. Have been with the company for 3 years. 17 months in Afghanistan and 18 months in Dubai overseeing the Middle East and North Africa.

Question 2: How many crisis or emergency situations have you dealt with during the period you have been in your current assignment/position? [Crisis: “Specific, unexpected, and non-routine events or series of events [with] high levels of uncertainty and threat or perceived threat to an organization’s high priority goals” (Seeger, Sellnow, & Ulmer, 1998, p. 232). Baron (2010) defined a crisis “as a situation in which harm to people or property either has occurred or is imminent” (p. 120). A crisis involves uncertainty, can escalate quickly, and can dominate leaders’ focus and attention for extended periods to the exclusion of other routine organizational tasks. Crises can be characterized as natural or human induced (technological, malevolence, skewed management values, deception, misconduct, confrontation, management failures, poor planning, lack of clear objectives and deliverables, lack of understanding of dependencies; inadequate resource allocation; poor risk management; poor change management; lack of stakeholder buy-in; or poor understanding of priorities.)]

- a. Most of these situations involved insurgent attacks in the Middle East and Africa.
- b. None
- c. The multiples crisis (too many to count) involved real and/or potential damage to property and people in the Iraq war zone.
- d. No harm to people or property ever imminent.
- e. No crises to date per the definition of crisis. Have pro-actively avoided some regional travel to prevent a crisis from possibly occurring; company accepts that if it is a high-risk situation, we do not need the business.

- f. There have been many crisis or emergency situations in our region. Most are either related to medical or security. During the last 3 years with my company, we have dealt with 3 major crisis (Ebola, MARS, and Political)
- g. Death of employee at the hands of insurgent attackers in Afghanistan Company stakeholder and key manager fraud and corruption and continuing impact of actions subsequent to being fired Wrongful incarceration of employee and assets in Iraq as set up by former company manager and Iraqi police - attempt to extort and disrupt business continuity for 6 months Poor partnering with locals in Afghanistan and Iraq had to be undone with repercussions of future revenue loss Unacceptable performance of Afghanistan subcontractor and actions to extort money for unpaid invoices which were in dispute and remain so, with impact on costs, future opportunities and the business itself.

Question 3: Where is the Middle East regional headquarters of the organization you are describing?

- a. Headquarters is in London
- b. Staff is largely in either Abu Dhabi or Dubai, with a couple in Saudi Arabia.
General staff are evenly divided between a specific day-to-day office job in Dubai and regional travel / support. The latter (travelers) will be eventually assigned to a new office in Abu Dhabi.
- c. Kingdom of Saudi Arabia

Question 4: What is the approximate total number of employees and family members in the Middle East region for the organization you are describing?

- a. 500+

- b. 100
- c. 150
- d. 3000-6000
- e. 5000
- f. 13
- g. Over 390 people.
- h. 220
- i. 2,500
- j. Employees 36 and family members 20
- k. 200
- l. 300
- m. 5
- n. 14
- o. 12
- p. Over 3000
- q. 2003-20011 10,000+ 2011-Present 60+
- r. 35
- s. 30
- t. 2000
- u. 25
- v. 500

Question 5: In the absence of corporate crisis management resources, how do you select, organize, and train local resources to respond to crises?

- a. Our consultant worked with the senior management in the Middle East region to develop crisis procedures. This consisted of 3-5 persons.
- b. You can work with the building management and local government agencies to start
- c. No training done
- d. I used the OODA Loop and trained them to 1) Observe, 2) Orient, 3) Decide and 4) Act. This applied, primarily, to both my Iraqi and American civilians engaged in our missions. The US Military had their own Rules of Engagement and response.
- e. Select based on prior experience in similar roles, organize by business entity &/or key geographical territory or country, and train using outside agencies or independent training organizations specializing in the field.
- f. Selection is based on experience and soft skills. Training is outsourced in addition to employees empowerment to lead.
- g. Via the company security and human resource department. Included is an on-site manager to monitor and direct the crisis locally.
- h. No plan at this point to shift to local solution.
- i. Ad hoc action in reaction to specific problems
- j. We have a disaster plan that is reviewed annually.
- k. We had an “all hands” sit down to discuss internally, “typical” threats which could occur based on the various types of business activities we were performing in the region. Everyone is involved and had specific responsibilities as well as “cross trained duties. We did not rely on the local police for support in our

solutions except to say they would be contacted/informed about the crises but we do not seriously considered them to be a “Problem” Solver. Our responders would come from the internal employees we had in the Regional Office or at various locations when the crises occurred. Staff were all trained in First Aid, they were required to perform 4 hours of fitness training per week; “emergency” food and water stockpiles in their residences and the office were established as well as cash stocks in their residences. We were organized as one team with cross training, which included a team leader and 3 unit leaders. Bank balances are also kept to a minimum. Training is held after working hours if it is being done by an outside source or during working hours if it is practice a response to a local scenario.

1. Through training records, personnel are selected. Training for requirements were outsourced (primarily) or developed in house. These persons were either a standby position (additional duties as needed) or permanent assignments in the communication and action loop.
 - m. Localize. First line is indigenous, second is TCN, back support is western expat
 - n. From over two decades of international business, including previous expatriate assignments, I already have the basic background for structuring a response. Use of ex-region resources (corporate or external) are always welcomed and adhered to but most of the precautions will fall on me as the regional lead to set up. With a small staff in relative terms, this is mainly to remain in contact, avoid trouble spots, and practice ‘flight not fight’ procedure.

- o. Networking with other US companies to find reasonable and responsive agencies that can handle the emergency. I have not really worked with them in advance of an emergency. Often formed ad hoc when crisis surfaces.
- p. Training is limited and by emails mainly. We do not have a formal crisis management training course developed.
- q. Global reputation and local presence (for insurance companies). Organize info and training for employees/team members. Conduct frequent (at least every two months) informal discussions to refresh/remind/update on available resources.
- r. While we have resources, we train all the time and ensure our employees are empowered with decision-making authority and streamline command and control with 24/7 reach back for support in any event.

Question 6: In the absence of corporate crisis management resources, how do you select, organize, and train local resources to respond to crises?

- a. “Our consultant worked with the senior management in the Middle East region to develop crisis procedures. This consisted of 3-5 persons.”
- b. “You can work with the building management and local government agencies to start.”
- c. I used the OODA Loop and trained them to 1) Observe, 2) Orient, 3) Decide and 4) Act. This applied, primarily, to both my Iraqi and American civilians engaged in our missions. The U.S. Military had their own Rules of Engagement and response.

- d. “Select based on prior experience in similar roles, organize by business entity &/or key geographical territory or country, and train using outside agencies or independent training organizations specializing in the field.”
- e. “Selection is based on experience and soft skills. Training is outsourced in addition to employees’ empowerment to lead.”
- f. “Via the company security and human resource department. Included is an on-site manager to monitor and direct the crisis locally.”
- g. “No plan at this point to shift to local solution.”
- h. “Ad hoc action in reaction to specific problems.”
- i. “We have a disaster plan that is reviewed annually.”
- j. We had an “all hands” sit down to discuss internally, “typical” threats which could occur based on the various types of business activities we were performing in the region. Everyone is involved and had specific responsibilities as well as cross trained duties. We did not rely on the local police for support in our solutions except to say they would be contacted/informed about the crises but we do not seriously considered them to be a “Problem” Solver. Our responders would come from the internal employees we had in the Regional Office or at various locations when the crises occurred. Staff were all trained in First Aid, they were required to perform 4 hours of fitness training per week; “emergency” food and water stockpiles in their residences and the office were established as well as cash stocks in their residences. We were organized as one team with cross training, which included a team

leader and 3 unit leaders. Bank balances are also kept to a minimum.

Training is held after working hours if it is being done by an outside source or during working hours if it is practice a response to a local scenario.

- k. “Through training records, personnel are selected. Training for requirements were outsourced (primarily) or developed in house. These persons were either a standby position (additional duties as needed) or permanent assignments in the communication and action loop.”
- l. “Localize. First line is indigenous, second is TCN [third country national], back support is western expat.”
- m. From over two decades of international business, including previous expatriate assignments, I already have the basic background for structuring a response. Use of ex-region resources (corporate or external) are always welcomed and adhered to but most of the precautions will fall on me as the regional lead to set up. With a small staff in relative terms, this is mainly to remain in contact, avoid trouble spots, and practice ‘flight not fight’ procedure.
- n. “Networking with other U.S. companies to find reasonable and responsive agencies that can handle the emergency. I have not really worked with them in advance of an emergency. Often formed ad hoc when crisis surfaces.”
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- q. While we have resources, we train all the time and ensure our employees are empowered with decision-making authority and streamline command and control with 24/7 reach back for support in any event.”

Question 7: What steps do you take to give local crisis management teams the best chance of success?

- a. Annual review of internal CM policy/procedure documentation; simulations
- b. The organization provided funding for a quality consultant and supported the implementation of the adopted plans.
- c. Practice drills
- d. Our local teams receive training and support through our corporate teams.
- e. maintain a current updated plan
- f. n/a
- g. Provided good/shared intelligence, primarily, about the threat and made sure everyone was familiar with the operating environment and their specific roles during the prosecution of our mission(s). We always maintained a very low profile downrange. Contingency plans were well understood and the “triggers” to initiate any “Plan B” were always clear to the Team Leaders on-site.
- h. Training and semi annual review & regular update of the Crises Policy including the movement of employees and updated info on next of kin etc.

- i. Direct communication lines to corporate, regional, & business unit leadership by e-mail, cellular phone, and where necessary satellite phones. -Direct communication lines to/from employees by similar means. -Ongoing tracking registration of the whereabouts & contact details of all employees (real-time where possible), in particular in high-risk areas or conflict zones. -Establish dedicated CM Website & news dissemination system to provide timely information on risks, threats, trouble spots, etc. covering health hazards, civil unrest, armed conflict, potential kidnap risks, etc. -Clear lines of responsibility & guidelines for communication with the public and governmental authorities regarding risks or threats to people & assets during an unfolding crisis, employee evacuation, consequences to the company, etc. -Access to local police & health authorities. - Access to legal resources in case of particular need for such support.
- j. Lead by example, employee's empowerment, brainstorming, and employee's engagement in decision making, and sharing best practices in risk management.
- k. Annual training along with educational courses provides direction for the employees. Communications and alternate communications are critical to a successful outcome and minimizing employee exposure to hazardous or dangerous situations.
- l. Prior planning is key.
- m. We support staff who want to get training in skills that are useful in Crises Management situations. We run scenarios quarterly, which allow us to see how we respond to a scenario and discuss how we can be better, prepared. We also

“what if” when we evaluate how we preformed to look at other policies and procedures which could be added to our internal plans.

- n. Quality Assurance and Engineering established a Crisis/Risk Management Assessment Team, which monitored all aspects of the organization benchmarked through best practices. These Risk Assessments are prioritized and allocated resources. The resources include training. After-action reports evaluate results and steps are built into existing processes to improve response and reaction as well as establishing prevention.
- o. Various
- p. Provide the contact info for the corporate and external crisis response entities. Require reasonable check-in while on travel to ensure no missing souls. Brief team on basics of emergency departure kits and general safety awareness.
- q. Provide them with personnel information of team members and families. Inform employees of emergency procedures.
- r. Very little if any.
- s. Maintain consolidated contact/info lists; make part of “travel pack”; pre-travel review of “what to do” scenarios.
- t. Top-level management involvement daily in virtually all issues, as in our business, a tactical problem has strategic impact..

Question 8: How do you monitor employees and teams for success in managing crises?

- a. Annual review with staff; simulations
- b. I am not aware of any such monitoring
- c. Drills - at unexpected times

- d. We have clear procedures and defined responsibilities for dealing with crises (although all have unique aspects requiring the application of sound judgment on the scene). After-action reviews are conducted and adjustments made to procedures/responsibilities following every crisis.
- e. Routine reports
- f. Constant open communications
- g. We used radios and cell phones. In some cases, we used monitored media networks to follow the crisis as it developed, if it was significant enough to warrant that degree of public attention.
- h. A monthly review of the procedure and employee movements updates, the contact list and international help line. All of this to ensure active communication channels and correct update in place.
- i. Create process & digital means of registering movement of employees into & out of high-risk zones, affected countries, areas of potential risk - e.g., using system of Red, Yellow, Green rating of countries & cities. Movement of family members should also be registered in the high-risk zones. -Report all changes to management of business entity & regional leadership on an ongoing basis. - Anticipate & pre-authorize movement of groups or teams who may be going to any high-risk or medium-risk area for meetings, company events, etc., even seasonal vacations in large numbers.
- j. Request reports, feedback, monitor their progress.
- k. Through Internet, social media, telephone, email, and through the local crises management team.

1. frequent meetings are a part of the normal business rhythm....prior to any crisis.

This establishes the trust and familiarity needed in an actual crisis.

1. frequent meetings are a part of the normal business rhythm....prior to any crisis.
- m. We are a small office here in Abu Dhabi and rely on close cooperation and communication.
- n. We evaluate the plan verses the results after an event or a training exercise. We discuss the adequacy of the plan and the stocked or available resource use or misuse. We look for ways to improve the response processes to various scenarios.
- o. Management teams evaluate situations and report through Risk Management Teams. Customer and Employee Feed-Back is used to read how well the response went.
- p. SITREP hourly
- q. No formal process. Typically it is a phone call if no proof of life recently (24 - 48 hours)
- r. No procedure has been put in place due to lack of support from HQs. Too far away from HQs for good support and headquarters not wanting to travel to the region.
- s. Most are monitor through our HSE plans and procedures, but little focus is given to managing crisis situations.
- t. Informally, but based on whether or not everybody did what they were trained/told to do without confusion or delay.
- u. E-mails, Skype calls, command visits with company personnel and management, as well as through our clients and consultant

Question 9: How do you monitor the environment for early warning signs of impending crises?

- a. Facilities manager/CEO in regular contact with US Consulate, general geopolitical awareness
- b. We rely on publicly available information, Embassy updates, and informal information networks.
- c. Political environment, weather - keep up with the news, tie in with consulate
- d. We have force protection specialists on site who constantly monitor the local threat situation.
- e. Third party consultant
- f. Registered with regional US Embassies, OSA, company security awareness, and monitoring of regional news
- g. Within our areas of responsibility, we used all-source intelligence as a forecasting tool. Eighty-five (85%) of the information we tracked, developed and used was based on human collection (HUMINT).
- h. Active links to news media in the various countries where the company is active. - Reports from embassies in those countries, as well as proactive contact at particular times of year or ahead of key events. -Alerts & news feeds from reliable in country & international sources. -Contact with health & hygiene authorities for advance warning of epidemics or other medical risks.
- i. Monitor media, meet periodically with leaders in risk management business during which information is gathered, attend business council meetings, and subscribe to risk management reports from local and international companies.

- j. There are a number of resources for advance notification. Include local and international (television, radio) media, internet via emails or social media for advance warnings, constant communications with the local US Embassy, OSAC, and Ambassador's office. Host country government agencies such as police, civil defense, and ministry of interior. Additionally our company monitors and communicates with various US agencies, Department of State, and DoD for updates and advice.
- k. Stay tuned to local media. Use corporate business leaders' access and partners to act as sensors. USG Warden network.
- l. Daily activity reports from the Sales force, weekly reports from other departments, and monthly reports from the general manager.
- m. Newspapers, TV, consultants, and discussion with colleagues and contacts.
- n. We individually keep up with news reports on the country we are domiciled in and on those we will visit for work to discuss scenarios which could happen while we are outside our "home" country or that could occur in the home country. We speak with people in various industries or Ministries for the "local" view of the mood in the city.
- o. Through Risk Assessments and Quality Assurance
- p. Gate or step reviews
- q. News reports, Embassy cautions, regional personal contacts both personal and professional
- r. Depend on US Embassy notices, monitor medias, networking with other westerners and socialize with other Americans.

- s. We use the government agencies to monitor local environments.
- t. News updates (open source); Fellow business traveler discussions; market watch prompters.
- u. We use agents, consultants, government relationships, client communications and competitor dialogue.

Question 10: What criteria do you use to rate the success of crisis management teams?

- a. Simulations reviewed against set benchmarks
- b. We do not engage in such evaluation.
- c. Drills go smoothly, no panic, clear thinking
- d. We have no formal method of measuring success.
- e. None
- f. SWOT and Risk assessments
 - 1) Did everyone return safely? 2) If not, did our injured folks receive adequate medical care in time, 3) Was anyone missing or detained? 4) Was anyone compromised downrange (outside the wire) - that is to say - were their true identities revealed, so that they could no longer function/operate within the population at large.
- g. The correction of the updated info at inspection time and their response to the crisis
- h. -Anticipation & mitigation of risks or threats -Speed of response in the event of a crisis, including evacuation, lock-downs, moving personnel to safe places, securing company assets, as the case may be. -Dissemination of news & updates about unfolding events, emerging threats, etc. -Proactive bans on travel to affected

areas where risks are highest. -Accuracy & timeliness of the accounting for personnel & families as well as company assets. -Impact to the reputation of the company & its leadership.

- i. Company reputation is not jeopardized, no loss of life & limb, efficiency of control tools, effective implementation of compliance policies and procedures.
- j. Outcomes are measured by the promptness of communicating with the effected area or region by feedback about the methods and timing from effected area personnel by the response team. Evaluation and post crises “lessons learned” from senior corporate security experts, outside crises management consulting firms, and insurance underwriters. Best described as a six-sigma approach to evaluating outcomes and implementing improvements.
- k. Difficult to rate without any crises to measure. However, the security professionals assigned to our team are career security employees with vast experience who have crafted a solid SOP, which I hope we never have to use.
- l. Nothing formal; just an overall assessment of the accuracy of the reports and the speed with which a problem is solved.
- m. Never having evaluated a crisis, I would have to guess. We try and avoid loss evaluated in order by human loss or injury, monetary loss of property and contracts, loss of reputation.
- n. How well team members functioned as individuals and as a team. Efficient use of supplies and or equipment. Flexibility in adjusting to various challenges. Ability to continue to function when faced with unplanned adversity
- o. Customer and Employee Feedback.

- p. Did the crisis leave the control of the company and if so how bad was the reputation loss or loss of life and property.
- q. No criteria are in place.
- r. No injuries, no serious impacts to business, procedures in place and published
- s. No criterion is being used at the moment.
- t. Informally, no structured format. Based on whether everybody back where they need to be, on time, without injury and the business can get back up and running as usual.
- u. No loss of life or assets, clients and employees. Ability to remain licensed through the countries with which we do business, and remaining financially profitable.

Appendix K

Round 2 Survey Questions

Please rate the following responses from Round 1 related to **crisis management**:

Statement 1: To respond to local crises, it is necessary to establish locally trained and equipped crisis management teams in my organization.

O Very unimportant O unimportant O neutral O important O very important

Statement 2: If local crisis management teams are formed in my organization, training sessions, periodic tests and evaluations, and role-playing scenarios are important to ensure the teams are prepared to respond.

O Very unimportant O unimportant O neutral O important O very important

Statement3: Delegating authority to local crisis management teams is important to ensure they are able to respond quickly to mitigate potential or perceived damage to the organization and facilities, prevent loss of life or limb, and enable continuity of operations.

O Very unimportant O unimportant O neutral O important O very important

Please rate the following responses from Round 1 related to **teamwork**:

Statement 4: Effective teamwork is important to successful crisis management.

O Very unimportant O unimportant O neutral O important O very important

Statement 5: Monitoring local crisis management teams is important to ensuring they are effective in overcoming the crisis and mitigating its effects on the organization.

O Very unimportant O unimportant O neutral O important O very important

Statement 6: Effective leadership includes identifying crisis management team members, training and equipping them properly, and conducting periodic exercises to ensure they are prepared to deal with crises in an effective and successful manner.

O Very unimportant O unimportant O neutral O important O very important

Please rate the following responses from Round 1 related to **environmental awareness**:

Statement 7: To monitor the external environment for early warnings of impending crises, I rely on Overseas Security Advisory Council (OSAC) advisories, embassy and consulate circulars, terrorism and piracy notices, health and safety warnings, and open-source media for information.

O Very unimportant O unimportant O neutral O important O very important

Statement 8: The Internet is an important tool in gathering information about the local environment affecting my organization.

O Very unimportant O unimportant O neutral O important O very important

Statement 9: Meeting and sharing information on potential or perceived crises with senior leaders of other U.S. companies with regional headquarters in the Middle East is important.

Very unimportant unimportant neutral important very important

Statement 10: Do you have any other comments or suggestions related to effective crisis management in overseas locations?

Appendix L

Round 2 Statements and Write-ins

Statement 1: To respond to local crises, it is necessary to establish locally trained and equipped crisis management teams in my organization.

1. Local knowledge is vital to manage a crisis in a foreign environment. Benefits include communications systems and alternative methods for communicating, transportation, security, logistics support, and sustainment.
2. While all employees should receive basic CM training, larger organizations require specialists (dedicated or at least having clear responsibilities) who have the expertise & resources to manage the related processes, including tracking personnel & assets of the business, emergency evacuation, business continuity planning, etc.
3. Issues of life and personal safety must take precedence over everything else. That is why a timely and accurate information is the lifeblood for managing a crises and very difficult to obtain.
4. Most of the time the current leadership serves as the crisis management team. “Other duties as assigned.”
5. Extremely important to have local “on-the-ground” awareness and capability to rely on, particularly in the event that some team members may not be as versed and aware of the local environment that they travel to periodically.
6. Someone once said, “All politics are local,” and so it goes with crisis response teams. Even when full support comes from a non-indigenous source, it’s essential to have some type of local presence. No one “knows the terrain” [physical or culturally] better than someone who lives there.

7. As I operated in high threat and austere areas, and in an industry where compliance to standards is a must, we must have trained locals upon which to draw support and equipment, which is on the shelf for use by our employees and clients. Training locals and ensuring highest standards are met and exceeded is fundamental to who we are and how we operate.
8. It is crucial to respond to crisis in effective manner to minimize damages. Management should be able to lead by example.
9. Failure to plan is planning to fail.
10. Understanding local situations and conditions is extremely important for safety of our employees.

Statement 2: If local crisis management teams are formed in my organization, training sessions, periodic tests and evaluations, and role-playing scenarios are important to ensure the teams are prepared to respond.

1. Training sessions and evaluations help determine readiness levels to meet crisis situations. Role playing scenarios demonstrate how each role is vital in handling the crisis.
2. The ability & preparedness to respond to crises cannot be over-emphasized. Therefore, to supplement regular training of new or existing employees & CM team members, ongoing evaluation & role-playing provide indispensable validation of the processes in place, uncover gaps & new needs, bring the variety of risks & crises into focus, while sharpening the knowledge & skills of all concerned. This works in much the same way as regular fire drills & the CM team the appointed fire marshals.

3. Rapid response is essential. That is why crises management requires a team approach.
4. Generally time is not allocated for these types of sessions. Organizations that pride themselves on well-trained organizations will make the time but most do not see the value with other priorities looming. Allocation of time for training needs to be driven from top down.
5. Contingency planning does not cover all aspects, but the more training, the better prepared for the unknown.
6. This is important, but not all team members who travel to certain locations from time to time are able to participate in such events. Full-time team members who may be more intimately involved in carrying out any responsive actions should periodically (i.e., once per every two months or more) conduct a review of crisis response actions, though local circumstances may not permit full-scale “role playing” scenarios.
7. You respond the way you are trained. Good training with accurate MOE [measures of effectiveness] is essential.
8. Scenario driven training, exercises and evaluations of readiness and capabilities are crucial in my industry.
9. The better employees are prepared the better result achieved with minimum loss/damage. Training has to be conducted by the right people/ organization with expertise in dealing with crisis.
10. Has proven very important to ensure practical application of policy and procedures and to keep crisis management protocols up to date with changing personnel.
11. It is very important to train individuals and periodically test them to make sure each individual understands their roles and responsibilities.

12. If a team is formed, it clearly must be training. Larger organizations I previously worked in did this at least annually.

Statement 3: Delegating authority to local crisis management teams is important to ensure they are able to respond quickly to mitigate potential or perceived damage to the organization and facilities, prevent loss of life or limb, and enable continuity of operations.

1. Delegation to the “boots on the ground” provides first hand eyes and ears in clarifying the situation, determining support required, action steps should be taken to secure personnel and facilities, mitigate damage, and continue operations.
2. Without delegated authority, a CM team cannot be effective & adequately responsive in the event of a crisis. In a large organization, the CM leader would typically report to the CEO or a senior executive, enjoying independence from department heads, as would the head of Safety/EHS or Quality functions.
3. People are usually very forgiving, but will not tolerate arrogance, indifference or gross incompetence
4. Meaningless if team does not have the authority to act. Too many people in the organization can stop the solutions if they are not comfortable with the solutions/recommendations.
5. Our customers have the first and last say in crisis management. That being said, personnel are authorized to do whatever it takes to prevent loss of life or limb.
6. Absolutely necessary. As noted above, some team members of a business may only periodically travel to a location and as a result, are not able to be as focused on crisis

response plans as they are more focused on their short-term objectives of the business. As a result, in a real crisis scenario, it will be necessary and appropriate for some team members to essentially “be along for the ride” in the event of a real crisis response situation.

7. Effective response cannot be managed from the “backroom” or an overhead asset. There is no substitute for the “commander” on the ground where the action takes place.
8. Cross functional training, flat organizational command and control and ensuring the management teams are capable of operating and making decisions in a void of oversight is critical to success. Fundamental to delegation however is the assurance that the teams are of high quality, certified to standards of excellence and continually trained.
9. Delegation at time of crisis is crucial to execute crisis management and achieve positive result otherwise it’s a waste.
10. Local, do you mean internal? Or external but local? Did not understand the specifics of the question to respond credibly.
11. Delegating authority and informing all staff of this delegation is extremely important. Individuals need to know who to contact when crisis situations occur.
12. You must designate authority to the people who are best trained and equipped to solve the problem. Senior admin staff or senior operations staff who are not trained can not be allowed to get in the way of the people who know what they are doing!

13. By definition, a crisis is immediate and response must be at the individual decision level. To have to refer back to management, especially many time zones away, defeats the purpose of a local crisis team.

Statement 4: Effective teamwork is important to successful crisis management.

1. One-man driven scenarios have been problematic historically. Teamwork to cover each critical area for support such as, communications systems, transportation, logistics, security, and PTSD post the event.
2. It is important for all employees & possibly other stakeholders to understand & accept that, in the event of a major crisis, all efforts must be directed toward the stated objectives (prevention of loss of life, protection of assets, business continuity) with seamless teamwork & unhindered collaboration / cooperation at all levels.
3. Teamwork includes communicating with each other. Cooperation and inclusiveness of the whole team is key to accomplishing a common objective.
4. Inter-company and company-customer teamwork is a must.
5. Yes, this goes from understanding individual roles to maintaining a levelheaded approach to any crisis response situation. The cliché of a chain being only as strong as its weakest link is very apt for this question --- one unwilling, uninformed, incapable team member can cause a low-level crisis to escalate.
6. Except in unique cases - effective crisis response [especially picking up the pieces afterwards] cannot be achieved without strong teamwork.
7. Country Management Teams oversee subordinate operations through Operations Managers and Project Manager on projects widely distributed. Communications is the

foundation of a comprehensive teaming effort. In our industry, our Corporate, Regional, Country and distributed Operations must be seamless and transparent in all we do to ensure that teaming is efficient and effective. Communications, inclusivity, and enabling subordinate leaders and staff to make the best decisions are fundamental to effective teamwork and successful management and mitigation of crises.

8. The more effective crisis management team the easier it gets to respond in positive manner minimizing risk exposure. Can you imagine if the team was ineffective and unreliable? That can maximize the damages and complicate the situation.
9. Train your men as a team. They must be technically and tactically proficient.
10. Self-evident statement.

Statement 5: Monitoring local crisis management teams is important to ensuring they are effective in overcoming the crisis and mitigating its effects on the organization.

1. Management 101, “inspect your expectations.” Assure local management teams are meeting and mitigating the crisis along with minimizing the effects on the organization.
1. Important insofar as HQ or Corporate CM puts in place certain metrics or evaluation criteria for local CM teams, conducts audits & regular functional meetings, ongoing training & testing. However, local teams should be empowered & given the resources to act on their own, within procedure, when responding to crises.
2. Communication and a clear objective are important but over monitoring can also delay and frustrate the team.

3. Not sure what “monitoring local crisis mgmt. teams” exactly means but for purposes of stating “Important” I am assuming this means that periodic visitors are monitoring the local teams. While communications between local and periodic visitors is important, the periodic visitors shouldn’t be required to have a constant oversight role of the local teams, especially when not in the same country.
4. Mostly important as an “after-action” event to harvest lessons learned - in order to improve the next response.
5. You get what you supervise, Additionally, in a high threat industry with distributed operations, continual communications among all levels of C2 ensures that support and resource allocation occurs through which crises can be forestalled, overcome or mitigated.
6. Monitoring is important to improve efficiency in crisis critical situations. Focus on positive strength of each individual and learn from mistakes by identifying them and finding the best tools mechanism to avoid repetition in future incidents.
7. The monitor also needs to be trained and able to evaluate what is going on and make suggestions after the training.
8. I could use a better definition of “monitoring.” Local team should be training and performance evaluated. Also, post crisis, a post-mortem should be conducted for improvements. But there will probably not be an opportunity mid-crisis to “monitor” a team.

Statement 6: Effective leadership includes identifying crisis management team members, training and equipping them properly, and conducting periodic exercises to ensure they are prepared to deal with crises in an effective and successful manner.

1. CM teams are no less important to a medium or large organization than a sales or finance team, although this can be easy to overlook in “good times”. Risk mitigation must be done proactively & effectively, while preparedness is key & the resources, training, equipment, & processes must be committed to safeguard the long-term viability of the business when the unexpected happens.
2. A major crisis will have a profound and long-term impact on an organization and its leaders
3. Great objective if supported from the leadership and allocated time/resources to perform.
4. Leadership at all levels must establish, support and monitor crisis management teams. If changes are required, they must be made quickly with support at all levels.
5. Yes, and understanding that many global business environments may not always allow for real-world training evolutions, the exercises should consist of frequent discussions of “what if” scenarios, local environment assessments, map reviews, etc., if time and other factors allow.
6. This should be obvious. If the leadership’s not on-board, no one else will be.
7. Yes, all of the above, Hire right, train continually, provide the necessary equipment to ensure compliance with client requirements and standards of excellence. As we are a Security provider in high threat/high risk areas, all of the employees are critical to the mission and our company is only as good as the weakest link. Identify the best and

most capable employees, with the necessary military and industry experience, train and equip to ensure compliance and operational excellence, conduct command visits and inspections as well as exercises to keep the organization at its highest level of readiness in order to mitigate risk, and ideally stop or handle the crisis with minimum impact.

8. Crisis management team can only deliver positive result by having effective leadership to lead by example and assign different assignments to different team members depending on their evaluation of team member's skills and knowledge.
9. Programs are only as good as the staff working on them. That is why it is very important to select the right person for job and to make sure they are properly trained and equipped.
10. This is what leadership is all about!
11. Self-evident statement.
12. In our company roles, responsibilities, and key points of contact both on-site and at our corporate headquarters are spelling out in standing procedures.

Statement 7: To monitor the external environment for early warnings of impending crises, I rely on Overseas Security Advisory Council (OSAC) advisories, embassy and consulate circulars, terrorism and piracy notices, health and safety warnings, and open-source media for information.

1. Found that due to irregular OSAC meetings this was not effective forum.
2. Open source media and OSAC advisories are effective ways of gathering information and updates.

3. All of the above sources are useful & important in the day-to-day, proactive monitoring of risks or threats.
4. Important to register and pay attention to the warnings but local networking is more important
5. Yes, all these sources should be a routine administrative review for all traveling business people, particularly if their business takes them to “frontier markets” areas that would be expected to have unique and likely changing circumstances that affect the ability to focus on business. Assuming Open Source Media is meant to include local newspapers, etc., these are often better and more current than some government sources and should be referenced frequently.
6. All of the above is absolutely essential. I would add that you must also tap into the “informal information system” that’s available on the street. This particularly applies to conflict arenas where OPFOR moves and operates within the local populace. The locals are “in the know.” The challenge is to develop enough rapport with them, so they will help keep you out of harms way - beforehand.
7. We rely on daily and periodic intelligence/information in order to stay as current as possible on the threat environment. Monitoring world events on television (24/7), internet, fee based intelligence feeds and notices as mentioned all provide the backdrop for our Country Management Team and their distributed operations to remain current with the threat and risk profile internationally, nationally and locally.
8. Mitigating threats and proactive approach by analyzing external environment and identifying risk is crucial to any organization. Management analyze the external environment through different resources were data are more or less reliable.

However, data should be collected from different sources and management should use commonsense at all times.

9. It is important to utilize trained agencies that have trained staff that fully understand the local conditions.
10. These are all important sources of information to help the local response teams prepare for potential local scenarios.
11. Employees are encouraged to register with appropriate sources for automatic updates. I have personally done so. We also informally share information in our region to keep everyone posted on potential risks, either terror, illness/medical, or infrastructure.

Statement 8: The Internet is an important tool in gathering information about the local environment affecting my organization.

1. Travel advisories: travel.state.gov International SOS: internationalsos.com OSHA: osha.gov FEMA: fema.gov Local & international newspapers can also provide valuable insights into important local / regional changes or emerging risks.
2. A good tool but it can be very jaded based on the reporting venues accessed.
3. Keeping current with best practices.
4. All referenced sources noted in question #7 would be accessed via Internet for most current info. To the extent local sources are able to provide relevant info, some social media sources would be relevant as well.
5. See question 7 regarding open-source information.
6. Absolutely essential to our full understanding of the environment.

7. The more sources for gathering Intel/ data the better and the Internet offers variety of data and resources.
8. Used to supplement other intelligence sources, a secondary source only.
9. By the time you see it on the Internet it is too late.
10. Easy and available (generally - not always). Sources are open news sources (CNN, Yahoo, Google) plus embassy security information and bulletins. There are also security feeds provided by third-party security providers who may have been hired to out-source protection and recovery. Info is also frequently available from local business council groups, such as US-UAE Business Council.

Statement 9: Meeting and sharing information on potential or perceived crises with senior leaders of other U.S. companies with regional headquarters in the Middle East is important.

1. Group think with Americans sets in pretty fast and lack of real contacts with other expat and especially local nationals often is problem for us expats
2. Sharing information broadens the expertise and introduces methods of mitigating crisis situations from past experience or approaches to enhance the outcome for your organization in the current situation. Perhaps Number 1 save lives and reduce injury, reduce time to respond and mitigate, return to operations sooner, and save costs.
3. This is definitely a very useful way to stay abreast of existing or emerging risks & threats that others may be seeing in their business or geographies with the potential to spread or spill over to other locations.

4. Thought leadership is important to any organization. Meeting regularly helps leaders to mitigate crisis as well as share experiences.
5. Networking is always effective. Especially when mobile phone and email information are shared.
6. Also keeping current with best practices.
7. This is important but not always practicable for some businesses. Such discussions often seem to be had on more informal arrangements than any structured program in my experience.
8. Difficult to determine the value of this, if it fails to inform better, more effective crisis management responses for US firms. Our own US agencies with “serve & protect” mandates don’t even share intelligence willingly or very effectively. Perhaps the answer lies in whether or not info sharing will improve the Corp. bottom line. If they think - yes, then they may be willing to take the time and resources required to support an interactive information exchange.
9. This too is very important although maybe more difficult than it sounds given competing priorities of time and occasionally a reluctance to share as much information as might be beneficial given the business competitiveness. For the most part however, works well and can work better with the support of such organizations as OSAC, the former PSC Association of Iraq (now defunct) etc. Worth reinvigorating in my opinion all of the means by which to share information.
10. Although it’s important, western companies do not share information with others that is not released in media.

11. This is often done through engagement with OSAC, important contacts made and maintained external to OSAC as well. Sharing ideas, policies, etc. in addition to sharing of potential crisis info
12. It is always useful to “brain storm” with other professionals. No man or team is an “Island”.
13. Nice tools to have, but most ‘threats’ are relatively discussed publicly, at least as far as I am concerned. Better resources are actually local distributors or representatives who frequently have the best feel for the situation ‘on the ground.’ So keep checking with the local partner, if the company has one.
14. This is important to us, but often difficult to achieve due to transportation, security, and business/customer proprietary information issues.

Statement 10: Do you have any other comments or suggestions related to effective crisis management in overseas locations?

1. Survey seems to be us centric? Might be good to get French UK German input along with UAE GCC local input to this subject?
2. Each organization, no matter how small or large, must embrace Crisis Management for their overseas locations. Crisis situations, whether natural or man-made, are real and frequent. Adapting crisis management policies and procedures, embracing proven methods, and learning from past events will assist each organization with more effective and efficient responses to crisis situations.
3. Close contact with local authorities, police & emergency services; identifying & evaluating specialized treatment centers, hospitals, etc.

4. There is not enough of it as company's get complacent is a relatively peaceful country. It is important to have frequent training.
5. A pocket manual (credit card size) would be useful to have detailing the quick facts for every crisis management
6. Companies are often overloaded with information relating to their day-to-day businesses and crisis response situations might not be a routine part of information flow in many companies. At a minimum, companies that send team members to other job locations should have a quick pre-trip brief to go over the business objectives and include in that brief a quick discussion of "what if" topics. All team members should provide basic itinerary info to "stay-behind" team members (flights, hotels, rental cars, planned meetings) so that IF a crisis occurs, a general focus on planning can be started a.s.a.p.
7. Crisis Management is best done by preparation, informed by all the tools of communications. Television news, the Internet, fee based or free information sharing and collegial communications among industry professionals (and not only among those in one industry) can prove highly beneficial. Allocation of resources (men, money and material) can be overwhelming with market changes, reduced revenue and a push to hold cost. The normal business friction (internal and external) must be managed to ensure that we don't fail to be fully capable, well trained and equipped and compliant, as well as effective in managing risk and dealing with Smart teaming, information sharing, hiring and training the right folks to standards certification (as required), and streamlined Command, Control, Communications and Information (C4I) are essential to successful operations and business continuity.

8. Understanding the environment culture and the mindset of different people with different values. Most of the western organizations fail in the ME due to lack of knowledge of environment. Language is another barrier. What works in the west doesn't mean it can work in ME.
 9. Larger companies with mature crisis and evacuation plans should be willing and eager to share information with newly located or smaller companies, especially those who are resource constrained. Unfortunately, too many companies treat said information as proprietary in nature.
 10. Prior preparation is essential. Contingency planning that provides several options to a range of crises is vital.
 11. If a parent organization implements or hires a crisis management team, they should tell the field offices of that fact; current company neglected to do so until I asked the question.
- Parent organizations can be prone to under or over reaction to a perceived crisis. Risk adverse companies may pull folks at the drop of a hat unnecessarily, while risk-blind companies may drill the local supervisor on the ‘real need to leave.’